

Department of Corrections FY2021

Agency Department of Corrections

Agency Code FLO

Fiscal Year 2021

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.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Despite the pandemic, DOC successfully administered voting inside the jail for the 2020 Presidential Election and a first-time ever ANC Election (single-member district 7F07) where every candidate was incarcerated at the DC Department of Corrections.	DOC is proud to support the rights of citizens to vote and to have representation in the process that affects their well being.	DOC residents were empowered to exercise their constitutional right to vote and also were able to elect a representative to voice their concerns.
Despite infrastructure not designed to support modern technologies, DOC implemented wi-fi to enable tablets in housing units at both the CDF and CTF.	DOC is pleased to have been able to support the personal growth and transformation processes of those in its custody, help them keep connected to their loved ones, and facilitate the processes of the Criminal Justice System despite challenges - and thus carry out its mission with excellence.	This proved to be the foundation for greatly expanded access to tablet based virtual visits, email and text communications with loved ones, tablet based phone calls, and tablet based learning. It also supported legal processes like virtual hearings and virtual communications with attorneys.
With the help of a federally funded grant, DOC implemented body Worn Cameras for all staff in Operations while continuing to expand the number of staff trained in Trauma Informed practices.	With every new initiative comes new challenges but DOC is committed to working through these to leverage the potential of the Body Worn Cameras to improve processes, practices, performance and outcomes for staff and residents, and public safety outcomes for the community. DOC is privileged to be on the cutting edge of implementing these important technologies to improve the practice of jails-based Corrections.	The Body Worn Cameras will be used as coaching tools to help staff engage in effective correctional practices and to support safety, security and order in a humane manner within DOC facilities. This will have a positive impact on residents of DOC facilities, their loved ones, and the public safety of the community.
Secured \$3.6 million in grant funding to support the READY Center through the Centers for Disease Control, Office of Victims Services and Justice Grants/Bureau of Justice Assistance and Department of Behavioral Health.	The examination of recidivism rates, and provision of enhanced care coordination will help DOC in implementing its Lead Out Program and improve reentry outcomes for DOC residents. It will help DOC build capacity in care coordination and improve its ability to execute its mission.	The funding will assist with hiring a Clinical Care Coordinator for the READY Center to help link returning citizens to available service providers and programs, bring in a consultant to help DC DOC examine their recidivism rates, and enhance care coordination, reentry SUD/Opioid housing, and reentry workforce development (The Leadout Program). This will help improve reentry outcomes for returning citizens and public safety for the community.
In FY 2021 DOC provided meaningful growth and transformation opportunities virtually a. Nearly 472,000 hours of educational programs were accessed, including one person who graduated with a college degree; b. Over 6,000 hours of women's and 5,800 hours of men's treatment supportive programs provided; c. Over 430 accessed virtual Stress Management, Coping and Trauma related content and 751 participated in Breaking Free programming; d. Religious Programs and Services served 155 participants; and, e. Over 181 Reentry Requests and 62 Referrals through the READY Center (reentry related) were processed.	It was rewarding for DOC staff to celebrate the accomplishments of residents and to be able to provide the opportunities for growth and transformation that will lead to better individual, community and public safety outcomes.	These growth, learning and transformative opportunities have been shown by evidence to reduce future criminal justice system involvement and help individuals on the path to productive lives upon return to the community.

