



# **DEPARTMENT OF CORRECTIONS**

## **FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT**

**JANUARY 15, 2023**

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# 1 DEPARTMENT OF CORRECTIONS

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*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.

*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.

## 2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>Restrictive Housing Reforms - Based on operational decisions to safely modify practices, the DOC overall daily average restrictive housing population has been decreased from 12% of DOC's population to under 5%, ending FY 2022 with an average of 2.8% of DOC population in Restrictive Housing for September 2022. DOC has established a Special Management Unit (SMU) to house individuals with non-violent or separation issues pending hearing—with regular on-unit privileges, and increased out of cell activities from 2 to 5 hours a day. Administrative housing residents are now provided opportunities for both outdoor and indoor recreation.</p>	<p>As DOC continues on its path to reducing the use of restrictive housing to significantly below 4.4% (the national average for jails), it hopes to develop and implement best practices in managing resident behavior to improve safety and security in its jail facilities.</p>	<p>By greatly reducing the use of restrictive housing to only those instances where necessary for safety and security of the residents of the facility and the facility itself, DOC hopes to achieve improved safety, security and well-being outcomes for residents and staff alike and provide a detention environment that is safe, secure, orderly and humane. Residents should be able to return to communal housing settings and eventually the community with better behavioral health outcomes.</p>

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Accomplishment	Impact on Agency	Impact on Residents
<p>Enhanced Polling Preparation - Per the Initiative and Referendum Process Improvement Act of 2020, D.C. Department of Corrections has officially been established as a polling place for incarcerated residents. The Correctional Treatment Facility (CTF) Library and Central Detention Facility (CDF) Chapel are designated locations for voting in the primary and general elections. During the primary, the DC Board of Elections (BOE) staff worked with the DOC voting and operations teams to set up voting booths and other needed equipment for inmates assigned to the general population at both facilities—this will be mirrored in the November election. DOC and BOE have collaborated to allow residents to work and be compensated for election related activities for the first time. Eleven (11) male and 11 female residents expressed interest and were trained as election workers. BOE conducted hands-on training and will compensate residents at the rate paid those in the community (\$100 per work shift).</p>	<p>DOC is proud to support DC residents in custody continue to exercise their constitutional rights, express their voice, and participate actively in fundamental processes associated with democracy.</p>	<p>DC Residents can be proud that eligible residents can continue to exercise their privileges as citizens and fulfill their responsibilities as citizens in voting in elections and expressing their voice. DC Residents can be proud that men and women at DOC facilities are actively participating in assuring that their fellow citizens can vote and enjoying an opportunity to participate in facilitating one of the most fundamental processes of democracy first-hand.</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
<p>Enhanced Behavioral Health Services - Behavioral Health Services and the Residential Substance Abuse Treatment (RSAT) Program have been realigned with the Health Services Administration to improve coordination and provide effective service delivery. The Men's Wellness Unit became fully operational and provides holistic treatment with a trauma informed perspective for those with substance use disorders. DOC determined that all operational staff should carry Narcan to respond to suspected drug overdoses in accordance with national best practices. Line and supervisory correctional staff were trained by DBH on proper use.</p>	<p>Now DOC has a continuum of behavioral health offerings encompassing both substance use and mental illness treatment including Medication Assisted Treatment (MAT) initiation and continuation including all forms of medications commonly administered, Wellness Units for both men and women; the Residential Substance Use Treatment Program; Acute Mental Health Treatment Unit for men; Step Down Unit for men, behavioral health clinics; tablet based programs about substance use, its impact and jail and community based resources - all provided from a trauma informed care perspective. DOC is proud to offer state of the art behavioral health services to those in custody that require or request services at any point during their stay. It is part of executing our mission by serving with pride, professionalism and passion in caring for those in our custody.</p>	<p>District residents benefit when individuals who need behavioral health services receive them and are able to address their needs and receive necessary treatment and care. This care contributes to the ability of DOC residents to better function in communal settings whether at DOC or in the community and prepares them to better integrate and fully participate in community life upon reentry.</p>

### 3 2022 OBJECTIVES

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Strategic Objective	Number of Measures	Number of Operations
Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.	8	9
Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.	8	3
Upgrade Workforce to Better Serve District's Public Safety Needs.	1	1
Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.	1	1
Create and maintain a highly efficient, transparent, and responsive District government.	13	5

## 4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.</b>		
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



(continued)

Operation Title	Operation Description	Type of Operation
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
<b>Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.</b>		
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
<b>Upgrade Workforce to Better Serve District's Public Safety Needs.</b>		
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

**Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.**

(continued)

