

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



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.

Summary of Services The DOC operates the Central Detention Facility (CDF) and the Correctional Treatment Facility (CTF). Both facilities are accredited by the American Correctional Association (ACA). The department has contracts with two private halfway houses: Fairview and Hope Village; these are often used as alternatives to incarceration. Like other municipal jails, 60 to 70 percent of inmates in DOC's custody have one or more outstanding legal matters that require detention, while the remaining are sentenced inmates, parole violators, or writs and holds. Median lengths of stay for released inmates are 31 days or less. Ninety percent of DOC's inmates are male. DOC also houses female inmates and a small number of juveniles charged as adults at the CTF. Each facility offers inmates a number of programs and services that support successful community re-entry. These include: --Residential Substance Abuse Treatment (RSAT); --Re-entry preparation (Re-Entry); --Institutional Work Details and Community Work Squads; --Job-readiness Training (together with the Department of Employment Services (DOES)); --Special Education (through the District of Columbia Public Schools (DCPS)); and, --Adult Education and GED Preparation provided by DOC. American Correctional Association (ACA) and National Commission on Correctional Health Care (NCCHC) accredited comprehensive health and mental health services are provided through Unity Health Care (contractual) and the D.C. Department of Behavioral Health. In addition, facilities provide inmate personal adjustment and support services, such as food services, laundry, religious programming, visitation, law library, inmate grievance process, etc. DOC facilities operate twenty-four hours a day, 365 days a year.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
The Central Detention Facility, CDF, met all Prison Rape Elimination Act (PREA) standards and exceeded some PREA standards during its third triennial audit cycle.	DOC is encouraged that it's sustained and continuous commitments were affirmed by the audit process.	DC residents can be assured that DOC is committed to maintaining safe detention facilities on a sustained basis and does not tolerate sexual abuse or misconduct. DOC treats all allegations of such behavior seriously and links persons to appropriate post-release support and services. It also provides multiple ways for victims, witnesses, and third parties to report such allegations.
DOC and the Criminal Justice Coordinating Council (CJCC) successfully collaborated in applying for the Second Chance Act's Strategic Recidivism Reduction (SRR) grant continuation for the District of Columbia, having received an earlier award for the SRR planning grant. The District was awarded the continuation grant, allowing it to move forward with it's plan to strategically reduce recidivism among affected populations.	DOC is encouraged that it's efforts in partnering with the CJCC have been successful in securing necessary funding to support work that is vital to strategically and thoughtfully improving the District's public safety.	Developing and executing this plan and the elements of the award are steps that will help improve public safety for District residents and well being for affected returning citizens.
DOC, in partnership with the Office of the Chief Technology Officer and the Office of Contracting and Procurement, successfully completed the award of it's offender management system upgrade contract. This massive project will provide an offender information system and associated management control infrastructure to support every aspect of DOC's mission for the foreseeable future.	DOC has mobilized staff from every impacted area to provide input so that the implemented system meets current and anticipated needs. DOC staff are working diligently with the contractor to implement this complex and massive project on schedule.	District residents will benefit from the successful implementation of the new system through better supported business processes, error reductions and improved data quality, and enhanced accountability which will all result in improved performance and public safety outcomes.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (8 Measures)												
Percent of Attempted GED Testing Sections Passed	Quarterly	17.4%	21.6%	57.1%	60%	60%	41.9%	No applicable incidents	No applicable incidents	46.1%	Unmet	OSSE discontinued testing at DOC in response to the COVID pandemic and consequently DOC was unable to meet the FY 2020 target as no students were tested in Q3 and Q4.
Inmate Grievance Resolution Rate - Percent of Grievances Resolved within 30 days	Annually	New in 2019	New in 2019	92.2%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71.67%	Unmet	In Q1 and Q2 there was a backlog of inmate grievances that accumulated pending on-boarding of key Unity staff. In Q3 and Q4 medical management of COVID-19 and staff impacts resulted in slower inmate grievance resolution rates and other challenges.