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
1 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (8 Measures)											
ReEntry Program Effectiveness - Percent Reduction in the 12-month Rate of Return to DOC of ReEntry Program (Transition Assistance Program (TAP) and Better and Beyond) Participants	Annually	-31.7%	54.7%	30%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	50.02%	Met	
Residential Substance Abuse Treatment (RSAT) Program Effectiveness - Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates	Annually	44.1%	65.1%	40%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents		
Percent of CTF Inmates Utilizing Law and Leisure Library	Quarterly	New in 2020	56.5%	60%	60%	No applicable incidents	No applicable incidents	No applicable incidents	60%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of Housing Units Receiving Access to Programs	Quarterly	New in 2020	53%	73.3%	No applicable incidents	No applicable incidents	No applicable incidents	85.4%	85.4%	Met	
Inmate Grievance Resolution Rate - Percent of Grievances Resolved within 30 days	Annually	92.2%	71.7%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	67.99%	Unmet	Most of the grievances which were not resolved within 30 days had to do with concerns that could not be easily confirmed or verified within that period. DOC continued to experience unusually high volumes of formal grievances in FY 2021 which resulted in challenges to meeting the target.
Percent of Attempted GED Testing Sections Passed	Quarterly	57.1%	46.1%	60%	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents		
Number of Persons Who Are/Were in DOC Custody Served by the READY Center	Quarterly	New in 2020	579	700	72	73	79	69	293	Unmet	DOC set an ambitious target assuming that the pandemic would end. However, that has not been the case and the target of serving 700 persons through the READY Center was not realistic given the modified operations of the Criminal Justice system with greatly reduced releases from DOC and to the community. DOC will adjust the FY 2022 target to more realistic levels given the post-COVID normal operations underway.
Number of FBOP Returning Citizens Served by READY Center	Quarterly	New in 2020	175	180	88	70	25	45	228	Met	
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	100%	99.1%	95%	98%	99%	98%	98%	98.3%	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	76.8%	80.8%	70%	6.6%	57.8%	89%	85.3%	60.5%	Unmet	The FY 2021 performance was limited by the performance in Q1. Coaching staff and the implementation of multiple hearing boards in Q2 helped to mitigate issues. Further efficiencies were gained in Q3 with a slight loss in Q4 due to new adjustment board staff - who quickly came up the learning curve.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Annually	57.4%	92.3%	55%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	74.91%	Met	
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Annually	29.9%	69.6%	30%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	51.42%	Met	
Delayed Release Rate	Quarterly	0.1%	0.2%	0.1%	0%	0.3%	0%	0.1%	0.1%	Met	
Erroneous Release Rate	Quarterly	0%	0%	0.01%	0%	0%	0%	0%	0%	Met	
Percent of inmates served by video-visitation program (CDF)	Quarterly	46.2%	40.7%	45%	No applicable incidents	No applicable incidents	91.3%	76.6%	80.7%	Met	
Inmate on Inmate Assault Rate - Inmate on Inmate Assaults per 10,000 Inmate-Days	Quarterly	0.5	1.2	1.5	0.2	0.27	0.86	0.83	0.54	Met	
Inmate on Staff Assault Rate - Inmate on Staff Assaults per 10,000 Inmate-Days	Quarterly	0.3	0.8	1	0.6	0.56	0.28	0.69	0.53	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	73.3%	66.1%	75%	75%	No applicable incidents	No applicable incidents	No applicable incidents	75%	Met	
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	96.8%	85.6%	80%	65.3%	86.2%	77.4%	77.2%	78.2%	Nearly Met	DOC experienced a 7.3% increase in Priority 1 work-orders during FY 2021 compared with FY 2020. During Q1 FY 2021 and the early part of Q2 FY 2021 there were also fewer maintenance staff available for duty. These factors contributed to the challenges in meeting the performance target for FY 2021.
Federal Revenue Reimbursement Rate	Quarterly	56.6%	97%	95%	96.4%	93.6%	84.9%	97.7%	93.1%	Nearly Met	Due to COVID-19 there have been delays in receiving payment for invoices because the federal invoice process has been modified to adapt to operating realities. DOC anticipates that all invoices will be processed and reimbursed before the end of the calendar year. Once the outstanding invoices are processed and reimbursements are received DOC anticipates the reimbursement rate target will be achieved.

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
1 - Inmate Finance and Financial Assistance (3 Measures)							
Number of Inmates Provided Financial Assistance	4683	3200	400	400	400	600	1800

