

Department of Corrections FY2019

Agency Department of Corrections

Agency Code FLO

Fiscal Year 2019

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.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DOC achieved ACA certification for both CDF and CTF.	DOC's efforts to continuously improve its standards of practice are affirmed by an external accrediting agency. This provides a source of professional pride in the collective accomplishment of all the members of the DOC team. It also motivates the team to continue to achieve.	DOC facilities are among the 6% of US jails and prisons that have achieved this certification and been reaccredited several times. DC residents can be assured that DOC adheres to some of the strictest correctional standards and promotes correctional best practices.
In February 2019, DOC and District partner agencies as well as community partners commenced operations at the new READY Center Building on the DOC Campus. This is a one stop center that serves individuals returning to the community from DOC. It has recently expanded to provide service to those who are returning to the community from FBOP facilities.	It has extended the reentry portion of DOC's mission and enabled DOC to assist those seeking linkages to services in partnership with sister Agencies and community based providers in a common space using a common information system that is separate from the Offender Management System and enables reentering persons to track their progress during the first several days after receiving service there.	Providing reentry support and connections for returning citizens helps improve public safety and public health. It helps individuals and their loved ones. It was a much needed addition to the care continuity and linkages spectrum and DC residents can be proud to be one of the few communities in the nation with such a center.
In FY 2019, 1105 DOC inmates were enrolled in career and technical education programs in FY 2019; and, 438 were enrolled in post-secondary education programs.	This accomplishment took significant support and teamwork to accomplish and it provides a sense of pride that DOC is able to help people overcome previous barriers and take steps towards pro-social and productive lives in meaningful and measurable ways.	Education is known to reduce risk of future criminal justice system involvement in two ways. First it helps promote pro-social thinking and secondly it helps students see them selves and develop confidence in succeeding in society while engaging in pro-social work. The better we are able to educate persons, the less likely they are to become criminal justice system involved in future. Furthermore, it is believed that this may help break the cycle of poverty, trauma and crime. This will have a positive impact on DC residents, the neighborhoods to which citizens return, and their families as well as the returning citizens themselves.

