



Judiciary Committee

Thursday, September 17, 2015
9:00 a.m. – 11:00 a.m.
Sumner Hall (404 HOB)

**MEETING
PACKET**

Steve Crisafulli
Speaker

Charles McBurney
Chair

Committee Meeting Notice
HOUSE OF REPRESENTATIVES

Judiciary Committee

Start Date and Time: Thursday, September 17, 2015 09:00 am
End Date and Time: Thursday, September 17, 2015 11:00 am
Location: Sumner Hall (404 HOB)
Duration: 2.00 hrs

Presentation by the Florida Department of Corrections - Agency Overview

NOTICE FINALIZED on 09/10/2015 16:02 by Ingram.Michele

**DOC
Presentation**



Florida Department of Corrections

Update

House Judiciary Committee
September 17, 2015


Julie Jones, Secretary

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Vision

Inspiring success by transforming one life at a time.


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Mission

Provide a continuum of services to meet the needs of those entrusted to our care, creating a safe and professional environment with the outcome of reduced victimization, safer communities and an emphasis on the premium of life.


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Values

Safety
Accountability
Fairness & Integrity
Innovation

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Goals


Talent Development: Invest in our members for their professional development, growth and success.

Inmate/Offender Programs: Implement rehabilitative programs that support a continuum of services for inmates and offenders, resulting in a successful transition into the community.

Communications: Promote a collaborative and transparent communications framework that engages all members and stakeholders.

Environment: Provide healthy, sustainable and compassionate environments that are the foundation of our values.


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First Year Scope of Work

- Completed a fiscal audit
- Revised personnel processes
- Officer Equipment
- Facility maintenance schedule


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Executive Order 15-102

- Implemented four region model
 - Fiscal and geographical realignment
- Strengthen the role of the Regional Director
- Zero Tolerance for Retaliation Memo
- FDLE MOU


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Executive Order 15-134

- Independent staffing audit and analysis
- Develop two prototype institutions
 - Lake C.I.
 - Selected with an emphasis on housing, treatment and rehabilitation of the mentally ill inmate population
 - Liberty C.I.
 - Selected as a model to emphasize housing and programming for the general inmate population
- Partner with DCF and DJJ on mental health policies and procedures in Broward assessment


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Personnel

- Net staff gained
- Staffing issues
- Supervisory accountability


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Use of Force

- Three-year low
- Critical Incident Training
- Association of State Correctional Administrators audit
 - Use of Force Policy
 - Use of Force Procedures
 - Culture
 - Staffing
 - Institutional Operations


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Mental Health

- Mental Health Ombudsmen
- Changes to mental health units
- Training for staff

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Health Care Contracts

The Department remains committed to seeking the best care possible for our inmate population, while remaining a fiscally responsible steward of taxpayer dollars.

- ITN scheduled for release in December
- Ongoing data gathering and analysis


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Community Corrections

- Vehicles
- Smartphones
- Promoting criminal justice partnerships
 - More Planned Compliance Initiatives
 - Expand the Alternative Sanctions Program


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Moving Forward

- Modernizing the Department's Approach
 - Inmate/offender programs
 - Redefining the reception process

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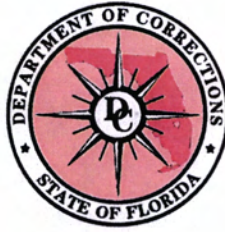


Thank You

Julie Jones, Secretary
(850) 717-3030

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1st Year
Scope of Work



*Changing Lives to
Ensure a Safer Florida*

FLORIDA DEPARTMENT OF CORRECTIONS
FIRST YEAR SCOPE OF WORK

EXECUTIVE SUMMARY

The two most important characteristics of a state agency are accountability and transparency. As Secretary of the Florida Department of Corrections, I have made it a priority to earn back the trust of our state's residents and visitors by being open and honest.

Change is happening now at the Department. During the first year of my tenure, the Department will be taking a systematic approach to addressing all program areas and the resulting change will be transformative for all aspects of this Department. The issues we are addressing during this first year fall into several unique categories:

- Refining the personnel process
- Fiscal responsibility
- Asset management
- Officer equipment
- Use of force
- Re-entry Emphasis
- Strengthen the role of Community Corrections
- Health care reform
- Mental health care reform
- Inmate services
- Communications
- Strategic plan
- Establishment of a Blue Ribbon Panel

Focused on these key areas of emphasis, using data driven metrics, we are analyzing each individual system within our Department, documenting strengths and weaknesses, and outlining a plan of action to bring our systems into the 21st century. Through this process we hope to identify solutions that provide our staff the necessary resources to do their jobs and provide proper care to our inmates thereby changing our culture.

Over the course of the next year, this Department will face challenges and will earn success. During this time, it is critical that we do not allow the skepticism of those around us to hinder our progress toward becoming a national leader in correctional policy. Through a systems-based approach centered on a renewed emphasis on staffing, training, communication, inmate care and custody, and re-entry, I am confident that this Department will be able to meet our current challenges and aggressively engage new ideas for the future including a transformative culture. I look forward to working with our stakeholders, the Florida Legislature and the thousands of hardworking employees of this Department to chart our new path.