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
Inmate Finance Transactions Processed	38,181	24,445	5637	4743	4840	4193	19,413
Dollar Value of Inmate Finance Transactions Processed	\$2,573,022.2	\$2,531,284.1	\$626,256.2	\$395,467	\$649,671.3	\$454,729.8	\$2,126,124.3
1 - Inmate Personal Services (1 Measure)							
Dollars of Inmate Commissary Items Delivered	\$1,851,574.4	\$1,896,037.6	\$445,622.5	\$460,923.8	\$518,794.4	\$508,487	\$1,933,827.7
1 - Inmate Programs and Services (16 Measures)							
Library Books Issued by Mobile Library	6270	2764	No applicable incidents	No applicable incidents	270	841	1111
Video Visits Conducted	32,166	12,569	No applicable incidents	No applicable incidents	924	9640	10,564
Face-to-Face Visits Conducted	1777	973	No applicable incidents	No applicable incidents	No applicable incidents	13	13
Inmates between 18 - 22 years of age served by DCPS	197	528	116	126	126	125	493
Number of inmates served by Literacy or GED programs	834	1741	460	703	928	1077	3168
Number of Participants for YME Programming	77	54	15	11	10	12	48
Number of Participants for Women's Programming	760	702	90	113	107	107	417
Inmates Served by Law and Leisure Libraries	10,209	5531	3095	3296	3494	3442	13,327
Number of inmates served by Post-Secondary Education Programs	1347	1059	68	107	137	170	482
Number of inmates served by Career and Technical Education Programs	1105	2520	3232	3537	3494	3522	13,785
Number Scoring High or Medium Risk on the COMPAS Risk Assessment	2637	2298	537	202	281	305	1325
Number of Participants for Transition Assistance or Better and Beyond Programs (Re-Entry)	139	292	57	66	57	60	240
Number of Participants served by RSAT	375	88	Annual Measure	Annual Measure	Annual Measure	Annual Measure	28
Number of Inmates Served by C-Tech Industry Certification Programs	112	35	48	39	No applicable incidents	99	345
Number of Inmates Receiving Paper-based Activity Packets	New in 2021	New in 2021	4460	4502	4489	1541	4073
Number of Inmates who Utilized Tablets	New in 2021	New in 2021	3095	3296	3326	3442	3442
2 - Health and Mental Health Services (5 Measures)							
Intakes with Active Diagnoses of Mental Illness	3300	3237	373	301	323	402	1399
Intakes with Active Substance Abuse Disorder Diagnoses	2793	3345	379	325	316	366	1386
Inmates served by Acute Mental Health Unit	758	656	204	149	172	173	698
Inmates Served by the Mental Health Step Down Unit	141	113	19	19	20	28	86
Hours of Overtime (OT) Required for Medical Outposts	18,296	74,414.8	1565	3981	6548	2612	14,706
3 - Central Cell Block Operations (2 Measures)							
Arrestees Processed	12,046	11,075	1807	1864	1324	1772	6767
Arrestees Served by Central Cell Block Clinic	999	2258	330	243	250	167	990
3 - Community Corrections Administration (1 Measure)							
Number of Inmates Placed in Halfway Houses	194	103	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents
3 - Correctional Surveillance Center (2 Measures)							
External Requests Processed by the Correctional Surveillance Center	672	868	119	151	183	193	646
Internal Requests Processed by the Correctional Surveillance Center	1181	932	395	532	524	637	2088
3 - Facility Security (2 Measures)							
Contraband Seized	737	1252	523	296	627	259	1705
Hearings Conducted	1684	2821	559	889	456	1286	3190
3 - Housing Unit Supervision (10 Measures)							
Average Daily Population	7347	6371	1472	1484	1463	1543	5962
Median Length-of-Stay (LOS) in Custody	101	704	239	218	226	204	887
Percent of Inmates Charged with Violent or Dangerous Offenses	36.2%	77.2%	74.5%	74.2%	75.5%	73%	74.3%