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
1 - 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%	65%	72%	75.3%	78.1%	80.1%	76.8%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Annually	66.7%	59.6%	65%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57.4%	Unmet	This year DOC experienced some challenges with accompanying paperwork quality. In some cases assaults due to weaponization of an unknown fluid substance are not accepted for prosecution by the screeners at the AUSA's office. In some cases there were procedural concerns on DOC's part so the investigated incident was not considered for referral. DOC is training all staff in appropriate procedures and expects both reduced incident levels and improved rate of referral to prosecution in future.
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Annually	73.9%	68.1%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	29.9%	Unmet	Contraband seizures investigated frequently involved instances where they were found in locations that could not be associated with a person, therefore it was difficult to refer individuals for prosecution. This trend began in FY 2018 and continued in FY 2019.
Delayed Release Rate	Quarterly	0%	0.1%	0.1%	0.2%	0%	0%	0.1%	0.1%	Met	
Erroneous Release Rate	Quarterly	0%	Waiting on Data	0%	0.031%	0%	0.031%	0%	0.016%	Unmet	The barriers to meeting the Erroneous Release Rate of zero (0) for FY 2019 are significant reliance on staff judgment and interpretation of incoming transactions; manual, paper-based processing; and shortages of staff. Additional staff have been added and they are receiving on-the-job-training. There is still a shortage of Lead Legal Instruments Examiners and Supervisors. The desired remedy is an updated Offender Management System and dramatically improved document/content management.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of inmates served by video-visitation program (CDF)	Quarterly	51.9%	50.7%	50%	45.4%	48.4%	46.7%	41%	46.2%	Nearly Met	Q4 video visits were lower than those in prior quarters. This may be in part due to reduced use of the video visitation center which is no-longer on the main bus line and must be accessed by walking a way to the READY Center where returning citizens are being served and picked up by their loved ones. It was also a very hot summer. Women with small children or older visitors may not find this convenient if taking public transportation. Some may not be aware of other visiting options. DOC will work to promote awareness of other video visiting options including from one's personal device or from satellite centers in the community. Of the 1949 who received no visits in Q4, many were released from the intake unit or otherwise had short stays.
Inmate on Inmate Assault Rate per 10,000 Inmate-Days	Quarterly	3.8	0.8	3	0.4	0.93	0.57	0.48	0.54	Met	
Inmate on Staff Assault Rate per 10,000 Inmate-Days	Quarterly	1.9	0.5	1.5	0.29	0.37	0.42	0.24	0.31	Met	
2 - Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration. (16 Measures)											
Number of Unresolved Inmate Grievances Outstanding More Than 30 Days	Quarterly	0	11	5	0	1	3	14	18	Unmet	During Q4, DOC was short staffed in the Inmate Grievance Department. In addition, departments that respond to the grievances also experienced changes in personnel who respond to grievances and short staffing. This has resulted in backlogs in responding to inmate grievances. The staffing issues have been largely resolved; and, as the backlog is addressed, DOC expects that the grievance resolution rate will improve in FY 2020.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of GED testing sections passed	Quarterly	17.4%	21.6%	60%	52.4%	56.3%	66.7%	60.7%	57.1%	Nearly Met	<p>DOC implemented the following in Q2 to improve student outcomes, and met the 60% target in Q3 and Q4:</p> <ul style="list-style-type: none"> developed strategies for more adequately identifying inmates who were GED prep candidates; moved to a different pre-assessment that provides more detail on where a student needs the most instructional assistance so that our teachers and tutors could provide quality instruction and interventions; provided GED prep and literacy course work on mobile learning devices to augment classroom instruction for students; worked in partnership with the Petey Greene program to provide a certification program for our inmate tutors to improve their general knowledge of adult learning and instructional strategies; provided robust professional development on andragogy and evidence-based instructional practices to DOC certified teachers and inmate tutors; and increased the number of visits that Petey Greene Program tutors work with students (individually and in small groups). <p>While Q1 and Q2 performance were lower than the 60% target, it is worth noting that even in those quarters performance was significantly improved over the 21% actual achieved in FY 2018. DOC anticipates being able to sustain and improve performance going forward.</p>

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Re-Entry Program Effectiveness (Transition Assistance Program (TAP) for men and Better and Beyond for women)	Annually	37.6%	38.6%	30%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-31.7%	Unmet	The performance on this metric is dominated by the contribution of the Better and Beyond program with 249 out of 304 total reentry program participants. Challenges in accurately tracking participants for most of FY 2019 resulted in the inability to compute accurate recidivism rates for women participants. This program has more participants because women have lower lengths of stay so more women participate during a year. DOC's Transition Assistance Program which served 55 men who returned to the community for whom recidivism could be measured, had an FY 2019 recidivism reduction of 30% (29.5%) which was on target. Better and Beyond, which serves reentering women did not maintain a program roster for most of FY 2019. An estimated 249 women reentered the community from that housing unit, which at some point also housed numerous non-participants. The recidivism rate among these 249 women was significantly higher at 26.2% compared to the misdemeanor women's rate of 17%. The inability to distinguish program participants from non-participants significantly reduced performance. DOC began maintaining rosters for Better and Beyond in June 2019 and anticipates that the performance will be on track in FY 2020.
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%	40%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	44.1%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Recidivism Rate for Women	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.23	No Target Set	
Recidivism Rate for Young Men Emerging (YME) Participants	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.12	No Target Set	
Recidivism Rate for 18-24	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.21	No Target Set	
Recidivism Rate for Men	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.22	No Target Set	
Grievance Resolution Rate	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.92	No Target Set	
Constituent Service Request Resolution Rate	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100	No Target Set	
Percent Increase in Chronic Disease Self-Efficacy Scores for RSAT Participants between Pre and Post Testing	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10%	No Target Set	
Percent Increase in STD Transmission Self-Efficacy Scores for RSAT Participants between Pre and Post Testing.	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11%	No Target Set	
Percent Increase in Drug Interaction Self-Efficacy Scores for RSAT Participants between Pre and Post Testing.	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22%	No Target Set	
Percent Increase in Drug Use Self-Efficacy Scores for RSAT Participants between Pre and Post Testing.	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12%	No Target Set	
Recidivism Rate for RSAT Participants	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.12	No Target Set	
Recidivism Rate for ReEntry Programs (Transition Assistance Program (TAP) for men and Better and Beyond for women)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.24	No Target Set	
3 - Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry. (2 Measures)											
Percent of inmates released to community with required medications	Quarterly	96.5%	100%	95%	100%	100%	100%	99.8%	100%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Inmate Pharmaceuticals Expenditure Variance	Quarterly	28.4%	15.4%	20%	23.4%	23%	16.4%	23.7%	21.6%	Nearly Met	DOC receives the benefit of 340-B pricing which is one of the lowest pharmaceutical pricing agreements available. The remaining variance is driven by the number of individuals presenting with serious illness and the base cost of pharmaceuticals to community healthcenters under 340-B pricing. DOC will receive reimbursements from DOH for HIV/AIDS release medication expenditures it incurred in FY 2019. These reimbursements are not reflected in the reported data. Once those reimbursements are netted out, DOC will be within the 20% target.