Operation Title	Operation Description	Type of Operation
Health and Mental Health Services	Dually ACA and NCCHC accredited comprehensive health and mental health services are provided at the CDF and CTF. Medical outpost security required to provide supervision for DOC inmates and CCB arrestees requiring outpatient or inpatient care; and, takeovers for any St. Elizabeths' residents requiring hospital care and any MPD arrestee requiring over two (2) hours of care at an area hospital are provided by DOC Correctional Officers. Typically 40-50 full time employees (FTE) are required over and above the 25 FTE officially authorized for this service; the majority are required to supervise MPD arrestees.	Daily Service
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>		
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
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

## 5 2022 STRATEGIC INITIATIVES

In FY 2022, Department of Corrections had 5 Strategic Initiatives and completed 40%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Implement Men's SUD Unit	DOC will implement a specialized therapeutic treatment community unit for men at its facilities focused on providing trauma-informed programs, treatment, and services to those diagnosed with Substance Use or Co-occurring Disorders. The unit is expected to commence operation by March 31, 2022.	Complete	The Men's Wellness Unit became fully operational on July 18, 2022. It offers state of the art substance use and behavioral health treatment, including art therapy, yoga, CBT, groups, and more with a trauma informed care approach.	
Reorganize Uniformed Staffing	DOC is exploring alternate staffing models at its facilities to provide a clear chain of command supporting effective operations and staff supervision and support, while also transitioning staff towards less intensive work schedules that were implemented during COVID-19. DOC expects to initiate at least one pilot by Q2 FY 2022. Based upon the results of the pilot, DOC will either continue to explore other staffing -models or roll out the pilot to full scale by the end of September 30, 2022.	75-99%	DOC has decided to return to 8 hour shift staffing for the Central Detention Facility and Correctional Treatment Facility. Post-Bidding is underway and the new shift plans will commence once bidding is complete and assignments have been made.	The bid process commences on October 16, 2022 and the new plan should be operational by the end of October 2022 or early November.

Implement Restrictive Housing Reform	<p>DOC is engaged agency wide in piloting a Positive Behavioral Interventions and Supports model-based approach to restrictive housing. Multi-Disciplinary Teams will be used to provide interventions and supports to the 3-5% of residents who need the most intensive supervision and support under this pilot model. DOC is also seeking assistance from other jails and State Departments of Correction which have demonstrated sustained success in reducing the use of restrictive housing through treatment and restorative approaches that are well grounded in evidence-based practices in science and behavioral science. DOC's objective is to reform its disciplinary and restrictive housing practices to achieve safer facilities with significantly reduced (65-70% reduction in) use of restrictive housing by September 30, 2023.</p>	Complete	<p>DOC has significantly reduced the use of Restrictive Housing from 12% to around 4.5% on a daily basis. As of September 2022 the average daily population in restrictive housing was 2.8% of DOC's custody population. DOC is working on a multidisciplinary team approach to developing programming focused on improving outcomes for frequent restrictive housing placements.</p>
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Expand  
READY  
Center  
Services

DOC will expand READY Center activities and locations from one location to two. The DOC will continue its onsite location which provides initial connections to and engagement with services. The other location will be within the community thereby providing more access to services and programs for returning citizens. DOC will add 4 new employees to the RC, in collaboration with Building Blocks DC, who will have a gun violence background and can better assist those with similar backgrounds. DOC will complete this initiative by September 30, 2022.

0-24%

DOC remains in discussion with DGS to find a location for the READY Center. It continues to provide services at the READY Center at DOC Facilities and also at a second community based location on a temporary basis. DOC is actively recruiting staff for the READY Center, including those with backgrounds in gun violence. A new READY Center Administrator has recently been appointed.

There have been challenges in locating suitable space for the READY Center although DOC and DGS continue to work diligently on this project. Filling vacancies has also been a challenge. A new READY Center Administrator has recently been appointed. DOC will continue to work on this internally but wishes to discontinue this as a public initiative. Instead, in FY 2023 DOC will focus on a new initiative reinvigorating Reentry planning and services which will also include the unfinished portions of this initiative.

