



DEPARTMENT OF CORRECTIONS

FY 2025 PERFORMANCE PLAN

NOVEMBER 26, 2024

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Plan for the Department of Corrections.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

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Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 DEPARTMENT OF CORRECTIONS OVERVIEW

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.

Summary of Services: The DOC operates the Central Detention Facility (CDF) and the Correctional Treatment Facility (CTF). The facilities are jointly accredited by the American Correctional Association (ACA). The department has contracts with a private halfway house for women, Fairview and intends to establish a similar contract with a private halfway house for men in future; 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. Over ninety percent of DOC's inmates are male; DOC houses women inmates 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; Workforce development programs, LEAD Up! and LEAD Out!; -Special education through See Forever Foundation's Maya Angelou Public Charter School; 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, mail, law library, inmate grievance process, etc. DOC facilities operate twenty-four hours a day, 365 days a year.

Objectives:

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. Efficient, Transparent, and Responsive Government

Structures:

1. Office of the Director
2. The Office of the General Counsel (OGC)
3. The Office of Strategic Communications and Constituent Services
4. The Office of Investigative Services (OIS)
5. The Office of the Deputy Director for Operations (ODDO)
6. The Office of the Deputy Director for Education, Programs and Case Management
7. The Office of the Deputy Director for Administration
8. Equal Employment Opportunity (EEO) & Diversity
9. The Office of the Agency Fiscal Officer

3 OBJECTIVES

3.1 FOSTER ENVIRONMENT THAT PROMOTES SAFETY FOR INMATES, STAFF, VISITORS AND THE COMMUNITY-AT-LARGE.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Delayed release rate	Outcome	Down is Better	0%	0.06%	0.1%
Erroneous release rate	Outcome	Down is Better	0.06%	0.05%	0.01%
Inmate on inmate assault rate -inmate on inmate assaults per 10,000 inmate-days	Outcome	Down is Better	1.25	1.15	1.25
Inmate on staff assault rate - inmate on staff assaults per 10,000 inmate-days	Outcome	Down is Better	0.16	0	0.8
Percent of contraband seizures resulting in requests for criminal prosecution	Outcome	Up is Better	62.04%	42.68%	45%
Percent of disciplinary reports adjudicated as charged	Outcome	Up is Better	80.5%	55.37%	70%
Percent of inmate on staff assaults resulting in requests for criminal prosecution	Outcome	Up is Better	61.42%	43.27%	55%
Percent of inmates served by video and remote visiting program (CDF)	Outcome	Up is Better	37.1%	52.26%	35%

3.2 IMPROVE INMATE EDUCATION, JOB SKILL LEVELS, AND FACILITATE SUCCESSFUL COMMUNITY RE-INTEGRATION.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Inmate grievance resolution rate - percent of inmate grievances resolved within 30 days	Outcome	Up is Better	89.5%	93.09%	80%
Number of FBOP returning citizens served by READY Center	Quantity	Up is Better	545	2,091	200
Number of persons who are/were in DOC custody served by the READY Center	Quantity	Up is Better	1,728	5,734	220

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of attempted GED test sections passed	Outcome	Up is Better	56.30%	71.75%	60%
Percent of 18-22 year old inmates with Individual Education Plans (IEPs) served by Maya Angelou	Outcome	Up is Better	New in 2024	68.95%	No Target Set
Percent of housing units receiving access to programs and services (including virtual programs and services)	Outcome	Up is Better	73.3%	80.95%	73.33%
Percent of inmates utilizing library services at DOC facilities (including law and leisure library, mobile library, and e-books)	Outcome	Up is Better	66%	48.02%	55%
Percent Reduction in 12-month reincarceration rate of Residential Substance Abuse Treatment (RSAT) program participants compared to that for all DOC inmates	Outcome	Up is Better	73.58%	15.3%	40%
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	Outcome	Up is Better	30.3%	-13.5%	35%

3.3 UPGRADE WORKFORCE TO BETTER SERVE DISTRICT'S PUBLIC SAFETY NEEDS.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of DOC FTE compliant with In-Service Training requirements	Outcome	Up is Better	69.2%	58.36%	75%