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
Hours of Overtime (OT) Required	255,461	338,092.1	92,650	101,721	72,680	115,882.9	382,933.9
Recidivism Rate for Women - Percent of Women Intakes With Two or More Bookings in 12 Months	0.23	0.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.4
Recidivism Rate for 18-24 Year Olds - Percent of 18-24 Year Olds with Two or More Bookings in 12 Months	0.21	0.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.11
Recidivism Rate for Men - Percent of Men with Two or More Bookings in 12 Months	0.22	0.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.13
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	0.24	0.1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.06
Recidivism Rate for Young Adult Program Participants - Percent of Participants with New Bookings After Program Completion	0.12	0.1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents
Recidivism Rate for RSAT Participants - Percent of Participants with New Bookings After Program Completion	0.12	0.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents
3 - Inmate Receiving and Discharge (5 Measures)							
Annual Intakes	10,424	6149	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3271
Annual Releases	10,641	6557	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3119
Average Daily Population for DOC	1838	1564	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1493
Median Length of Stay to Release	17.7	24.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	50.8
DOC Inmates with Two or More Bookings in 12 Months	0.22	0.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.13
3 - Inmate Records (2 Measures)							
Documents Processed	61,622	39,478	6159	6253	6793	7823	27,028
Sentences Computed	3784	2184	292	365	376	480	1513
3 - Inmate Transport (1 Measure)							
Hours of Service Provided by Court Transport	41,453	31,199	7392	6368	7048	4601	25,409
3 - Inmate Work Release Programs (2 Measures)							
Dollar Value of Service Provided by Inmate Work Squads	\$112,857	\$29,931.8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents
Number of Inmates on Work Release	115	74	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents
4 - Personnel Services (2 Measures)							
Number Trained for Employees, Contractors, and Volunteers	2170	2168	348	377	227	458	1410
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	1413	1018	187	199	202	204	792
5 - Agency Operations Support (4 Measures)							
Total Dollar Value of Supply Chain Managed through DOC Warehouse	\$3,904,267	\$3,712,840	\$882,656	\$561,370	\$734,137	\$2,616,872	\$4,795,035
Vehicle Inspections Conducted	233	164	40	47	57	37	181
Requisitions Submitted	294	269	51	58	59	62	230
Procurements Processed	257	233	64	53	59	60	236
5 - Executive Direction and Support (2 Measures)							
FOIA Requests Processed	691	209	17	23	21	30	91
DOC Per-Inmate Per Day Incarceration Cost	\$216.2	\$312.8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$327.7
5 - Facility Services (2 Measures)							
Total Workorders Recorded	15,408	15,483	3241	3451	3686	3771	14,149
Number of Facility Inspections Conducted	4559	3958	1088	917	681	1234	3920
5 - Management Control (2 Measures)							
Background Investigations Conducted	318	120	16	34	34	35	119
ACA Compliance Audits Conducted	230	198	62	66	104	151	383

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
5 - Technology Support (3 Measures)							
Helpdesk Requests Processed	4033	3393	866	912	905	1028	3711
Communication Devices Supported*	4854	4751	1217	1216	1216	1216	1216
All Other IT Devices Supported*	6872	7483	1965	1985	2058	2109	2109