Implement JACCS Upgrade	DOC will implement a new Offender Management System which will go live by September 30, 2022. 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.	50-74%	DOC continues to work to implement it's upgraded information system. User Acceptance Testing (UAT) continues to be the focus for many modules, while data mapping and migration is slowly winding down. Build continues for key Inmate Records Office functions and once functionality is available for testing, UAT will commence to test and accept each function. It is critical to faithfully test and assure each piece of the new system so as to achieve desired outcomes. The new go live date is projected for mid-2023.	This is a very complex initiative and a number of the tasks are dependent on portions of the Inmate Records functionality being completely built. Those tasks are very complex and it has taken a lot of effort to ensure that they are performed correctly. Those functions affect all other aspects of the information system. DOC is now progressing into the User Acceptance Testing phase and the hope is that all the effort to get it right will translate to more rapid acceptance of the new information system. The next phase after that will be training end users and then go-live.
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## 6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
<b>Foster Environment That Promotes Safety for Inmates, Staff, Visitors and the Community-at-Large.</b>											
Percent of Disciplinary Reports Adjudicated as Charged	Up is Better	80.8%	60.5%	70%	74%	84.8%	84.6%	97.2%	84.7%	Met	
Percent of Inmate on Staff Assaults Resulting in Requests for Criminal Prosecution Annually	Up is Better	92.3%	74.9%	55%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	68.21%	Met	
Percent of Contraband Seizures Resulting in Requests for Criminal Prosecution Annually	Up is Better	69.6%	51.4%	45%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	66.18%	Met	
Delayed Release Rate	Down is Better	0.2%	0.1%	0.1%	0.5%	0.3%	0.3%	0.3%	0.4%	Unmet	DOC had 21 late releases in FY 2022; seven occurred during the omicron outbreak which severely impacted staffing complements, and another six occurred due to non-DOC errors related to transmission of documents/information in a timely manner. The remaining eight were fully due to DOC errors in processing. DOC has new administration in the Inmate Records Office and is working diligently to improve performance.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Erroneous Release Rate	Down is Better	0%	0%	0.01%	0.088%	0.095%	0%	0.057%	0.055%	Unmet	DOC had three erroneous releases in FY 2022. Two occurred during the omicron outbreak where staffing levels were severely impacted and one occurred during August 2022. DOC has established a new Inmate Records Office Administrator who is working diligently to improve performance.



Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of inmates served by video and remote visiting program (CDF)	Up is Better	40.7%	80.7%	45%	39%	32.2%	39.8%	34.5%	36.5%	Unmet	Barriers to meeting the target may include video visiting center not being readily Metro Bus and Metro Rail accessible. Residents may believe they are about to be released and forgo visiting or they may prefer phone calls over visiting. Residents may also not be as connected to friends and family - especially if facing serious charges. The proportion of residents with very serious charges has increased. Loved ones may also face challenges as they may have been badly affected economically by COVID and it may be difficult for them to find the time or the funds to visit on a more routine basis. Various factors have likely contributed to a lower than anticipated video visiting utilization rate.
Inmate on Inmate Assault Rate - Inmate on Inmate Assaults per 10,000 Inmate-Days	Down is Better	1.2	0.5	1.5	0.1	0.16	0.86	0.01	0.34	Met	
Inmate on Staff Assault Rate - Inmate on Staff Assaults per 10,000 Inmate-Days	Down is Better	0.8	0.5	1	0	0	0	0.15	0	Met	

**Improve Inmate Education, Job Skill Levels, and Facilitate Successful Community Re-integration.**

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
ReEntry Program Effectiveness - Percent Reduction in the 12-month Rate of Return to DOC of ReEntry Program (Transition Assistance Program (TAP) and Better and Beyond) Participants	Up is Better	54.7%	50%	30%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	59.8%	Met	
Residential Substance Abuse Treatment (RSAT) Program Effectiveness - Percent Reduction in 12-month Reincarceration Rate Compared to That for DOC Inmates	Up is Better	65.1%	No Applicable Incidents	40%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	41.34%	Met	
Percent of Attempted GED Testing Sections Passed	Up is Better	46.1%	No Applicable Incidents	50%	No applicable incidents	72%	77.3%	73.1%	74%	Met	
Percent of CTF Inmates Utilizing Law and Leisure Library	Up is Better	56.5%	60%	55%	No data available	No data available	No data available	No data available	No data available		The Law Library services transitioned to on-line and staff assisted legal research services in FY 2022. Unfortunately with recent staff separations data regarding the number of residents served by law library services is not available. Similarly residents continued to be served with mobile library and tablet based leisure reading books and materials however, DOC does not have data on the number of residents served as a result.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of Housing Units Receiving Access to Programs	Up is Better	53%	85.4%	73.3%	17.7%	17.7%	17%	17%	17.2%	Unmet	DOC experienced barriers due to vacancies among program staff, low rates of vaccination among potential program participants and potential providers, and sporadic instances of housing unit quarantine. DOC has recently realigned agency organization to provide more effective programs and services and is diligently working to fill critical vacancies to strengthen programs and services.
Number of Persons Who Are/Were in DOC Custody Served by the READY Center	Up is Better	579	293	270	216	224	131	207	778	Met	
Number of FBOP Returning Citizens Served by READY Center	Up is Better	175	228	150	106	60	14	37	217	Met	
Inmate Grievance Resolution Rate - Percent of Grievances Resolved within 30 days	Up is Better	71.7%	68%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	65.56%	Unmet	The most important factor that contributed to the inability to meet the target for FY 2022 was separations and turnover among staff who investigate and respond to the grievances.
<b>Upgrade Workforce to Better Serve District's Public Safety Needs.</b>											

