

# Department of Corrections FY2020

Agency Department of Corrections

Agency Code FLO

Fiscal Year 2020

**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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
<b>1 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (8 Measures)</b>					
Percent of Attempted GED Testing Sections Passed	Up is Better	17.4%	21.6%	57.1%	60%
Inmate Grievance Resolution Rate - Percent of Grievances Resolved within 30 days	Up is Better	New in 2019	New in 2019	92.2%	95%
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	37.6%	38.6%	-31.7%	30%
Residential Substance Abuse Treatment (RSAT) Program Effectiveness - Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates	Up is Better	38.8%	40.8%	44.1%	40%
Percent of CTF Inmates Utilizing Law and Leisure Library	Up is Better	New in 2020	New in 2020	New in 2020	60%
Percent of Housing Units Receiving Access to Programs	Up is Better	New in 2020	New in 2020	New in 2020	73.3%
Number of Persons Who Are/Were in DOC Custody Served by the READY Center	Up is Better	New in 2020	New in 2020	New in 2020	700
Number of FBOP Returning Citizens Served by READY Center	Up is Better	New in 2020	New in 2020	New in 2020	180
<b>2 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Measure)</b>					
Percent of inmates released to community with required medications	Up is Better	96.5%	100%	100%	95%
<b>3 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)</b>					
Percent of Disciplinary Reports Adjudicated as Charged	Up is Better	64%	64.2%	76.8%	65%
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Up is Better	66.7%	59.6%	57.4%	65%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Up is Better	73.9%	68.1%	29.9%	70%
Delayed Release Rate	Down is Better	0%	0.1%	0.1%	0.1%
Erroneous Release Rate	Down is Better	0%	0.001%	0.016%	0%
Percent of inmates served by video-visitation program (CDF)	Up is Better	51.9%	50.7%	46.2%	50%
Inmate on Inmate Assault Rate - Inmate on Inmate Assaults per 10,000 Inmate-Days	Down is Better	3.8	0.8	0.5	3
Inmate on Staff Assault Rate - Inmate on Staff Assaults per 10,000 Inmate-Days	Down is Better	1.9	0.5	0.3	1.5
<b>4 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Measure)</b>					
Percent of DOC FTE Compliant with In-Service Training Requirements	Up is Better	Not Available	78.8%	73.3%	75%
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Measures)</b>					
Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	Up is Better	54.3%	97.1%	96.8%	80%
Federal Revenue Reimbursement Rate	Up is Better	99.9%	97.4%	56.6%	95%

## Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)</b>				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	100%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	91.4%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	100%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management - Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

\*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Activities)</b>			
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
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, juvenile program and services, Residential Substance Abuse Treatment (RSAT), and ReEntry services.	Daily Service
<b>2 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Activity)</b>			
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
<b>3 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (9 Activities)</b>			
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
<b>4 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Activity)</b>			
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
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (5 Activities)</b>			
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

Operations Header	Operations Title	Operations Description	Type of Operations
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 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>1 - Inmate Finance and Financial Assistance (3 Measures)</b>			
Inmate Finance Transactions Processed	490,921	44,802	38,181
Dollar Value of Inmate Finance Transactions Processed	\$2,966,148.4	\$3,007,106	\$2,573,022.2
Number of Inmates Provided Financial Assistance	4496	4541	4683
<b>1 - Inmate Personal Services (1 Measure)</b>			
Dollars of Inmate Commissary Items Delivered	\$1,611,152.5	\$2,129,971.8	\$1,851,574.4
<b>1 - Inmate Programs and Services (14 Measures)</b>			
Library Books Issued by Mobile Library	13,134	32,070	6270
Inmates Served by Law and Leisure Libraries	4672	7931	10,209
Video Visits Conducted	42,585	43,859	32,166
Face-to-Face Visits Conducted	1828	1963	1777
Number of inmates served by Post-Secondary Education Programs	New in 2019	395	1347
Number of inmates served by Career and Technical Education Programs	New in 2019	New in 2019	1105
Inmates between 18 - 22 years of age served by DCPS	New in 2018	395	197
Number of Participants for YME Programming	New in 2019	New in 2019	77
Number Scoring High or Medium Risk on the COMPAS Risk Assessment	New in 2019	New in 2019	2637
Number of Participants for Women's Programming	New in 2019	New in 2019	760
Number of Participants for Transition Assistance or Better and Beyond Programs (Re-Entry)	New in 2019	New in 2019	139
Number of Industry Certifications Earned by Inmates	New in 2019	New in 2019	112
Number of inmates served by Literacy or GED programs	New in 2019	New in 2019	834
Number of Participants served by RSAT	New in 2019	New in 2019	375