*Duplicate counts are removed from FY21 final totals

2021 Operations

Operations Title	Operations Description	Type of Operations
1 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (3 Activities)		
Inmate Finance and Financial Assistance	These operations supported by the Office of the Chief Financial Officer (OCFO) ensure that inmates receive funds deposited by loved ones so that they can make purchases from the commissary and meet any restorations required as conditions of confinement.	Daily Service
Inmate Personal Services	These include laundry, commissary, mail, property, clothing and linens, and food services that support continuous operations at DOC facilities that house inmates. Many of these operations are carried out by inmates in institutional work-squads supervised by DOC Correctional Officers.	Daily Service
Inmate Programs and Services	DOC offers programs and services to support connections with the community and community reentry. They include education, recreation, visitation, law library, mobile library services (with DC Public Library), employment readiness unit (with DC Department of Employment Services), religious and volunteer services, women's program and services, young adult program and services, Residential Substance Abuse Treatment (RSAT), and ReEntry services.	Daily Service
2 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (1 Activity)		
Health and Mental Health Services	Dually ACA and NCCHC accredited comprehensive health and mental health services are provided at the CDF and CTF. Medical outpost security required to provide supervision for DOC inmates and CCB arrestees requiring outpatient or inpatient care; and, takeovers for any St. Elizabeths' residents requiring hospital care and any MPD arrestee requiring over two (2) hours of care at an area hospital are provided by DOC Correctional Officers. Typically 40-50 full time employees (FTE) are required over and above the 25 FTE officially authorized for this service; the majority are required to supervise MPD arrestees.	Daily Service
3 - Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large. (9 Activities)		
Inmate Work Release Programs	DOC provides opportunities for inmates to serve in community work-squads that provide services such as landscaping for other government agencies such as DGS.	Daily Service
Community Corrections Administration	Provides oversight of inmates placed in privately operated 100% PREA compliant community halfway houses in bed-spaces under contract with DOC. Conducts electronic monitoring where required as a condition of placement. Processes documents for abscond and halfway house escape notifications and subsequent apprehension.	Daily Service
Facility Security	Facility areas not occupied by inmates 100% of the time also require supervision to ensure safety, security and order for DOC's city within a city. Facility security operations include the command center, relief pool, emergency response team, canine support, key and tool control, rules and discipline, and movement control.	Daily Service
Central Cell Block Operations	DOC uniformed staff execute 24x7x365 operations of the Central Cell Block, which houses arrestees charged with non-citationable offenses prior to arraignment at court. On-site triage and clinical services and meals are provided. They ensure safe, secure and orderly operations.	Daily Service
Inmate Records	Inmate records receives, processes, records, files and archives all legal records for inmates committed to DOC custody. Inmate records computes official release dates associated with all misdemeanor sentences under District code, jail credits, and good time credits.	Daily Service
Housing Unit Supervision	Most of DOC's Correctional Officers provide 24x7x365 supervision of inmates ensures safety, security and order in housing units and conducting rounds according to DOC policy. They inspect cells and other areas to detect and remove contraband. Delivery of meals, commissary, linen exchanges, and mail; recreation, and out-of-cell time are supervised. This supports safe, secure and orderly operation of a humane detention environment.	Daily Service
Correctional Surveillance Center	Correctional Surveillance Center operations monitors and reviews surveillance collected from over 650 cameras and other devices to support DOC, and responds to official requests for surveillance to support internal DOC needs as well as law enforcement and criminal justice agencies.	Daily Service
Inmate Receiving and Discharge	DOC receives daily intakes, processes daily release transactions, and provides daily inmate transport to hearings and appointments from the Inmate Reception Center (IRC) at the CDF. Information required to maintain safe, secure, orderly and humane operating environment is recorded there. Initial health and mental health screening and Medicaid enrollment occur at the IRC. Inmate property is received, searched, and stored for 15 days (after which unclaimed property is destroyed). Initial clothing and linens are issued. Initial intake screening by Case Management is performed at the IRC.	Daily Service
Inmate Transport	The uniformed staff in the Inmate Transportation Unit provide daily secure transport to and from courts; and, medical and other appointments for DOC inmates. They operate under contract (Inter-Governmental Agreement) with the US Marshals Service.	Daily Service
4 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Activity)		
Personnel Services	Human resources management, EEO and diversity management, and training ensure that DOC operates with an adequately staffed, well trained, and diverse workforce. The goal is to support a work-force well capable of providing service delivery for a city-within-a-city that strives to be a benchmark corrections agency.	Daily Service
5 - Create and maintain a highly efficient, transparent, and responsive District government. (5 Activities)		
Executive Direction and Support	The Department of Corrections is a small city within a city that operates 24x7x365. Services that support the DOC executive functions on a daily basis include legal services, federal billing, public affairs, and strategic planning and analysis.	Daily Service
Agency Operations Support	A city-within-a-city that operates 24x7x365 to care for persons under its custody requires fleet management, procurement, contract administration and supply chain management to ensure that people are transported; materials and supplies are provided in a timely manner; and services are provided in accordance with the District's requirements, so that the DOC can deliver high quality services to those it serves.	Daily Service
Facility Services	Ensuring a safe, secure and functional physical operating environment for over 450,000 sq. ft. of detention space in a 40 year old city-within-a-city that operates 24x7x365 requires daily facility maintenance and repair, facility inspection, construction crew escort, and environmental and sanitation services.	Daily Service

Operations Title	Operations Description	Type of Operations
Management Control	Risk Management, Policy and Procedures, Accreditation and Compliance, Prison Rape Elimination Act Compliance, and Investigative Services together document and support agency accreditation and compliance with laws, audits, standards, and promote implementation of best practices.	Daily Service
Technology Support	It takes a considerable amount of technology, project management, and business process re-engineering to support the daily operations for a city-within-a-city. Together these services assess, plan, implement, and maintain DOC's communication and technology infrastructure; conduct business process assessment; and, implement approved business process re-engineering projects.	Daily Service