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of DOC FTE Compliant with In-Service Training Requirements	Up is Better	66.1%	75%	75%	48%	60.6%	60.2%	60%	58.8%	Unmet	Critical staffing vacancies in Operations, which required existing staff to work overtime and provide mandatory services, and thus prevented them from being available to complete training as scheduled, contributed to DOC's inability to meet the target for FY 2022.
<b>Maintain/Improve Inmate Physical and Mental Health to Support Successful Community ReEntry.</b>											
Percent of inmates released to community with required medications	Up is Better	99.1%	98.3%	95%	99%	99%	98%	98%	98.3%	Met	
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>											
Percent of Priority 1 Maintenance and Repair Requests Completed within 8 Hours	Up is Better	85.6%	78.2%	80%	77.1%	54.4%	73.3%	75.8%	69.5%	Unmet	DOC experienced severe challenges experienced in meeting the targets in Q2 due to an unusually high number of priority 1 maintenance and repair requests which occurred concurrently with staff illness during the Omicron wave. Performance improved during Q3 and Q4, although the number of submitted priority 1 maintenance and repair requests continued to remain high.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Federal Revenue Reimbursement Rate	Up is Better	97%	93.1%	95%	91%	89%	90.3%	86.7%	89.5%	Nearly Met	There are delays on the FBOP invoice processing side that are resulting in inability to meet federal reimbursement targets. DOC continues to work diligently with FBOP partners to ensure that reimbursements are processed and payments received.

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Central Cell Block Operations</b>							
Arrestees Processed	11,075	6767	792	796	1163	845	3596
Arrestees Served by Central Cell Block Clinic	2258	990	137	157	206	116	616
<b>Community Corrections Administration</b>							
Number of Inmates Placed in Halfway Houses	103	No Applicable Incidents	1	1	1	0	3
<b>Correctional Surveillance Center</b>							
External Requests Processed by the Correctional Surveillance Center	868	646	53	326	199	268	846
Internal Requests Processed by the Correctional Surveillance Center	932	2088	265	206	426	574	1471
<b>Facility Security</b>							
Contraband Seized	1252	1705	644	740	496	636	2516
Hearings Conducted	2821	3190	1604	1490	1413	1408	5915
<b>Housing Unit Supervision</b>							
Median LOS in Custody	176	223	208	204	177.3	160	191
Percent of Inmates Charged with Violent or Dangerous Offenses	77.2%	74.3%	72.7%	73.2%	77.2%	77%	75%
Hours of Overtime (OT) Required	338,092.1	382,933.9	106,306	119,025.8	83,838.8	131,663.5	440,833.9
Recidivism Rate for Women - Percent of Women Intakes With Two or More Bookings in 12 Months	0.19	0.4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.18
Recidivism Rate for 18-24 Year Olds - Percent of 18-24 Year Olds with Two or More Bookings in 12 Months	0.18	0.11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.13
Recidivism Rate for Men - Percent of Men with Two or More Bookings in 12 Months	0.18	0.13	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.16
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	0.14	0.06	Annual Measure	Annual Measure	Annual Measure	Annual Measure	19.44
Recidivism Rate for Young Adult Program Participants - Percent of Participants with New Bookings After Program Completion	0.07	No Applicable Incidents	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Recidivism Rate for RSAT Participants - Percent of Participants with New Bookings After Program Completion	0.2	No Applicable Incidents	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.09
Average Daily Population	1564	5962	1494	1399	1367	1384	1411
<b>Inmate Receiving and Discharge</b>							
Annual Intakes	6149	3271	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4062
Annual Releases	6557	3119	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4249
Average Daily Population for DOC	1564	1493	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1388
Median Length of Stay to Release	24.2	50.8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	27.7
DOC Inmates with Two or More Bookings in 12 Months	0.18	0.13	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.16
<b>Inmate Records</b>							
Documents Processed	39,478	27,028	7564	7695	9208	11,395	35,862
Sentences Computed	2184	1513	495	679	822	811	2807
<b>Inmate Transport</b>							
Hours of Service Provided by Court Transport	31,199	25,409	8700	7185	9764	10,498	27,447
<b>Inmate Work Release Programs</b>							
Dollar Value of Service Provided by Inmate Work Squads	\$29,931.75	No Applicable Incidents	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents
Number of Inmates on Work Release	74	No Applicable Incidents	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents
<b>Inmate Finance and Financial Assistance</b>							
Number of Inmates Provided Financial Assistance	3200	1800	500	200	500	700	1400
Inmate Finance Transactions Processed	24,445	19,413	4035	3884	3976	3588	15,483
Dollar Value of Inmate Finance Transactions Processed	\$2,531,284.1	\$2,126,124.3	\$388,699.18	\$270,493.84	\$303,626.02	\$259,308.91	\$1,222,128
<b>Inmate Personal Services</b>							
Dollars of Inmate Commissary Items Delivered	\$1,896,037.6	\$1,933,827.7	\$452,890	\$394,673.26	\$434,053.06	\$386,927.76	\$1,215,654.1
<b>Inmate Programs and Services</b>							
Library Books Issued by Mobile Library	2764	1111	667	416	722	857	2662
Video Visits Conducted	12,569	10,564	3910	2261	4864	4457	15,492
Face-to-Face Visits Conducted	973	13	27	11	78	63	152
Inmates between 18 - 22 years of age served by DCPS	528	493	97	129	140	131	497