Willie Jones, Secretary

THE PERSONNEL PROCESS

Addressing the issues within this Department begins with empowering our employees. The heart, and arguably the soul, of this department are the people who work here. Understanding the needs of our workforce is vital to unifying this Department and charting a path with innovative strategies, goals and tactics to support a new vision of success through unity and servant leadership. To date, more than 10,000 employees have taken the Department's anonymous online survey or participated in workshops at almost every institution. Through these outreach initiatives, employees are voicing their opinions, ideas and concerns, providing invaluable insight into what drives our employees, how they function in our unique environments and what it will take to reform this Department. We will continue these outreach initiatives in the near future to connect with our community corrections staff and Department support staff.

To address the concerns identified through employee outreach, employees of every rank are being asked to participate in specialized work groups. The mission of these groups is to address systematic issues such as organizing facility and vehicle maintenance, recommending new safety protocols and equipment, selecting the appropriate uniforms for our working conditions (no air conditioning), and enhancing recruitment and retention strategies to fill our vacancies.

We have placed a special emphasis on our personnel support systems. Holding the Department accountable to the people of Florida begins with holding our employees accountable for their actions. As we move forward and continue to root out those who act inappropriately, it is important that we look at not only those who participate in misconduct, but also the supervisory structure that allowed the misconduct to occur. Similarly, we will seek to recognize those who allow productivity and professionalism to flourish. Supervisory accountability is key to future success. Committees have been formed to reinvent how we apply discipline, train leaders for future roles, enhance safety training, and develop ways to recognize the good work our employees do every day.

To ensure best practices in our personnel processes moving forward, we will be conducting a thorough assessment of staffing and positions ensuring that all employees have a current position description, job task analysis and are fully aware of what is expected of them. This assessment will help us gain critical insight into all the tasks assigned to our workforce and allow for the implementation of accountability measures and smart expectations at every level of employment. This study will also include an assessment of comparable salary with other states.

The Department is also conducting a thorough review of our disciplinary process. This review will identify and eliminate any disconnect between Office of Inspector General investigations and the appropriate disciplinary action documented by our Office of Human Resources.

Additionally, it is critical that we review our current promotional process to ensure that it is fair and equitable so we are getting the right people in the right seats. Along with a full review of our promotional process, we plan to rethink the way employees are recognized for outstanding performance. Thousands of our employees do the right thing everyday simply because it's the right

thing to do. It is important that we recognize these individuals for their model behavior and job performance.

To add value to employment with the Department, we plan to invest in improved training policies and procedures. Investing in our employees through structured job training will benefit the Department, and our employees. As employees participate in training courses, they add valuable skills and knowledge that will help advance them in their career and encourage them to remain with the Department. For the Department, having well trained staff ensures safer and more secure facilities, as well as proper treatment of our inmate population. Currently, the Department is expanding our Critical Incident Training (CIT). To date, more than 7,000 officers have participated in our use of force CIT and many have participated in our CIT for mentally ill inmates.

Fully staffing our Department with properly trained, motivated and compassionate individuals is critical to ensuring safety and security for our inmates, staff and surrounding communities. Recruitment and retention of individuals into the Department is an ever evolving issue that we must tackle. We believe that through enhanced training opportunities, efficient and effective employee communication, safer work environments and promotional opportunities, the Department will be better able to recruit the hardworking, intelligent and well grounded individuals that we need to ensure success.

Action items:

- **Create FAQ's to address questions and concerns found in employee surveys (Ongoing).**
- **Establish the Department's new recruitment process to create efficiencies in the current application process for all positions to ensure the timeliness of bringing the appropriate applicants on board as quickly as possible (May 2015).**
 - Explore more effective opportunities for advertising and recruiting candidates.
 - Improve employment screening tools.
- **Implementation of revised discipline guide (July 2015).**
 - Establish training to inform and educate all personnel of discipline changes.
 - Establish Disciplinary Action Review Team (DART) (February 2015).
- **Implementation of revised SES promotional process by which all qualified agency members will be evaluated for SES positions through knowledge, skills and abilities (KSA) evaluations, eliminating the current unstructured appointment process (November 2015).**

FISCAL RESPONSIBILITY

A balanced and fiscally responsible budget is the critical first step in ensuring the success of this Department. My first priority after accepting this position was to initiate a thorough review of the Department's budget.

Upon completion of this review, I authorized the hire of a Chief Financial Officer to lead the Department in our effort to increase fiscal efficiency statewide. Throughout the next year, we will take an in-depth look at our fixed capital outlay needs, expenses, salary, and vehicle costs. A thorough review of our fiscal structure, policies and procedures has begun and will allow us to better plan and manage our resources so that our staff and inmates are properly provided for.

During the 2015 Legislative Session, I will work with the legislature to secure enhancements to the budget of this agency. Fixing the budget of this Department is the single most important thing we can do to operate safely and efficiently creating a secure environment for our staff and inmates.