4 - Upgrade Workforce to Better Serve District's Public Safety Needs. (1 Measure)

Percent of DOC FTE Compliant with In-Service Training Requirements	Quarterly	Waiting on Data	78.8%	80%	80%	70.7%	78.5%	66.7%	73.3%	Nearly Met	Due to OT and other pressures, staff are not always able to attend training as scheduled and fall out of compliance with in-service training requirements. It has been a difficult balance to maintain.
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5 - Create and maintain a highly efficient, transparent and responsive District government. (10 Measures)

Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	Quarterly	54.3%	97.1%	80%	97.1%	96.8%	99.6%	92.7%	96.8%	Met	
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Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Federal Revenue Reimbursement Rate	Quarterly	99.9%	97.4%	95%	0%	67.1%	79.9%	78.2%	56.6%	Unmet	The remaining amounts are still owed and are likely being processed for payment by the Federal Government. One invoice due from the Greenbelt Maryland US Marshals makes up about 23% of that the percentage outstanding. That invoice had to be revised and resubmitted for payment on 9/27/2019. Some reimbursements are outstanding but DOC expects these will be available before the end of CY 2019. The Federal Government usually reimburses within 90 days of receipt of invoices or pays penalties.
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91.4%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*The HR management, financial Management, IT policy and FOIA compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measure based on summary-level data from various agencies, and cannot verify the accuracy of any calculations that were made to the source data prior to its receipt by OCA. The 2019 DC Enterprise Data Inventory (EDI), which contains data on "open" data sets published on DC's Open Data Portal, is current as of March 9, 2019. Due to data lags, FY 2019 data for the following core business measures will be published 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.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Central Cell Block Operations (2 Measures)							
Arrestees Processed	8034	7446	1978	2040	2004	6024	12,046
Arrestees Served by Central Cell Block Clinic	795	722	205	209	202	383	999
1 - Community Corrections Administration (2 Measures)							
Inmates Reviewed for Placement	254	160	5	15	42	75	137
Number of Inmates Placed in Halfway Houses	321	272	47	47	42	58	194
1 - Correctional Surveillance Center (2 Measures)							
External Requests Processed	665	653	132	172	150	218	672
Internal Requests Processed	1121	858	333	404	185	259	1181
1 - Facility Security (2 Measures)							
Contraband Seized	2407	407	77	70	111	479	737
Hearings Conducted	9776	1447	318	438	480	448	1684