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Number of inmates served by Literacy or GED programs	1741	3168	711	758	1313	977	3759
Number of Participants for YME Programming	54	48	15	10	11	11	47
Number of Participants for Women's Programming	702	417	104	90	107	119	420
Inmates Served by Law and Leisure Libraries	5531	13,327	3924	3084	2845	No applicable incidents	9853
Number of inmates served by Post-Secondary Education Programs	1059	482	268	264	305	255	1092
Number of inmates served by Career and Technical Education Programs	2520	13,785	3924	3084	2945	2798	12,751
Number Scoring High or Medium Risk on the COMPAS Risk Assessment	2298	1325	195	282	687	613	1777
Number of Participants for Transition Assistance or Better and Beyond Programs (Re-Entry)	292	124	50	91	83	94	318
Number of Participants served by RSAT	88	28	Annual Measure	Annual Measure	Annual Measure	Annual Measure	54
Number of Inmates Served by C-Tech Industry Certification Programs	35	345	93	3084	222	285	3684
Number of Inmates who Utilized Tablets	New in 2021	4073	3924	3084	2845	2798	12,651
Number of Inmates Receiving Paper-based Activity Packets	New in 2021	3442	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents
<b>Personnel Services</b>							
Number Trained for Employees, Contractors, and Volunteers	2168	1410	291	382	687	693	2053
Number of Training Classes Conducted for Employees, Contractors, and Volunteers	1018	792	317	329	286	220	1152
<b>Health and Mental Health Services</b>							
Intakes with Active Diagnoses of Mental Illness	3237	1399	312	457	646	794	1897
Intakes with Active Substance Abuse Disorder Diagnoses	3345	1386	146	459	574	741	1774
Inmates served by Acute Mental Health Unit	656	698	185	204	188	211	788
Inmates Served by the Mental Health Step Down Unit	113	86	7	24	24	22	77
Hours of Overtime (OT) Required for Medical Outposts	74,414.8	14,706	1672.5	8823	5629.8	6936.3	23,061.5



Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Agency Operations Support</b>							
Total Dollar Value of Supply Chain Managed through DOC Warehouse	\$3,712,840	\$4,795,035	\$75,878	\$419,652	\$1,204,848	\$2,347,806	\$4,048,184
Vehicle Inspections Conducted	164	181	33	50	40	34	157
Requisitions Submitted	269	230	74	69	44	76	263
Procurements Processed	233	236	69	53	41	68	231
<b>Executive Direction and Support</b>							
FOIA Requests Processed	209	91	46	23	27	27	123
DOC Per-Inmate Per Day Incarceration Cost	\$312.8	\$327.67	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$371.06
<b>Facility Services</b>							
Total Workorders Recorded	15,483	14,149	3947	3934	3426	3483	14,790
Number of Facility Inspections Conducted	3958	3920	1190	1195	1164	1173	4722
<b>Management Control</b>							
Background Investigations Conducted	120	119	22	9	32	21	62
ACA Compliance Audits Conducted	198	383	31	75	73	68	247
<b>Technology Support</b>							
Helpdesk Requests Processed	3393	3711	986	1088	1188	1066	4328
Communication Devices Supported*	4751	1216	1181	1199	1226	1226	4832
All Other IT Devices Supported*	7483	2109	2142	2126	2165	2115	8548