To complement the budget review, we have initiated a thorough and intensive fiscal audit by an independent third party. I am confident this audit will show we are a fiscally sound and responsible steward of the state's funds and look forward to reviewing the findings and recommendations.

Action items:

- **Completion of a Department-wide fiscal audit by McGladrey (April 2015).**
- **Development of a Department-wide operating plan that establishes each bureau and office within the Department as its own budget entity, allowing for better tracking of financial transactions and management of funds (July 2015).**
- **Restructuring regional accounting and budget staff to increase statewide accountability and communication between central office and the field (August 2015).**

ASSET MANAGEMENT

The Department is responsible for maintaining more than 2,000 buildings covering more than two million square feet of space across Florida. Maintaining these facilities is a daunting task and one that requires intensive fiscal and structural management.

After a thorough review of the Department's fixed capital outlay (FCO) needs, we have proposed a five-year, \$116 million plan to ensure acceptable living and working conditions for our inmates and staff. Aging facilities with deteriorating structural and security systems pose a threat to the safety and security of our staff, inmates, volunteers, and the communities surrounding our institutions. The proposed FCO plan will not only address current issues, but will ensure that proper maintenance scheduling is implemented, allowing the Department to take preventative measures and avoid the system-wide facility issues we face today. Regular repairs and maintenance to our facilities and facilities systems allows the Department to maintain a secure perimeter, appropriate housing conditions for inmates, and a safe working environment for our staff.

In recent employee surveys, the Department's vehicle fleet was identified as the greatest safety concern among officers. Specifically, 35 of the 37 transport buses in the Department's fleet exceed the Department of Management Services' replacement criteria of 10 years or 110,000 miles. The Department's average transport bus is 14 years of age with over 327,000 miles. Additionally, 316 of the Department's 320 transport vans exceed the Department of Management Services' replacement criteria of 12 years or 150,000 miles.

Due to the age and condition of the Department's bus and van fleet, breakdowns during transport occur frequently. When transport vehicles breakdown in route, the safety and security of our officers, inmates and Florida's communities is jeopardized.

Action items:

- **Finalize a five-year fixed capital outlay plan to address all structural deficiencies within the Department (May 2015).**
- **Development of statewide vehicle maintenance schedule to ensure accurate inventory and vehicle assessments are completed (December 2015).**
- **Implementation of FCO maintenance schedule to prevent future deficiencies (September 2015) .**

OFFICER EQUIPMENT

Many of the Department's nearly 16,000 security staff work long hours in difficult conditions in facilities that do not have air conditioning systems. Working successfully and safely in these environments requires the proper training, reliable equipment such as radios and body alarms and comfortable and appropriate uniforms. Specialized work groups will be tasked with finding solutions to the issues faced by officers and ensuring that the equipment and uniforms available to our officers meet the standards of excellence this Department expects.

Action items:

- **Establishment of specialized work teams to address safety equipment issues and find innovative solutions (April 2015).**
- **Initiation of a thorough review and test of officer equipment including all related contracts (June 2015).**

USE OF FORCE

In recent weeks I have spoken to wardens around our state to better understand the circumstances in which our officers are using force and what we can do to ensure that force is used appropriately. These conversations will continue and serve as a compliment to our ongoing analysis of the Department's use of force procedures. Through these efforts, we seek to identify areas of improvement. I have asked the Department's Inspector General to establish a position to analyze the use of force, using data driven methodology.

To ensure that no use of force incident is overlooked, the Department will begin to run analytics to identify patterns in circumstances leading to a use of force.

We strongly believe that the results of our research will allow the Department to make the appropriate policy, procedural and personnel changes to ensure that inappropriate use of force does not occur within our facilities.

In addition to these initiatives, I have also requested the assistance of the Association of State Correctional Administrators (ASCA) to provide a full independent audit of the Department's policies and procedures through site visits, inspections and evaluations on use of force methods. ASCA will provide valuable feedback in five key areas of review:

- **Use of Force Policy:** Review the Department's Use of Force policy to determine if it is consistent with the widely accepted practices of correctional agencies nationwide.
- **Facility Use of Force Procedures:** Determine whether or not facility procedures are in line with Department policies, assess the effectiveness of those policies and determine if those policies are being adhered to by staff.
- **Facility Culture:** Assess both the formal and informal cultures of the facility to identify the values, beliefs and norms of staff and determine to what extent those values, beliefs and norms are in line with the Department's mission and core values.
- **Staffing:** Assess staffing levels, staff accountability and staff training.
- **Security Operations:** Assess staff and inmate supervision, disciplinary and grievance procedures, searches and contraband control, video surveillance, inmate movement, plant maintenance, key and tool control, etc..

The Department is focused on developing alternative methods and strategies to manage incidents that could lead to use of force. Examples of mitigation techniques include:

- Training for staff in all institutions across the state in Crisis Intervention techniques (CIT)
- Incorporating CIT into our use of force procedures
- Utilizing the Department's Incident Command System (ICS)

To date, more than 7,000 officers have participated in use of force CIT. Training, emphasis on zero tolerance for policy violation and increased analytical review has the Department moving in the right direction. Over the next year, we will continue to shape policy and procedure based on the analytics and data provided by our policies reviews and external audits.