3.4 MAINTAIN/IMPROVE INMATE PHYSICAL AND MENTAL HEALTH TO SUPPORT SUCCESSFUL COMMUNITY REENTRY.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of inmates released to community with required medications	Outcome	Up is Better	97.8%	97.75%	95%

3.5 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Federal revenue reimbursement rate	Outcome	Up is Better	78.60%	91.7%	95%
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	Outcome	Up is Better	NA	65%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	19.33%	20.53%	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	Outcome	Up is Better	22.92%	26.36%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	35.53%	34.62%	No Target Set
Percent of priority 1 maintenance and repair requests completed within 8 hours	Outcome	Up is Better	87.92%	93.23%	80%
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	50%	0%	No Target Set

4 ADMINISTRATIVE STRUCTURES

4.1 OFFICE OF THE DIRECTOR

The Director provides overall leadership and formulates measurable goals and objectives to carry out the mission and philosophy of the DOC. The Director's Office represents the agency, on agency performance and management accountability, fiscal matters, legal and regulatory compliance, and legislative matters before the general public, Mayor, Council of the District of Columbia, and the U.S. Congress. The Director's office is supported by an Executive Assistant and a Program Analyst.

4.2 THE OFFICE OF THE GENERAL COUNSEL (OGC)

The Office of the General Counsel (OGC) provides legal advice and guidance to the Director and DOC staff in the performance of their duties. OGC serves as the primary liaison with the courts and other legal entities. DOC's Freedom of Information Act (FOIA) Office is within OGC.

4.3 THE OFFICE OF STRATEGIC COMMUNICATIONS AND CONSTITUENT SERVICES

The Office of Strategic Communications and Constituent Services promotes formulation and implementation of sound correctional policy by developing and maintaining effective intragovernmental and intergovernmental relationships, expanding public awareness of DOC programs and activities, and fostering development of a positive agency image by engaging the media and external stakeholders in a timely, accurate, respectful, and transparent manner. It also provides constituent services.

4.4 THE OFFICE OF INVESTIGATIVE SERVICES (OIS)

OIS conducts administrative investigations concerning misconduct of DOC staff, volunteers, and contract employees for violations of DOC policy and/or D.C. Municipal Regulations (DCMR). OIS conducts criminal investigations of violations of the D.C. Criminal Code and the Federal Code by DOC inmates, staff, volunteers, and contractors. OIS serves as DOC's liaison with federal, state, county, and local law enforcement agencies to assist when criminal misconduct is identified. OIS gathers intelligence concerning local, regional, and national gang networks and maintains a register of both associates and active gang members in the custody of the DOC; monitors gang violence in the community for possible correlation with retribution violence in the facility; utilizes intelligence reports from local law enforcement databases to assist in investigations; conducts bi-annual Personnel Security and Suitability Investigations of all agency employees and background clearance investigation of all persons who will have direct contact with inmates and any new applicants for employment; and investigates escapes, absconds, and all matters pertaining to allegations of sexual abuse or sexual misconduct in accordance with the 2003 Prison Rape Elimination Act (PREA). The Correctional Surveillance Center (CSC) and the Body Worn Camera program are operated by the Office of Investigative Services. The PREA Compliance office is located within the office of Investigative Services and ensures training on the Federal Prison Rape Elimination Act for all DOC employees; ensures compliance with USDOJ strict certification requirements to address sexual abuse; and monitors compliance at the Central Detention Facility (CDF), Halfway Houses, and coordinates compliance reporting for the Correctional Treatment Facility (CTF).

4.5 THE OFFICE OF THE DEPUTY DIRECTOR FOR OPERATIONS (ODDO)

The Deputy Director for Operations (ODDO) oversees the day-to-day operations that affect the safety, security, and order of DOC facilities. This includes inmates at the Central Detention Facility (CDF or the Jail) and Correctional Treatment Facility (CTF); as well as, arrestees who are supervised at the Central Cell Block (CCB). It also includes the Court Transportation Unit and the Video Visitation Center. The Operations Analysis Unit (OAU) supports ODDO. The Office of Audit and Compliance (OAC) is aligned with the ODDO.