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Housing Unit Supervision (4 Measures)							
Average Daily Population	7219	8227	1922	1803	1798	1824	7347
Median LOS in Custody	97	Waiting on Data	114.9	107.4	95.6	112.4	101
Percent of Inmates Charged with Violent or Dangerous Offenses	29.7%	37.6%	35.4%	36%	33.6%	40.5%	36.2%
Hours of Overtime (OT) Required	269,475	263,578	27,142	80,723	58,240	89,356	255,461
1 - Inmate Receiving and Discharge (5 Measures)							
Annual Intakes	11,974	11,516	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10,424
Annual Releases	11,852	11,584	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10,641
Average Daily Population for DOC	1999	2070	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1838
Median Length of Stay	17	19.9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	17.7
Overall 12 - month return to DOC rate	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.22
1 - Inmate Records (2 Measures)							
Documents Processed	68,585	64,775	15,552	14,853	15,818	15,399	61,622
Sentences Computed	5907	5156	1137	908	878	861	3784
1 - Inmate Transport (1 Measure)							
Hours of Service Provided by Court Transport	34,100	45,874	10,731	10,697	11,933	8092	41,453
1 - Inmate Work Release Programs (2 Measures)							
Number of Inmates on Work Release	162	198	14	15	11	75	115
Dollar Value of Service Provided	\$241,035	\$161,392.8	\$30,585	\$33,924	\$25,034	\$23,314	\$112,857
2 - Inmate Finance and Financial Assistance (3 Measures)							
Transactions Processed	490,921	44,802	10,743	9707	10,247	7484	38,181
Dollar Value of Transactions Processed	\$2,966,148.4	\$3,007,106	\$701,481	\$636,878	\$647,344	\$587,319.2	\$2,573,022.2
Number of Inmates Provided Financial Assistance	4496	4541	1083	1200	1100	1300	4683
2 - Inmate Personal Services (1 Measure)							
Dollars of Inmate Commissary Items Delivered	\$1,611,152.5	\$2,129,971.8	\$455,331	\$428,582	\$485,826	\$481,835.4	\$1,851,574.4
2 - Inmate Programs and Services (25 Measures)							
Number of inmates served by College Education Programs	Not Available	395	301	372	340	334	1347
Library Books Issued by Mobile Library	13,134	32,070	1403	1447	1887	1533	6270
Inmates Served by Law Library	4672	7931	2094	2331	2550	3234	10,209
Video Visits Conducted	42,585	43,859	5833	7766	9782	8785	32,166
Face-to-Face Visits Conducted	1828	1963	444	391	490	452	1777
Inmates between 18 - 22 years of age served by DCPS	Waiting on Data	395	25	39	36	97	197
Number of inmates served by Vocational Education Programs	New in 2019	New in 2019	No applicable incidents	No applicable incidents	No applicable incidents	275	1105
Number of inmates served by Literacy or GED programs	New in 2019	New in 2019	183	125	226	300	834
Number of Bureau of Prison (BOP) Participants in the Residential Substance Abuse Treatment (RSAT) program	New in 2019	New in 2019	52	46	38	51	187