Action items:

- **Implementation of use of force analysis using data driven methodology (April 2015).**
- **Completion of Department-wide use of force audit by the Association of State Administrators (June 2015).**
- **Expansion of CIT to all officers and security staff (November 2015).**

RE-ENTRY EMPHASIS

Successful re-entry of offenders into Florida's communities is the ultimate goal of this Department and it must start on day one of each inmate's incarceration. Every action we take should have a positive impact on the eventual re-entry of inmates into our communities.

Re-entry plans for our inmates should encompass multiple aspects of an inmate's health, educational accomplishments, vocational accomplishments, personality, criminal history and future goals. There is no one-size-fits-all strategy.

Florida Department of Corrections: First Year Scope of Work
March 31, 2015

Individualized re-entry plans will allow the Department to offer unique opportunities to our inmates, adding value to the incarceration process and encouraging inmates to become active and contributing members of society.

87 percent of the inmates housed in Florida prisons today will one day be released back into our communities. Given this reality, the state's recidivism rate is an important measure of criminal activity (or lack of) committed by released inmates. Reduced recidivism rates equates to lower admissions and reduced costs for tax payers. The current average cost to house an inmate is approximately \$49 per day or \$18,000 per year. A one percent reduction in recidivism equates to a cost avoidance of nearly \$45 million over five years.

In addition to a considerable cost savings, reduced recidivism through successful re-entry initiatives reduces the number of Floridians who are victimized by crime each year; a priceless result of a well structured re-entry initiative.

Action items:

- **Establish specialized work team to review re-entry components to find solutions that allow for more seamless re-entry and reduced recidivism (July 2015).**
- **Create a re-entry business plan to guide the Department's future efforts (September 2015).**
- **Implement specialized re-entry planning for inmates (December 2015).**

COMMUNITY CORRECTIONS

In years past, the Office of Community Corrections has operated in a silo. To ensure seamless delivery of services, and reduce recidivism, our offices must communicate freely and seamlessly. Much like our correctional officers, state probation officers' work is challenging and often dangerous. The Department's probation officers regularly work in high crime areas to visit offenders residing in the community. While much of the recent attention on this Department has been focused in the area of institutional reform, it is critical to the safety of our state and the success of this Department that we pay equal attention to those who work in the field supervising offender on probation. During the next year, I look forward to working with the outstanding employees in our Office of Community Corrections to better understand their challenges and strengths, and to provide them with the resources they need to keep Florida safe.

Understanding the challenges faced by our Office of Community Corrections will allow us to take proactive step toward becoming a unified Department. Florida's probation officers play an invaluable role in reducing the rate at which probationers reoffend, ensuring safety for Florida's communities and connecting individuals with the resources, treatment and opportunities they need to have successful and productive lives, and most importantly not re-enter the criminal justice system.

Action items:

- Utilize a smart phone application for correctional probations officers to reliably and continuously monitor offenders on electronic monitor supervision (June 2015).
- Partner with the Florida Department of Highway Safety and Motor Vehicles to repurpose 250 surplus vehicles for use by correctional probations officers, allowing officers to more frequently visit offenders as well as reduce costs incurred by the Department for mileage reimbursements (April 2015).

HEALTH CARE REFORM

Recently, the Department announced our intention to re-bid our health care contracts through a procurement process known as an invitation to negotiate, or ITN. It is my belief that a new look at privatization through an ITN is the right course of action for this Department, our inmates, and the state of Florida.

I am confident in the ability of this Department to meet the health care needs of our inmate population through a partnership with private health care providers.

Through this procurement process, the Department will take steps toward being better able to ensure that the health care services required to be delivered to our inmate population are done so in a timely, expeditious and professional manner. I have spoken with Corizon Health and Wexford Health Sources and have been assured that the delivery of health care services to our inmates will not be interrupted by this process. Seamless delivery of health care services is the top priority of the Department throughout this process.

Through an ITN, the Department seeks to enhance elements of the health care services provided to inmates. These enhancements include:

First: Staffing

- The ability to ensure that appropriate staffing is provided by our contractors that enables:
 - A proper mix of administrative and institutional-level direct care
 - Doctors and nurses should first and foremost be healers. Having the appropriate administrative support staff will allow these medical professionals to place increased focus on spending time with their patients.
 - The presence of medical staff who possess the proper skills and qualifications to provide quality care to our inmate population, and
 - Clinical oversight and supervision through enhanced engagement with the Corrections Medical Authority, internal audits conducted by our vendors, and increased oversight for the Department's Office of Health Services.