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>2 - Health and Mental Health Services (5 Measures)</b>			
Hours of Overtime (OT) Required for Medical Outposts	55,393.1	95,367	18,296
Intakes with Active Diagnoses of Mental Illness	1884	1486	3300
Intakes with Active Substance Abuse Disorder Diagnoses	5744	3391	2793
Inmates served by Acute Mental Health Unit	984	896	758
Inmates Served by the Mental Health Step Down Unit	116	136	141
<b>3 - Central Cell Block Operations (2 Measures)</b>			
Arrestees Processed	8034	7446	12,046
Arrestees Served by Central Cell Block Clinic	795	722	999
<b>3 - Community Corrections Administration (1 Measure)</b>			
Number of Inmates Placed in Halfway Houses	321	272	194
<b>3 - Correctional Surveillance Center (2 Measures)</b>			
External Requests Processed by the Correctional Surveillance Center	665	653	672
Internal Requests Processed by the Correctional Surveillance Center	1121	858	1181
<b>3 - Facility Security (2 Measures)</b>			
Contraband Seized	2407	407	737
Hearings Conducted	9776	1447	1684
<b>3 - Housing Unit Supervision (10 Measures)</b>			
Recidivism Rate for Women - Percent of Women Intakes With Two or More Bookings in 12 Months	New in 2019	New in 2019	0.23
Recidivism Rate for Young Adult Program Participants - Percent of Participants with New Bookings After Program Completion	New in 2019	New in 2019	0.12
Recidivism Rate for 18-24 Year Olds - Percent of 18-24 Year Olds with Two or More Bookings in 12 Months	New in 2019	New in 2019	0.21
Recidivism Rate for Men - Percent of Men with Two or More Bookings in 12 Months	New in 2019	New in 2019	0.22
Recidivism Rate for RSAT Participants - Percent of Participants with New Bookings After Program Completion	New in 2019	New in 2019	0.12
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	New in 2019	0.24
Average Daily Population	7219	8227	7347
Median LOS in Custody	97	91.7	101
Percent of Inmates Charged with Violent or Dangerous Offenses	29.7%	37.6%	36.2%
Hours of Overtime (OT) Required	269,475	263,578	255,461
<b>3 - Inmate Receiving and Discharge (5 Measures)</b>			
Annual Intakes	11,974	11,516	10,424
Annual Releases	11,852	11,584	10,641
Average Daily Population for DOC	1999	2070	1838