4.6 THE OFFICE OF THE DEPUTY DIRECTOR FOR EDUCATION, PROGRAMS AND CASE MANAGEMENT

The Office of the Deputy Director for Education, Programs and Case Management oversees the day-to-day provision of Education, Programs and Case Management services at the CDF and CTF and for returning citizens from DOC facilities and the Federal Bureau of Prisons (FBOP) through the READY Center and LEAD Out! programs. A Special Assistant supports the Deputy Director for EPCM. The Education Administrator, the Reentry Administrator, the Inmate Grievances and Voting Coordinator, and the Chief Case Manager report to the DD EPCM and oversee their respective operations.

4.7 THE OFFICE OF THE DEPUTY DIRECTOR FOR ADMINISTRATION

The Office of the Deputy Director for Administration (ODDA) oversees ancillary functions that support direct line operations in the DOC focusing on the care and custody of inmates. The special assistant supports the office of the DDA and facilitates effective daily operation of DDA Divisions. The DDA provides required agency support in an efficient and effective manner. A total of 15 offices are aligned with the ODDA. These are: Budget Support and Grants Management; Human Resources Management; Strategic Planning and Analysis; Facilities Maintenance; Risk Management; Center for Professional Development and Learning; Federal Billing; Support Services; Information Technology & Engineering Services; Health Services Administration; Policy; Contract Administration, and Requisitioning; The Inmate Records Office (IRO); The Office of Employee Wellness; and, Procurement.

4.8 EQUAL EMPLOYMENT OPPORTUNITY (EEO) & DIVERSITY

EEO and Diversity's core functions are to support the agency's efforts to ensure compliance with EEO laws and support and promote diversity within its workforce.

4.9 THE OFFICE OF THE AGENCY FISCAL OFFICER

The Office of the Agency Fiscal Officer (AFO) provides budget support, accounting operations, payroll functions, payment of invoices, and inmate finance operations for the agency. The AFO is part of the Office of the Chief Financial Officer.

5 ADDITIONAL MEASURES

Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Agency Operations Support					
Number of procurements processed	Quantity	Neutral	264	276	*
Number of requisitions submitted	Quantity	Neutral	300	308	*
Number of vehicle inspections conducted	Quantity	Neutral	171	183	*
Total dollar value of supply chain managed through DOC Warehouse	Quantity	Neutral	\$3,928,853	\$4,745,776	*
Central Cell Block Operations					
Arrestees processed	Quantity	Neutral	10,718	11,694	*
Arrestees served by Central Cell Block Clinic (CCBC)	Quantity	Neutral	2,895	3,165	*
Community Corrections Administration					
Number of inmates placed in Halfway-Houses	Quantity	Neutral	7	9	*
Correctional Surveillance Center					
External requests processed by the Correctional Surveillance Center (CSC)	Quantity	Neutral	931	1,287	*
Internal requests processed by the Correctional Surveillance Center (CSC)	Quantity	Neutral	1,698	2,139	*
Executive Direction and Support					
Number of FOIA requests processed	Quantity	Neutral	153	129	*
Facility Security					
Number of hearings conducted	Quantity	Neutral	6,786	4,306	*
Number of items of contraband seized	Quantity	Neutral	2,415	6,761	*
Facility Services					
Number of facility inspections conducted	Quantity	Neutral	4,790	4,467	*
Total workorders recorded	Quantity	Neutral	13,029	9,562	*
Health and Mental Health Services					
Hours of overtime (OT) required for medical outposts	Quantity	Neutral	61210.02	83232.61	*
Number of inmates served by the Acute Mental Health Unit	Quantity	Neutral	505	796	*
Number of inmates served by the mental health Step Down Unit (SDU)	Quantity	Neutral	62	118	*
Number of intakes with active diagnoses of mental illness	Quantity	Neutral	2,846	5,285	*