Next: Expectations

- The ability to define expectations and best practices for utilization management
 - that's the evaluation of the appropriateness and medical need of health care services procedures and facilities according to evidence-based criteria
 - and specialized care delivery
- Access to specialized resources and expertise to provide services to inmates in inpatient mental health units and special housing will be highlighted in the next procurement
- Implementation of electronic health records to support decision making and improve the provision of comprehensive medical, dental and mental health services while ensuring a continuity of care will be a new feature
- Improved coordination of medical and mental health re-entry planning
 - We need to ensure that individuals leaving our institutions have continuity of care. Providing medical exit strategies and plans will help inmates transition into our communities while still addressing their medical and mental health needs.
- And finally, the ability to define performance expectations and consequences for non-performance.
 - We need to have policies in place that hold our vendors accountable.

This process will not be finished overnight. Our goal is to release the ITN before January 1, 2016.

Throughout this process, the Department will be a steadfast advocate for our inmates and the state of Florida and ensure that the care required to be delivered to our incarcerated population is guaranteed by any future contract.

I strongly believe that this is a step in the right direction for not only the Department, but our state and am encouraged by the support of our current vendors.

Action items:

- **Continue to monitor and audit the performance of Corizon and Wexford to ensure quality care is delivered to inmates (Ongoing).**
- **Finalize and release the Department ITN for our health care contracts (December 2015).**

MENTAL HEALTH CARE REFORM

Today, the Florida Department of Corrections is the largest provider of mental health services in the state of Florida. Between 1996 and 2013, the population of mentally ill inmates increased 153 percent and nearly 1 in every 7 mentally ill inmates requires medication as part of their treatment.

To address the issues associated with a growing number of mentally ill inmates, the Department has taken unprecedented actions to ensure proper care and custody of this unique population.

In recent months, the Department established a mental health Ombudsman system that will be the first of its kind in the nation's prison systems dedicated solely to inmates with severe mental illness requiring inpatient level care. The first position has been filled and is located at Dade Correctional Institute. Two

more positions will be hired this year. Next year, we will complete this project having hired a mental health Ombudsman for each of our mental health units.

These mental health ombudsmen will be in place to proactively identify issues and concerns pertinent to access to necessary mental health treatment in these inpatient units, and to provide continuous on-site review of compliance indicators for inpatient mental health services and out-of-cell structured therapeutic services.

Additionally, we expanded mental health CIT which provides correctional officers with a working knowledge of mental illness, and an understanding of the challenges faced by our mentally ill inmates.

We are currently working toward a Correctional Behavioral Health Certification, made available through the American Correctional Association, which will provide a nationally standardized certification for our correctional officers associated with the care of mentally ill inmates.

During the first year of my tenure, I look forward to implementing these initiatives and continuing to work with our Office of Health Services, and the Department's contracted health providers to expand and enhance our mental health capabilities.

Action items:

- **Finalize the Correctional Behavioral Health Certification process and begin implementation of the program statewide (June 2015).**
- **Successfully place mental health ombudsmen in Regions 1 and 2 (September 2015).**
- **Expansion of mental health CIT to all eligible officers and security staff (November 2015).**

INMATE SERVICES

Inmate idleness is arguably one of the most destructive and dangerous issues faced by our state's correctional professionals. To complement our renewed focus on inmate re-entry, and to ensure the safety, security and success of Florida's correctional system, it is critical that we rethink the way in which inmates spend their time while incarcerated. For too long, the Department has focused simply on incarcerating individuals, keeping them inside the fence and in line for the duration of their sentence. Where we now must shift our focus is to adding value to the time spent in custody, and ensuring that we take all possible steps to rehabilitate those who enter our facilities. In the coming months, work groups will be taking an in-depth look at how we can enrich the incarceration experience, providing inmates with opportunities to make them productive and contributing members of society. The work group will focus on the areas of inmate education, vocational opportunities, hobby crafts, interaction with family and communication with institutional staff. We will also focus on improving policies and procedures associated with inmate discipline and grievances.

Time spent in state custody should not be wasted but rather utilized to gain the skills necessary to successfully transition back into your community.

Over the course of the year, I will challenge my staff to explore greater use of rehabilitative and educational programs.

Action items:

- **Complete a statewide inmate survey (September 2015).**
- **Complete statewide survey of recently released inmates (September 2015).**
- **Complete an internal audit of the Department's inmate rehabilitative programs (October 2015).**
- **Establish a specialized work team to find solutions to issues contained in the inmate survey and implement these solutions in pilot programs (November 2015).**

COMMUNICATIONS

Continuing in our efforts to be both accountable and transparent to our employees and the people of Florida, the Department's Office of Communications is currently developing an extensive internal and external communications plan. These communications strategies will encompass all aspects of 21st century communication including social media.

As the state's largest department, proper, strategic and timely communication, with a special emphasis on employee communications, is critical to our future success and to our ability to have a positive impact in Florida's communities.

Additionally, the Department will be addressing our public records process to ensure that this process works as expeditiously and seamlessly as possible.