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	Annually	37.6%	38.6%	-31.7%	30%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	54.67%	Met	
Residential Substance Abuse Treatment (RSAT) Program Effectiveness - Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates	Annually	38.8%	40.8%	44.1%	40%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	65.11%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of CTF Inmates Utilizing Law and Leisure Library	Quarterly	New in 2020	New in 2020	New in 2020	60%	78.4%	56.1%	9.6%	56.3%	56.5%	New in 2020	The reduction of services during part of Q3 necessitated by DOC's COVID responses resulted in challenges in meeting the goal.
Percent of Housing Units Receiving Access to Programs	Quarterly	New in 2020	New in 2020	New in 2020	73.3%	53%	53%	No applicable incidents	No applicable incidents	53%	New in 2020	On unit programs were discontinued in response to COVID-19 during Q2, Q3 and Q4 in FY 2020 and the unmet performance goals reflect this operational reality.
Number of Persons Who Are/Were in DOC Custody Served by the READY Center	Quarterly	New in 2020	New in 2020	New in 2020	700	247	209	47	76	579	New in 2020	The sentenced misdemeanor population which is the largest recipient of READY Center services precipitously dropped in response to the COVID-19 pandemic. READY Center operations, including presence of partner agencies was also severely reduced. These two factors contributed to the inability to meet the FY 2020 performance target for this metric.
Number of FBOP Returning Citizens Served by READY Center	Quarterly	New in 2020	New in 2020	New in 2020	180	43	40	13	79	175	New in 2020	Limited READY Center operations in Q2 and Q3 in response to the COVID-19 pandemic adversely impacted performance and resulted in inability to meet the target for this metric in FY 2020.
2 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Measure)												
Percent of inmates released to community with required medications	Quarterly	96.5%	100%	100%	95%	99.2%	99.2%	100%	98%	99.1%	Met	
3 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (8 Measures)												
Percent of Disciplinary Reports Adjudicated as Charged	Quarterly	64%	64.2%	76.8%	65%	81.5%	74.3%	98.5%	76.8%	80.8%	Met	
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Annually	66.7%	59.6%	57.4%	65%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.35%	Met	
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Annually	73.9%	68.1%	29.9%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69.64%	Nearly Met	Not all contraband seizures that are investigated result in identifying individuals who can be referred for prosecution. This resulted in challenges in achieving the 70% target for this metric.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Delayed Release Rate	Quarterly	0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.5%	0.4%	0.2%	Unmet	Workflow was impacted by pandemic responses in Q3 and staff was impacted by COVID-19. Challenges were experienced in meeting the FY 2020 performance targets as a consequence.
Erroneous Release Rate	Quarterly	0%	0.064%	0.016%	0%	0%	0%	0.106%	0%	0.013%	Unmet	Workflow was impacted by pandemic responses in Q3 and staff was impacted by COVID-19. Challenges were experienced in meeting the FY 2020 performance targets as a consequence.
Percent of inmates served by video-visitation program (CDF)	Quarterly	51.9%	50.7%	46.2%	50%	41.4%	40%	No applicable incidents	No applicable incidents	40.7%	Unmet	Video Visiting was adversely impacted because it was discontinued during medical stay-in place necessitated by COVID-19 transmission management measures.
Inmate on Inmate Assault Rate - Inmate on Inmate Assaults per 10,000 Inmate-Days	Quarterly	3.8	0.8	0.5	3	1.4	1.66	0.57	0.99	1.22	Met	
Inmate on Staff Assault Rate - Inmate on Staff Assaults per 10,000 Inmate-Days	Quarterly	1.9	0.5	0.3	1.5	0.12	1.38	0.57	0.99	0.76	Met	
4 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Measure)												
Percent of DOC FTE Compliant with In-Service Training Requirements	Quarterly	Not Available	78.8%	73.3%	75%	62.8%	61.2%	No applicable incidents	82.7%	66.1%	Unmet	DOC experienced challenges in balancing COVID responses, OT management, and discontinued training during Q3 as a part of the agency's response to COVID that together prevented DOC from attaining the FY 2020 target for this metric.
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	Quarterly	54.3%	97.1%	96.8%	80%	100%	85.6%	88.8%	80.8%	85.6%	Met	
Federal Revenue Reimbursement Rate	Quarterly	99.9%	97.4%	56.6%	95%	96.9%	100%	91.8%	99.7%	97%	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Inmate Finance and Financial Assistance (3 Measures)							
Inmate Finance Transactions Processed	44,802	38,181	7239	7267	5027	4912	24,445
Dollar Value of Inmate Finance Transactions Processed	\$3,007,106	\$2,573,022.2	\$677,377	\$624,541.2	\$622,411	\$606,954.9	\$2,531,284.1
Number of Inmates Provided Financial Assistance	4541	4683	1000	1200	400	600	3200
1 - Inmate Personal Services (1 Measure)							
Dollars of Inmate Commissary Items Delivered	\$2,129,971.8	\$1,851,574.4	\$518,547.7	\$507,786.2	\$440,413.8	\$429,290	\$1,896,037.6