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Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of intakes with active substance abuse disorder diagnoses	Quantity	Neutral	2,402	4,178	*
Number served by the men's Substance Use Treatment unit	Quantity	Neutral	76	58	*
Number served by the women's Substance Use Treatment unit (Women's Wellness Unit)	Quantity	Neutral	194	95	*
Housing Unit Supervision					
Percent of inmates charged with violent or dangerous offenses	District-Wide Indicator	Neutral	70.38%	256.71%	*
Hours of Overtime (OT) required	Quantity	Neutral	530,839	617796.6	*
Inmate Finance and Financial Assistance					
Number of inmates provided financial assistance	Outcome	Neutral	2,700	3,340	*
Dollar value of inmate finance transactions processed	Quantity	Neutral	\$1124655.17	\$2662752.38	*
Number of inmate finance transactions processed	Quantity	Neutral	13,766	35,551	*
Inmate Personal Services					
Dollars of inmate commissary items delivered	Quantity	Neutral	\$1479653.6	\$2535211.63	*
Inmate Programs and Services					
Inmates served by law and leisure libraries	Quantity	Neutral	9,586	6,224	*
Number of inmates served by C-Tech industry certification programs	Quantity	Neutral	50	126	*
Number of face-to-face visits conducted	Quantity	Neutral	660	1,783	*
Number of inmates between 18 - 22 years of age with Individual Education Plans (IEPs) served by See Forever Foundation (Maya Angelou)	Quantity	Neutral	393	634	*
Number of inmates served by Career and Technical Education (CTE) programs	Quantity	Neutral	736	284	*
Number of inmates served by literacy or GED programs	Quantity	Neutral	2,047	965	*
Number of inmates served by post-secondary education programs	Quantity	Neutral	807	2,076	*
Number of inmates who utilized education tablets	Quantity	Neutral	9,586	6,224	*
Number of inmates with high or medium recidivism risk scores on the COMPAS Risk Screening Tool	Quantity	Neutral	3,790	4,278	*

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Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of library books issued by mobile library	Quantity	Neutral	2,540	1,405	*
Number of participants for the Transition Assistance Program (TAP) or Better and Beyond Program (Re-Entry)	Quantity	Neutral	225	407	*
Number of participants for women's programming	Quantity	Neutral	437	382	*
Number of participants for Young Men Emerging (YME) programming	Quantity	Neutral	36	32	*
Number of participants served by the Residential Substance Abuse Treatment (RSAT) program	Quantity	Neutral	78	98	*
Number of social visits at the Correctional Treatment Facility (CTF)	Quantity	Neutral	5,589	9,767	*
Number of video visits conducted	Quantity	Neutral	17,482	24,343	*
Number served by the LEAD Out! program	Quantity	Neutral	64	100	*
Number served by the LEAD Up! program	Quantity	Neutral	114	234	*
Inmate Records					
Sentences computed	District-Wide Indicator	Neutral	3,706	4,659	*
Documents processed	Quantity	Neutral	46,089	57,243	*
Inmate Transport					
Hours of service provided by Court Transport	Quantity	Neutral	33,701	37,740	*
Inmate Work Release Programs					
Dollar value of service provided by inmate work squads	Quantity	Neutral	No incidents	N/A	*
Number of inmates on work release	Quantity	Neutral	No incidents	N/A	*
Management Control					
Number of ACA compliance audits conducted	Quantity	Neutral	312	288	*
Number of background investigations conducted	Quantity	Neutral	87	132	*
Personnel Services					
Number of employees, contractors, and volunteers trained	Quantity	Neutral	2,430	1,825	*
Number of training classes conducted for employees, contractors, and volunteers	Quantity	Neutral	2,833	4,176	*
Technology Support					

(continued)

Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of all other IT devices supported	Quantity	Neutral	8,595	8,151	*
Number of communication devices supported	Quantity	Neutral	4,771	4,920	*
Number of helpdesk requests processed	Quantity	Neutral	4,831	2,864	*
Annual intakes (number of transactions resulting in movement of residents from non-DOC locations to DOC locations)	Context	Neutral	5,489	7,508	*
Average Daily Population (ADP) Quarterly Metric	Context	Neutral	1,328	1,836	*
Average Daily Population (ADP) for DOC Annual Metric	Context	Neutral	1,328	1,836	*
DOC per-inmate per day incarceration cost	Context	Neutral	\$412.85	\$294.35	*
Number of residents with disabilities	Context	Neutral	8	32	*
Median Length of Stay (LOS) to release (days)	District-Wide Indicator	Neutral	21.76	133	*
Median Length of Stay (LOS) in custody (days)	District-Wide Indicator	Neutral	140	119	*
Recidivism rate for 18-24 year olds - percent of 18-24 year olds with two or more bookings in 12 months	District-Wide Indicator	Down is Better	17.59%	16.1%	*
Recidivism rate for men - percent of men with two or more bookings in 12 months	District-Wide Indicator	Down is Better	19.2%	16.3%	*
Recidivism rate for women - percent of women intakes with two or more bookings in 12 months	District-Wide Indicator	Down is Better	21.15%	21.5%	*
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	Outcome	Down is Better	14.70%	30%	*
Recidivism rate for Residential Substance Abuse Treatment (RSAT) program participants - percent of participants with new bookings after program completion	Outcome	Down is Better	5.13%	15.3%	*
Recidivism rate for young adult program participants - percent of participants with new bookings after program completion	Outcome	Down is Better	2.78%	2.2%	*
Recidivism rate for DOC inmates - DOC inmates with two or more bookings in 12 months	Outcome	Neutral	19.42%	37.80%	*

(continued)

Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Annual releases (number of transactions resulting in movement of residents from DOC facility locations to non-DOC facility locations)	Quantity	Neutral	5,274	7,244	*

*Specific targets are not set for this measure

6 ADDITIONAL ACTIVITIES

Activity Name	Activity Description
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.
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.
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.
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.
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.
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.
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.
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.
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.
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.
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.

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Activity Name	Activity Description
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.
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.
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.
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.
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.
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.
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.
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.

7 PROJECTS

7.1 ACHIEVE ACA RE-ACCREDITATION

Proposed Completion Date: April 01, 2025

DOC will achieve reaccreditation by the American Correctional Association (ACA), the premier certifying body for Correctional Agencies, by April 1, 2026. DOC facilities are currently certified by ACA under the adult detention facility standards which affirms the facility's adherence to high standards of Correctional practice. This certification is held by about 7% of local jails in the United States.

7.2 ACHIEVE NCCHC REACCREDITATION

Proposed Completion Date: March 31, 2025

DOC will work with its contractual inmate health care provider, Unity Health Care, to successfully complete the accreditation audit conducted by the National Commission on Correctional Health Care (NCCHC) by March 31, 2025. This credential affirms the District's adherence to the highest standards of correctional health care within its facilities.

7.3 COLLABORATE WITH THE DEPARTMENT OF GENERAL SERVICES (DGS) AND THE PROGRAM PLANNING CONSULTANT TO PLAN AND DESIGN CTF ANNEX

Proposed Completion Date: September 30, 2028

DOC will continue its third year of activities related to the program planning and design specification for the CTF Annex in collaboration with the Department of General Services (DGS) and the contracted program planning consultant. The objective is to arrive at a design for the CTF Annex by September 30, 2028. The CTF Annex is eventually expected to replace the Central Detention Facility.

7.4 IMPLEMENT UPGRADE OF THE JAIL AND COMMUNITY CORRECTIONS SYSTEM (JACCS)

Proposed Completion Date: June 30, 2026

DOC will continue to work with its contractor to complete the upgrade of the Jail and Community Corrections System. This will ensure that the District operates with an offender management system and supporting workflow management structures that are modern and serve the agency's and the District's information needs.

7.5 CONDUCT AT LEAST TWELVE (12) FAMILY REUNIFICATION EVENTS FOR DOC RESIDENTS IN FY 2025

Proposed Completion Date: September 30, 2025

DOC will conduct at least twelve (12) family reunification events in FY 2025 that allow residents held at DOC facilities to interact in a safe and fun-filled way with their loved ones. The purpose of these events are to strengthen family bonds and promote pro-social engagement and connections. Strengthening family relationships promotes building support networks that can contribute to reentry success.