Action items:

- **Implementation of employee newsletter (March 2015).**
- **Development of internal and external communications plan (June 2015) .**

STRATEGIC PLAN

Accomplishing the goals set forth in this first year scope of work is crucial in moving this agency in the right direction and transforming the culture of our institutions. In the coming months, the Department will implement a strategic plan to build the underlying structure and environment from which these initiative and goals may be successfully launched. Understanding how to best use our workforce to accomplish our goals and ultimately benefit our inmate population will allow our Department to function effectively and efficiently, while adding value to the correctional system for both our staff and inmates.

An important metric that we will employ to measure the success of our goals is recidivism. In years past, the Department has used recidivism data to show success, however, I would submit that a single statewide recidivism rate does not provide a true measure of success, nor does it show true value within a correctional system. To measure the effectiveness of both our current and future initiatives, the Department will look at recidivism rates across a broad array of programs, educational courses, vocational activities and housing assignments. It is important that we know what works on an intricate level. Measuring recidivism in this way will allow agency leadership to evaluate the success or failure of

individual programs and initiatives and make informed policy and funding decisions based in data driven analytics.

Action items:

- **Update the Department of Corrections Strategic Plan (August 2015).**
- **Pilot a dashboard concept to track key measures of success (December 2015).**

ESTABLISHMENT OF A BLUE RIBBON PANEL

A key to achieving the goals I have outlined is the support of stakeholders around our state. We will continue to actively search-out and contact new groups who have an interest in the corrections system. The Department's stakeholders play a critical role in the future expansion and positive impact of this Department.

To enhance the role of our stakeholders in the future development of this Department, a core group of corrections advocates will act as a sounding board for the Department reforms and will be key advisors to the Department as we move through organizational and cultural change. This Blue Ribbon Panel of experts will be lead by the Department's Secretary and include local and statewide leaders in the areas of law enforcement, chaplaincy, mental health, substance abuse treatment, education and vocation, security and re-entry. The expertise and wisdom of these leaders will be an invaluable asset to the Department in implementing future initiatives that consider and utilize the value of each and every function within the correctional system.

Action items:

- **Schedule first meeting of the panel (July 2015).**
 - **Develop scope and duration of the panel to define objectives and goals.**
- **Complete a statewide survey all DOC visitors and volunteers (September 2015).**

SUMMARY OF ACTIONS ITEMS

Personnel

- Create FAQ's to address questions and concerns found in employee surveys (Ongoing).
- Establish the Department's new recruitment process to create efficiencies in the current application process for all positions to ensure the timeliness of bringing the appropriate applicants on board as quickly as possible (May 2015).
 - Explore more effective opportunities for advertising and recruiting candidates.
 - Improve employment screening tools.
- Implementation of revised discipline guide (July 2015).
 - Establish training to inform and educate all personnel of discipline changes.
 - Establish Disciplinary Action Review Team (DART) (February 2015).
- Implementation of revised SES promotional process by which all qualified agency members will be evaluated for SES positions through KSA evaluations, eliminating the current unstructured appointment process (November 2015).

Budget

- Completion of a Department-wide fiscal audit by McGladrey (April 2015).
- Development of a Department-wide operating plan that establishes each bureau and office within the Department as its own budget entity, allowing for better tracking of financial transactions and management of funds (July 2015).
- Restructuring regional accounting and budget staff to increase statewide accountability and communication between central office and the field (August 2015).

Asset Management

- Finalize a five-year fixed capital outlay plan to address all structural deficiencies within the Department (May 2015).
- Development of statewide vehicle maintenance schedule to ensure accurate inventory and vehicle assessments are completed (December 2015).
- Implementation of FCO maintenance schedule to prevent future deficiencies (September 2015) .

Officer Equipment

- Establishment of specialized work teams to address safety equipment issues and find innovative solutions (April 2015).
- Initiation of a thorough review and test of officer equipment including all related contracts (June 2015).

Use of Force

- Implementation of use of force analysis using data driven methodology (April 2015).
- Completion of Department-wide use of force audit by the Association of State Administrators (June 2015).
- Expansion of CIT to all officers and security staff (November 2015).

Re-Entry

- Establish specialized work team to renew re-entry components to find solutions that allow for more seamless re-entry and reduced recidivism (July 2015).
- Create a re-entry business plan to guide the Department's future efforts (September 2015).
- Implement specialized re-entry planning for inmates (December 2015).

Community Corrections

- Identify a vendor to supply a smart phone application for correctional probations officers to reliably and continuously monitor offenders on electronic monitor supervision (June 2015).
- Partner with the Florida Department of Highway Safety and Motor Vehicles to repurpose 250 surplus vehicles for use by correctional probations officers, allowing officers to more frequently visit offenders as well as reduce costs incurred by the Department for mileage reimbursements (April 2015).

Health Care

- Continue to monitor and audit the performance of Corizon and Wexford to ensure quality care is delivered to inmates (Ongoing).
- Finalize and release the Department ITN for our health care contracts (December 2015).

Mental Health Care

- Finalize the Correctional Behavioral Health Certification process and begin implementation of the program statewide (June 2015).
- Successfully place mental health ombudsmen in Regions 1 and 2 (September 2015).
- Expansion of mental health CIT to all eligible officers and security staff (November 2015).