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
Number of BOP beds available in RSAT	New in 2019	New in 2019	31	48	48	48	175
Number of CSOSA Packages completed	New in 2019	New in 2019	55	75	84	25	239
Number of Inmates Eligible for COMPAS needs Assessments (based on the intakes)	New in 2019	New in 2019	472	295	154	188	1109
Number of completed COMPAS needs Assessments	New in 2019	New in 2019	33	49	69	69	220
Number of Women's Programs Incorporating Evidence-Based , Best or Promising Practices	New in 2019	New in 2019	2	2	2	2	8
Total Number of Participants enrolled in All Programming	New in 2019	New in 2019	243	300	1824	729	3096
Total Number of Participants enrolled in All Services	New in 2019	New in 2019	1942	942	669	2866	6419
Number of Eligible Participants on RSAT Waitlist	New in 2019	New in 2019	12	59	70	35	176
Number of BOP Packages completed	New in 2019	New in 2019	14	28	38	26	106
Number of Participants for YME Programming	New in 2019	New in 2019	21	27	18	11	77
Number Scoring High Risk on the COMPAS Risk Assessment	New in 2019	New in 2019	655	561	742	679	2637
Number Scoring Medium Risk on the COMPAS Risk Assessment	New in 2019	New in 2019	447	394	481	488	1810
Number of Participants for Women's Programming	New in 2019	New in 2019	74	106	230	350	760
Number of Participants for Transition Assistance Programming (Re-Entry)	New in 2019	New in 2019	51	116	113	139	419
Number of Inmates Served by Career and Technical Education Programs	New in 2019	New in 2019	32	37	14	29	112
Number of Distinct Inmates served by RSAT	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	375
3 - Health and Mental Health Services (5 Measures)							
Hours of Overtime (OT) Required for Takeovers and Medical Outposts	55,393.1	95,367	6569	5197	4130	2400	18,296
Intakes with Active Diagnoses of Mental Illness	1884	1486	591	575	1002	1132	3300
Intakes with Active Substance Abuse Disorder Diagnoses	5744	3391	255	267	1076	1195	2793
Inmates served by Acute Mental Health Unit	984	896	257	136	180	185	758
Inmates Served by the Mental Health Step Down Unit	116	136	49	28	25	39	141
4 - Personnel Services (2 Measures)							
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	112	1671	316	334	363	400	1413
Number Trained for Employees, Contractors, and Volunteers	1369	2885	446	448	703	573	2170
5 - Agency Operations Support (4 Measures)							
Total Dollar Value of Supply Chain Managed through DOC Warehouse	\$5,015,789.4	\$4,484,870.7	\$552,637	\$989,969	\$1,081,675	\$1,279,986	\$3,904,267
Vehicle Inspections Conducted	345	287	39	48	77	69	233
Requisitions Submitted	306	287	103	47	77	67	294
Procurements Processed	285	281	84	51	57	65	257
5 - Executive Direction and Support (2 Measures)							
FOIA Requests Processed	459	665	164	180	168	179	691
DOC Per-Inmate Per Day Incarceration Cost	\$218.3	\$222.8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$216.2
5 - Facility Services (2 Measures)							

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
Total Workorders Recorded	10,667	13,459	4186	3823	4036	3363	15,408
Number of Facility Inspections Conducted	8062	3788	1250	1100	1134	1075	4559
5 - Management Control (2 Measures)							
Background Investigations Conducted	161	365	81	118	60	59	318
ACA Compliance Audits Conducted	123	275	52	82	72	24	230
5 - Technology Support (3 Measures)							
Helpdesk Requests Processed	4127	3743	926	956	896	1255	4033
Communication Devices Supported	907	14,312	1205	1205	1330	1114	4854
All Other IT Devices Supported	7961	18,834	1658	1658	1658	1898	6872

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - 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
2 - 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 confinement.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
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
3 - 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
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