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Inmate Programs and Services (14 Measures)							
Library Books Issued by Mobile Library	32,070	6270	1241	1523	0	0	2764
Inmates Served by Law and Leisure Libraries	7931	10,209	2291	2004	103	1133	5531
Video Visits Conducted	43,859	32,166	6630	5939	0	0	12,569
Face-to-Face Visits Conducted	1963	1777	479	494	0	0	973
Number of inmates served by Post-Secondary Education Programs	395	1347	217	468	114	260	1059
Number of inmates served by Career and Technical Education Programs	New in 2019	1105	588	607	1069	256	2520
Inmates between 18 - 22 years of age served by DCPS	395	197	129	126	144	129	528
Number of Participants for YME Programming	New in 2019	77	19	15	18	2	54
Number Scoring High or Medium Risk on the COMPAS Risk Assessment	New in 2019	2637	771	743	306	478	2298
Number of Participants for Women's Programming	New in 2019	760	283	260	80	79	702
Number of Participants for Transition Assistance or Better and Beyond Programs (Re-Entry)	New in 2019	139	110	95	67	20	292
Number of Industry Certifications Earned by Inmates	New in 2019	112	25	10	0	0	35
Number of inmates served by Literacy or GED programs	New in 2019	834	546	543	398	254	1741
Number of Participants served by RSAT	New in 2019	375	Annual Measure	Annual Measure	Annual Measure	Annual Measure	88
2 - Health and Mental Health Services (5 Measures)							
Hours of Overtime (OT) Required for Medical Outposts	95,367	18,296	4721.3	14,396.8	50,594	4702.8	74,414.8
Intakes with Active Diagnoses of Mental Illness	1486	3300	1031	979	968	259	3237
Intakes with Active Substance Abuse Disorder Diagnoses	3391	2793	937	885	1105	418	3345
Inmates served by Acute Mental Health Unit	896	758	87	235	135	199	656
Inmates Served by the Mental Health Step Down Unit	136	141	34	34	22	23	113
3 - Central Cell Block Operations (2 Measures)							
Arrestees Processed	7446	12,046	4351	4386	447	1891	11,075
Arrestees Served by Central Cell Block Clinic	722	999	815	689	457	297	2258
3 - Community Corrections Administration (1 Measure)							
Number of Inmates Placed in Halfway Houses	272	194	56	47	0	0	103
3 - Correctional Surveillance Center (2 Measures)							
External Requests Processed by the Correctional Surveillance Center	653	672	197	257	275	139	868
Internal Requests Processed by the Correctional Surveillance Center	858	1181	101	240	212	379	932
3 - Facility Security (2 Measures)							
Contraband Seized	407	737	499	268	327	158	1252
Hearings Conducted	1447	1684	383	610	529	1299	2821
3 - Housing Unit Supervision (10 Measures)							
Recidivism Rate for Women - Percent of Women Intakes With Two or More Bookings in 12 Months	New in 2019	0.23	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.19
Recidivism Rate for Young Adult Program Participants - Percent of Participants with New Bookings After Program Completion	New in 2019	0.12	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.07
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	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.18
Recidivism Rate for Men - Percent of Men with Two or More Bookings in 12 Months	New in 2019	0.22	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.18
Recidivism Rate for RSAT Participants - Percent of Participants with New Bookings After Program Completion	New in 2019	0.12	Annual Measure	Annual Measure	Annual Measure	Annual Measure	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	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.14
Average Daily Population	8227	7347	1895	1787	1353	1336	6371
Median LOS in Custody	91.7	101	110.7	140	209.5	243.9	704
Percent of Inmates Charged with Violent or Dangerous Offenses	37.6%	36.2%	61.4%	57.8%	83.3%	74.3%	77.2%
Hours of Overtime (OT) Required	263,578	255,461	92,359.7	104,348.4	61,412	79,972	338,092.1
3 - Inmate Receiving and Discharge (5 Measures)							
Annual Intakes	11,516	10,424	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6149
Annual Releases	11,584	10,641	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6557