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Median Length of Stay to Release	17	19.9	17.7
DOC Inmates with Two or More Bookings in 12 Months	New in 2019	New in 2019	0.22
<b>3 - Inmate Records (2 Measures)</b>			
Documents Processed	68,585	64,775	61,622
Sentences Computed	5907	5156	3784
<b>3 - Inmate Transport (1 Measure)</b>			
Hours of Service Provided by Court Transport	34,100	45,874	41,453
<b>3 - Inmate Work Release Programs (2 Measures)</b>			
Dollar Value of Service Provided by Inmate Work Squads	\$241,035	\$161,392.8	\$112,857
Number of Inmates on Work Release	162	198	115
<b>4 - Personnel Services (2 Measures)</b>			
Number Trained for Employees, Contractors, and Volunteers	1369	2885	2170
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	112	1671	1413
<b>5 - Agency Operations Support (4 Measures)</b>			
Total Dollar Value of Supply Chain Managed through DOC Warehouse	\$5,015,789.4	\$4,484,870.7	\$3,904,267
Vehicle Inspections Conducted	345	287	233
Requisitions Submitted	306	287	294
Procurements Processed	285	281	257
<b>5 - Executive Direction and Support (2 Measures)</b>			
FOIA Requests Processed	459	665	691
DOC Per-Inmate Per Day Incarceration Cost	\$218.3	\$222.8	\$216.2
<b>5 - Facility Services (2 Measures)</b>			
Total Workorders Recorded	10,667	13,459	15,408
Number of Facility Inspections Conducted	8062	3788	4559
<b>5 - Management Control (2 Measures)</b>			
Background Investigations Conducted	161	365	318
ACA Compliance Audits Conducted	123	275	230
<b>5 - Technology Support (3 Measures)</b>			
Helpdesk Requests Processed	4127	3743	4033
Communication Devices Supported	907	14,312	4854
All Other IT Devices Supported	7961	18,834	6872

## Strategic Initiatives

---

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Facility Services (1 Strategic Initiative)</b>		
Implement Planned Facility Upgrades at DOC Facilities	DGS will implement planned capital projects to upgrade DOC facilities in FY 2020. DOC will ensure that DGS staff and contractors have access to necessary areas within the facilities so that they can perform the scheduled work. The upgrades will be scheduled and implemented by DGS contractors and supervised by DGS staff. DOC will cooperate fully with DGS to assist so that DGS can complete the work by September 30, 2020.	09-30-2020
<b>Housing Unit Supervision (2 Strategic initiatives)</b>		
Pilot a PEACE Initiative at CDF	DOC will implement an innovative PEACE incentive pilot at CDF intended to enhance safety and security and overall sense of calm in three housing units that house medium and maximum-security inmates. As an additional component of the PEACE initiative, DOC will also engage in community outreach to help highlight the strong connections between peace in the community and peace in the facility; and, seek community support in implementing this pilot. The desired outcome is enhanced safety and calm in these housing units and the communities from where those in custody arrive. DOC will complete this pilot by September 30, 2020.	09-30-2020
Expand Young Adult Programs	Having established a successful residential housing unit for men who are 18-24 years-old at the Correctional Treatment Facility, DOC will extend the concept to a housing unit at the Central Detention Facility to serve men who are 18-24 years-old there. This will further test the core concept of providing a residential community supported by peer mentors and trained staff within the scope of a housing unit where youth can practice the behaviors and skills that will be required to function productively and in good relationship with authorities upon return to the community. This experience is expected to provide significant learning based upon which DOC may further extend this housing model in future to other receptive populations. DOC will implement the pilot by April 30, 2020.	04-30-2020
<b>Inmate Programs and Services (2 Strategic initiatives)</b>		
Implement Strategic Program Expansion Initiatives	In FY2020, DOC commences implementing the strategic plan developed in FY2019, which targets expanding the programs and services offered to those in custody. DOC will expand tablet-based programs to address the needs of women and 18-24 year-olds in custody (approximately 30% of men) by April 1, 2020; extending tablet-based programs to at least 600 additional inmates during FY 2020. Current risk and needs assessment tools will be examined to determine whether they effectively assess inmates' programming needs and recidivism risk, two critical indicators informing the type of programming DOC offers. Thus, DOC will enhance its ability to align offered programming and services with desired outcomes. DOC will complete the assessment by September 30, 2020.	09-30-2020
Enhance READY Center Impact	DOC will work with government and community based partners in the ReEntry Space to continue to raise awareness of READY Center services and expand provision of linkages to services for those returning to the community. Priority will be given to assisting residents of Wards 7 and 8. DOC's goal will be to increase customers served by 20% compared to FY 2019 by September 30, 2020.	09-30-2020