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Executive Direction and Support (1 Strategic Initiative)				
Conduct Study On How to Expand Programs	DOC will conduct a study to determine how to expand programming to pretrial inmates and inmates of every custody level in every type of housing unit so that all DOC inmates are offered some substantive programming within in the next 2-3 years. The revised Youth Rehabilitation Act (YRA) will mandate the expansion of programming directed towards youthful inmates under the age of 30 who comprise about 35% of DOC's inmate population. The DOC anticipates expanding the Young Men Emerging program to an additional housing unit. The strategic plan is the deliverable for FY 2019.	Complete	The PCM division has created a strategy map to guide DOC's implementation of expanded programming to inmates of every custody level and housing unit towards this objective. Implementation of the strategy has commenced. Young Adult programs have expanded to another unit. College and career readiness programming is being offered in units of all custody levels at both facilities. Inmates in restrictive housing have the opportunity to participate in a Free Minds lead book club that promotes critical thinking skills. Thinking 4 a Change is another instructor facilitated evidence based program being offered to promote pro-social thinking and identity.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Health and Mental Health Services (2 Strategic initiatives)				
Improve Health Services Delivery	DOC will utilize part of its FY 2019 budget enhancement to support the new health services contract soon to be awarded and the projected increase in cost of inmate pharmaceuticals. Inmate pharmaceutical costs are in large part driven by expensive HIV medications, and to a lesser extent by the cost of psychotropic medications. The number of inmates who require these medications has increased as the population increased.	Complete	DOC awarded the new health services contract and utilized part of its budget enhancement towards increased level of services associated with the new contract. DOC is receiving the benefit of 340-B pricing for inmate pharmaceuticals under the new contract.	
Develop and Implement Women's Mental Health Treatment Community Unit	DOC will work with its mental health services provider to plan, develop and implement a mental health treatment community housing unit providing both acute mental health and step-down programming for women. This will ensure that women inmates are provided mental health programming options on par with those provided to men. This will be implemented by 09/30/2019.	50-74%	DOC's health services vendor, Unity Health Care, has experienced personnel transitions in 2 key positions- Medical Director and the Director of Mental Health. The new hires are expected to begin work at DOC in November. Current key staff (Unity and DOC) continue to move the program's development forward. Once these new professionals become more familiar with daily operations and needs, the Unity team will work with other DOC teams to resume work on implementing the Women's Mental Health Treatment Community Unit in E3A by Q2 FY 2020.	The initiative was supposed to commence within 180 days of the new contract being implemented. However, staff changes in key positions required to support this initiative have occurred. Unity's Medical Director and Director of Mental Health have been hired and are expected to come on board in November. Once they are in place and become familiar with operations, DOC expects implementation to proceed as expected.
Inmate Programs and Services (1 Strategic Initiative)				
Implement Portal of Entry	DOC will work with MORCA, DBH, DHS, DMV and DOES as well as other partners to pilot a portal of entry to provide a single physical location to connect recently released persons to important post-release services such as housing, employment, education, health care, vital documents, and substance use/mental health aftercare. The Portal of Entry pilot will go live by 04/30/2019.	Complete	DOC's READY Center went live in February 2019, and since then DOC has commenced serving FBOP returning citizens there. DOC continues to engage in outreach to make the community aware of these resources so that those exiting the facility as well as those returning from FBOP can avail of the one-stop resources provided there.	
Inmate Records (1 Strategic Initiative)				
Implement Detention and Release Processing Reforms	The DOC will implement reforms to inmate detention and release processing recommended by the study of this process conducted by The Moss Group in FY 2018. The purpose of the reforms will be to improve process effectiveness and further reduce critical errors. DOC anticipates acting upon these by September 30, 2019.	Complete	The September 2019 Inmate Record Computation Audit report from The Moss Group had seven additional recommendations. Several recommendations have been fully implemented or are underway. DOC has commenced the process of hiring a permanent Record Office Administrator. Records Office procedures have been reviewed and are being streamlined where appropriate and a quality assurance process has been established. Development of an ongoing computation report has also commenced. The FY 2019 portion of this initiative is complete. It will be continued in future fiscal years until all recommendations are fully implemented.	
Management Control (1 Strategic Initiative)				
Achieve ACA Accreditation for CDF and CTF	DOC will seek ACA re-accreditation at CDF and initial accreditation of the CTF in October 2018, during FY 2018. DOC will achieve ACA accreditation for its detention facilities by April 30, 2019. ACA accreditation requires developing and sustaining a culture with correctional best practices by engaging the workforce to continuously meet standards to meet the District's public safety needs.	Complete	This was 100% complete in Q2. There are no further updates.	
Personnel Services (1 Strategic Initiative)				
Hire Staff to Improve Health Services Delivery	DOC will use part of the budget enhancement funds received in FY 2019 to hire 35 full time equivalents (FTE) to support enhanced health and behavioral health service delivery in its facilities. This initiative will be completed by September 30, 2019.	Complete	This initiative was completed in Q3. There are no further updates at this time.	