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Average Daily Population for DOC	2070	1838	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1564
Median Length of Stay to Release	19.9	17.7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	24.2
DOC Inmates with Two or More Bookings in 12 Months	New in 2019	0.22	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.18
3 - Inmate Records (2 Measures)							
Documents Processed	64,775	61,622	14,901	14,699	4485	5393	39,478
Sentences Computed	5156	3784	870	906	244	164	2184
3 - Inmate Transport (1 Measure)							
Hours of Service Provided by Court Transport	45,874	41,453	7202	11,325	5904	6768	31,199
3 - Inmate Work Release Programs (2 Measures)							
Dollar Value of Service Provided by Inmate Work Squads	\$161,392.8	\$112,857	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$29,931.8
Number of Inmates on Work Release	198	115	Annual Measure	Annual Measure	Annual Measure	Annual Measure	74
4 - Personnel Services (2 Measures)							
Number Trained for Employees, Contractors, and Volunteers	2885	2170	678	1227	14	249	2168
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	1671	1413	535	363	23	97	1018
5 - Agency Operations Support (4 Measures)							
Total Dollar Value of Supply Chain Managed through DOC Warehouse	\$4,484,870.7	\$3,904,267	\$365,370	\$1,010,426	\$721,457	\$1,615,587	\$3,712,840
Vehicle Inspections Conducted	287	233	47	41	41	35	164
Requisitions Submitted	287	294	95	47	29	98	269
Procurements Processed	281	257	85	51	26	71	233
5 - Executive Direction and Support (2 Measures)							
FOIA Requests Processed	665	691	110	29	26	44	209
DOC Per-Inmate Per Day Incarceration Cost	\$222.8	\$216.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$312.8
5 - Facility Services (2 Measures)							
Total Workorders Recorded	13,459	15,408	3282	5115	3331	3755	15,483
Number of Facility Inspections Conducted	3788	4559	1026	1026	1008	898	3958
5 - Management Control (2 Measures)							
Background Investigations Conducted	365	318	55	38	9	18	120
ACA Compliance Audits Conducted	275	230	75	78	10	35	198
5 - Technology Support (3 Measures)							
Helpdesk Requests Processed	3743	4033	912	881	812	788	3393
Communication Devices Supported	14,312	4854	1197	1125	1223	1206	4751
All Other IT Devices Supported	18,834	6872	1880	1819	1868	1916	7483

2020 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	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
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

Operations Header	Operations Title	Operations Description	Type of Operations
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

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Facility Services (1 Strategic Initiative)				
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.	25-49%	DGS's ability to complete the scheduled capital project improvements was adversely impacted by COVID-19. DOC has been in constant communication with DGS and cooperated fully as per commitment.	
Housing Unit Supervision (2 Strategic initiatives)				
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.	0-24%	DOC remains in a state of medical stay-in-place at both facilities to reduce the potential of COVID-19 transmission and sustain the health and safety of residents, staff and service providers. It is not possible to implement the PEACE initiative as planned at this time or in the foreseeable future.	In March 2020, DOC implemented medical stay-in-place at both facilities to reduce the potential of COVID-19 transmission and sustain the health and safety of residents, staff and service providers. DOC remains in this status until post-COVID-19 normalization is declared. It is not possible to implement the PEACE initiative as planned due to the resulting constraints at this time or in the foreseeable future.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	DOC completed this initiative as planned.	
Inmate Programs and Services (2 Strategic initiatives)				
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.	Complete	DOC worked with a team of Graduate Student interns from local universities to complete an initial assessment of its current risk and needs identification instruments in Q4 FY 2020. This assessment identified opportunities to improve both risk assessment and needs assessment by developing instruments normed to DOC populations that engender trust, leverage available information, are culturally appropriate for residents and staff, gender responsive, and appropriate for DOC's operational constraints.	
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.	0-24%	Services have been reduced as the population of inmates with known release dates (sentenced misdemeanants) has dwindled due to COVID-19 related impacts, and the number of partners operating at the READY center has likewise dwindled. DOC will resume/re-imagine this initiative as new post-COVID normal operations are established.	Services have been reduced as the population of inmates with known release dates (sentenced misdemeanants) has dwindled due to COVID-19 related impacts, and the number of partners operating at the READY center has likewise dwindled. DOC will resume/reimagine this initiative as new post-COVID normal operations are established.