Inmate Services

- Complete a statewide inmate survey (September 2015).
- Complete statewide survey of recently released inmates (September 2015).
- Complete an internal audit of the Department's inmate rehabilitative programs (October 2015).
- Establish a specialized work team to find solutions to issues contained in the inmate survey and implement these solutions in pilot programs (November 2015).

Florida Department of Corrections: First Year Scope of Work
March 31, 2015

Communications

- Implementation of employee newsletter (March 2015).
- Development of internal and external communications plan (June 2015).

Strategic Plan

- Update the Department of Corrections Strategic Plan (August 2015).
- Pilot a dashboard concept to track key measures of success (December 2015).

Blue Ribbon Panel

- Schedule first meeting of the panel (July 2015).
 - Develop scope and duration of the panel to define objectives and goals.
- Complete a statewide survey all DOC visitors and volunteers (September 2015).

Executive Order
15-102

STATE OF FLORIDA
OFFICE OF THE GOVERNOR
EXECUTIVE ORDER NUMBER 15-102

WHEREAS, the Governor is vested with the supreme executive power and must take care that the laws be faithfully executed, pursuant to Article IV, Section 1 of the Florida Constitution; and

WHEREAS, the Department of Corrections (“Department”) is an executive department of the State of Florida, created by Section 20.315, Florida Statutes, the administration of which is placed under the direct supervision of the Governor, pursuant to Article IV, Section 6 of the Florida Constitution; and

WHEREAS, the Department is charged with providing a safe and humane environment for offenders and staff, and to provide the level of security within its correctional institutions and facilities commensurate with the custody requirements and management needs of inmates, pursuant to Section 20.315(1), Florida Statutes; and

WHEREAS, the head of the Department is the Secretary of Corrections (“Secretary”), who is appointed by and serves at the pleasure of the Governor, pursuant to Section 20.315(3), Florida Statutes; and

NOW, THEREFORE, I, RICK SCOTT, Governor of Florida, by virtue of the authority vested in me by the Florida Constitution, and all other applicable laws, hereby promulgate the following Executive Order, effective immediately:

Section 1. In order to improve institutional oversight, I hereby direct the Secretary to increase the number of security and institutional operations regions within the State from three to

four. The Secretary shall implement this modification in a cost-effective manner. The Secretary shall appoint or reappoint a director for each of the four regions. Each director must:

1. Ensure the policies of the Department, particularly those policies associated with inmates, are appropriately implemented and enforced at each correctional facility within the director's assigned region.
2. Review, recommend, and hold subordinate chain-of-command staff responsible for appropriate and measured disciplinary decisions.
3. Ensure that each correctional facility in the director's assigned region maintains a retaliation-free environment, both for staff and for inmates.
4. Make at least two unannounced visits to each correctional facility within the director's assigned region on a quarterly basis.
5. Review on a quarterly basis statistics and trends related to uses of force, inmate grievances, employee discipline reports, and inquiries received by the Department, including inmate abuse.

Section 2. I hereby direct the Secretary to ensure that safety shall be added as a priority to the security reviews at each correctional institution and facility. The security review committee at each correctional institution and facility shall evaluate new safety and security technology, review, and discuss current issues impacting correctional institutions and facilities.

Section 3. I hereby direct the Secretary to ensure that appropriate staff investigates and evaluates the usefulness and dependability of existing safety and security technology, as well as new technology and video monitoring systems available, and makes periodic written recommendations to the Secretary on the discontinuation or purchase of safety and security devices.

Section 4. I hereby direct the Secretary to ensure that the Department contracts with security personnel, engineers, architects, or other safety and security experts as the Secretary deems necessary for safety and security consultant services.

Section 5. I hereby direct the Secretary to ensure that appropriate staff review staffing policies, classification, and practices, as needed.

Section 6. I hereby direct the Secretary to ensure that the Department complies with the requirements of the memorandum of understanding with the Florida Department of Law Enforcement, pursuant to Section 944.31, Florida Statutes, which adds additional independent oversight over certain use-of-force incidents. The Secretary shall provide copies of the memorandum of understanding in a timely manner to my office, the President of the Senate, and the Speaker of the House of Representatives.

Section 7. I hereby direct the Secretary to ensure that inspectors in the Office of Inspector General who conduct sexual abuse investigations in confinement settings receive specialized training in conducting such investigations. Specialized training shall include, but need not be limited to: techniques for interviewing sexual abuse victims; the proper use of *Miranda* and *Garrity* warnings; sexual abuse evidence collections in confinement settings; and the criteria and evidence required to substantiate a case for administrative action or prosecution.

Section 8. I hereby direct the Secretary to ensure that each employee who either applies physical force or was responsible for the decision to apply physical force upon an inmate or an offender supervised by the Department signs an independent report under oath, which details that employee's involvement and other pertinent information regarding the incident within one working day of the incident.

Section 9. I hereby direct the Secretary to ensure that the Department establishes a usage and inventory policy to track, by institution, the use of chemical agents and the disposal of expired, used, or damaged canisters of chemical agents.