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Health and Mental Health Services (1 Strategic Initiative)				
Implement Specialized Substance Use Treatment Units for Men and Women	In FY 2021, DOC will implement specialized therapeutic treatment community units for both men and women at its facilities focused on providing trauma-informed programs, treatment, and services to those diagnosed with Substance Use or Co-occurring Disorders.	75-99%	The women's SUD unit is operational and the men's SUD unit will go live in early 2022.	Supply chain issues have resulted in delays in furniture procurement and delivery for the men's SUD unit.
Housing Unit Supervision (1 Strategic Initiative)				
Implement and Monitor a Revised Use of Force Policy and Pilot Body Worn Cameras	In FY 2021, DOC will implement a revised Use of Force Policy and monitor compliance with the policy. DOC will concurrently pilot the use of body worn cameras in sensitive areas of its facilities to supplement and complement surveillance center operations.	Complete	This initiative was completed as of Q3.	
Inmate Programs and Services (2 Strategic initiatives)				
Develop Risk and Needs Assessments Normed to DOC Population	In FY 2021, DOC will work with a team of graduate students in Criminology and Criminal Justice from regional universities to develop, test, and implement new risk and needs assessments based upon the findings of the FY 2020 initial assessment of the current risk and needs instruments.	25-49%	While DOC will have a risk scoring tool normed to its population based on data it already collects, it has had insufficient responses to the needs assessment tool and the risk assessment tool it was testing to validate and deploy these.	Due to a number of personnel challenges we were unable to implement this as planned. Furthermore, we received too few responses to validate how the proposed risk assessment instrument performs compared to the COMPAS risk assessment tool. Similarly only four of the needs assessment respondents returned to custody - far too few to validate the needs assessment tool. DOC will continue to encourage residents to respond and analyze responses until we receive sufficient responses to validate the proposed tools. DOC will continue this initiative internally in FY 2022 but discontinue public reporting.
Fully Roll Out Tablets to Provide Forms, Programs, and Services to Inmates	DOC will complete the full roll out of 1000 tablets, purchased and received in FY 2020, which will provide residents access to forms and tablet-based programs and services from within their cells. More residents will thus be able to use in-cell time productively to further their personal growth interests and objectives. DOC anticipates improved workflow and accountability as processes that use paper-based forms at present are replaced with those using electronic forms. DOC expects to complete this process by March 31, 2021.	Complete	This was completed in Q1.	
Technology Support (2 Strategic initiatives)				
Implement JACCS Upgrade	DOC will implement a new Offender Management System which will go live by September 30, 2021. This information system will replace the current Jail and Community Corrections System (JACCS) and many of the now obsolete management control applications that support critical business processes. It will serve as DOC's principal inmate management platform for the foreseeable future.	25-49%	The design is 95% complete, the integration design 60% complete, and configuration 40% complete. The overall project is 37% complete at this time. Complex business processes in the records office are taking significant times to accurately map and build. These processes are on the critical path to successful implementation. Data migration is underway and some end user acceptance testing has commenced. The project is currently slated for go-live on 09/30/2022.	The complexity of the inmate records office data structure and business processes which are quite different from those in other jurisdictions were wholly underestimated. These took significant time to understand and map. These requirements are on the critical path to project implementation. Much of the project risk management is related to ensuring that these are correctly mapped and associated data correctly migrated.
Support Virtual Court and Legal Processes	DOC will continue to support, and if requested, expand, the Public Defenders' Service, DC Superior Court, US District Court of the District of Columbia, US District Court of Greenbelt, MD, the US Parole Commission, the Department of Behavioral Health, and others by providing virtual courtrooms or hearing/meeting spaces at its facilities and telecommunications devices and technology to facilitate the legal process of residents in its custody. DOC expects to fully normalize these operations by March 31, 2021.	Complete	DOC completed this initiative in Q1 FY 2021. Since then, the US District Court of the District of Columbia has made additional requests which DOC is unable to accommodate in entirety; however, those are beyond the scope of the FY 2021 initiative.	