Section 10. I hereby direct the Secretary to provide medical staff the option of using identification numbers in lieu of names when completing incident reports.

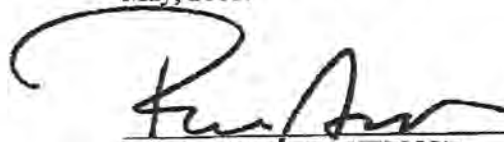
Section 11. I hereby direct the Secretary to ensure that the Department tracks and reports incidents of use-of-force.

Section 12. I hereby direct the Secretary to ensure that the Department establishes a policy to protect from retaliation those employees who report wrongdoing.

BEING FULLY ADVISED in the premise, and in accordance with the Florida Constitution and the laws of the State of Florida, this Executive Order is issued.



IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Florida to be affixed, at Tallahassee, this 8th day of May, 2015.



RICK SCOTT, GOVERNOR

ATTEST:



SECRETARY OF STATE

2015 MAY - 8 PM 3:05
SECRETARY OF STATE
TALLAHASSEE, FLORIDA
5115

STATE OF FLORIDA
OFFICE OF THE GOVERNOR
EXECUTIVE ORDER NUMBER 15-134

WHEREAS, the Governor is vested with the supreme executive power and must take care that the laws be faithfully executed, pursuant to Article IV, Section 1 of the Florida Constitution; and

WHEREAS, the Department of Corrections (“Department”) is an executive department of the State of Florida, created by Section 20.315, Florida Statutes, the administration of which is placed under the direct supervision of the Governor, pursuant to Article IV, Section 6 of the Florida Constitution; and

WHEREAS, the Department is charged with protecting the public through the incarceration, supervision, and rehabilitation of offenders, pursuant to Section 20.315(1), Florida Statutes; and

WHEREAS, the head of the Department is the Secretary of Corrections (“Secretary”), who is appointed by and serves at the pleasure of the Governor, pursuant to Section 20.315(3), Florida Statutes; and

NOW, THEREFORE, I, RICK SCOTT, Governor of Florida, by virtue of the authority vested in me by Article IV of the Florida Constitution, and all other applicable laws, hereby promulgate the following Executive Order, to take immediate effect:

Section 1. In the interests of improved institutional oversight and reform, I hereby direct the Secretary to engage the National Institute of Corrections and the Association of State Correctional Administrators to perform an external, independent audit and analysis of Department policies, practices, processes, needs, and performance related to staffing levels and organization.

The audit and analysis shall contemplate how changing Department staffing can positively affect safety, security, and inmate rehabilitation.

Section 2. I hereby direct that the Secretary develop and implement two (2) prototype correctional institutions to evaluate the impact of enhanced operational elements related to modern and innovative security techniques, technology, productivity, environmental factors, staffing levels and functions, climate control, institutional organization, shift scheduling, training and certification, and other additional facility improvements, with an emphasis on enhancing the safety, health, and well-being of staff and inmates. Specifically:

1. One prototype institution shall be created at the existing Lake Correctional Institution. That institution shall explore the impact of enhanced operational elements while specializing in housing, treating, and rehabilitating the mentally ill inmate population.
2. One prototype institution shall be created at the existing Liberty Correctional Institution. That institution shall explore the impact of enhanced operational elements while specializing in housing and reforming the conduct of the general inmate population.
3. Develop metrics or other quantifiable sets of standards to compare the Department's existing facilities with the operations of the two prototype institutions contemplated herein. The metrics or standards shall evaluate the effectiveness and efficiency of implementing the enhanced operational elements on a larger scale to include other Department facilities.

Section 3. I hereby direct the Secretary to consult with the Secretary of the Department of Children and Families and the Secretary of the Department of Juvenile Justice to explore

collaboration between the three agencies in order to develop and implement best management practices to positively impact mental health services. Specifically:

1. In Broward County, ensure consideration is given to the areas that potentially involve the agencies, including, but not limited to: addressing the needs of inmates with mental health issues who have been recently released back into the community; measures that may be employed to positively impact recidivism rates; and, providing support for individuals with mental health needs before those individuals are committed to the custody or supervision of the agencies.
2. Develop metrics or other quantifiable sets of standards to measure the results of the collaboration and shared resources of the agencies. The metrics or standards shall provide adequate data to evaluate the effectiveness and efficiency of implementing the collaborative strategies on a larger scale.

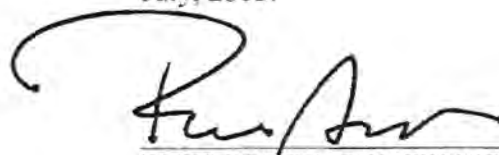
BEING FULLY ADVISED in the premise, and in accordance with the Florida Constitution and the laws of the State of Florida, this Executive Order is issued.



ATTEST:


SECRETARY OF STATE

IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Florida to be affixed, at Tallahassee, this 9th day of July, 2015.


RICK SCOTT, GOVERNOR