2018 - 2022
STRATEGIC PLAN

FLORIDA DEPARTMENT OF CORRECTIONS

I am pleased to present the 2018 - 2022 Department of Corrections Strategic Plan. This plan represents the dedication of more than 24,000 staff as we innovate and implement new strategies to help the Department carry out our day-to-day duties and responsibilities. I have been fortunate to work with many of the staff in developing future opportunities for a shared vision of a continuum of services for inmates and offenders. I am continuously amazed at the professionalism, work ethic and innovative approaches by all our staff.

This document will serve as both a reminder to show how much we have accomplished as an agency over the last several years and as a guide to improve future performance of FDC. Furthermore, it details our prioritized investment in developing employees, improving facilities, programs and security, with a focus on inmate rehabilitation and successful re-entry.

As an agency, our intent is to utilize the plan as a road map in fulfilling our mission, vision, values and goals. By implementing the strategies and objectives in this plan, our employees will be focused on building a collaborative culture with our partners in employing innovative approaches to ensuring the safety and security of our staff, those in our care, and protecting Florida communities.

Secretary Julie L. Jones

Florida's prison system was established after the Civil War in 1868 with the construction of the first penitentiary in Chattahoochee, Florida and the appointment of the first Commissioner of Public Institutions. Over the years, the responsibility for supervising inmates shifted to several different state agencies under various names until 1978 when the Florida Department of Corrections (FDC) was officially established. During that time, the prison system grew exponentially from 42 inmates in 1869 to 3,860 inmates in 1951 and 18,963 inmates by 1977. The number of institutions expanded to 22 major institutions to accommodate the increased inmate population. Many significant milestones in the Department's history were also achieved during this time, including the creation of the Florida Parole and Probation Commission in 1941, the opening of the first women's prison, Lowell Correctional Institution, in 1956, and the establishment of the Reception and Medical Center in 1968.

U.S. arsenal property at Chattahoochee becomes Florida's first penitentiary.

1913

Florida's State Prison Farm, the state's oldest and largest correctional institution, is erected on an 18,000-acre tract purchased for $5 an acre. It is named Raiford State Penitentiary but also referred to as the "State Prison Farm," "Raiford Prison" and "Florida State Prison" which is now Union CI.

Since 1978, inmate and offender populations increased substantially. By the year 2000, FDC housed 71,233 inmates in 53 major institutions and 149,470 offenders were on probation or parole. By 2010, those populations exceeded 101,000 inmates and 155,000 offenders. This population increase created additional demand for housing and staff supervision, causing the number of FDC major institutions to grow to 59 with 27,000 employees. The following decade experienced a decline in inmate populations bringing the population down below 100,000 inmates, thus allowing the agency to close some of the older institutions. One of the most significant achievements since 1978 was receiving American Correctional Association (ACA) accreditation in 1984, making FDC the largest fully accredited correctional agency in the U.S.

FDC is proud of its past accomplishments and achievements. Through its growth and evolution, the organization has consistently proved its ability to address new challenges, improve services and programs to accommodate demand, and implement creative solutions to ensure the safety of those in our custody and Florida's communities.

2012

Built in 2011 and opened in 2012, Florida Women's Reception Center (FWRC) was the last major institution constructed by FDC.

VISION

Inspiring success by transforming one life at a time.

VALUE

- Safety
- Accountability
- Fairness & Integrity
- Innovation

Today, FDC has grown to become the third largest state prison system in the country with an annual budget of $2.4 billion. FDC incarcerates approximately 97,000 inmates in correctional facilities and supervises nearly 167,000 offenders in the community. FDC is also the largest of Florida's state agencies, with more than 24,000 authorized full-time employees statewide. The Department has 148 facilities statewide, including 50 correctional institutions, seven private partner facilities, 17 institution annexes, 35 work camps, three re-entry centers, 13 FDC operated community release centers, 19 private community release centers, two road prisons, one forestry camp and one basic training camp. Additionally, the Department has approximately 115 probation offices. Working together, these dedicated employees strive to ensure that judicial sentences are safely and effectively administered in the fulfillment of our mission, vision, values and goals.

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.

GOAL 1 Talent Development

GOAL 2 Communications

GOAL 3 Inmate/Offender Programs

GOAL 4 Environment

Developing the 2018-22 Strategic Plan

The development of a strategic plan is the first step in an on-going, multi-phased agency planning and improvement process. The strategic plan is a powerful tool designed to guide an agency's growth and evolution towards the realization of its mission, vision and goals. It should be visionary, and yet practical, in that it establishes priorities for resource allocation. Most importantly, it unites the staff in accomplishing a common set of goals and provides a baseline to measure progress.
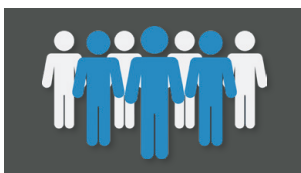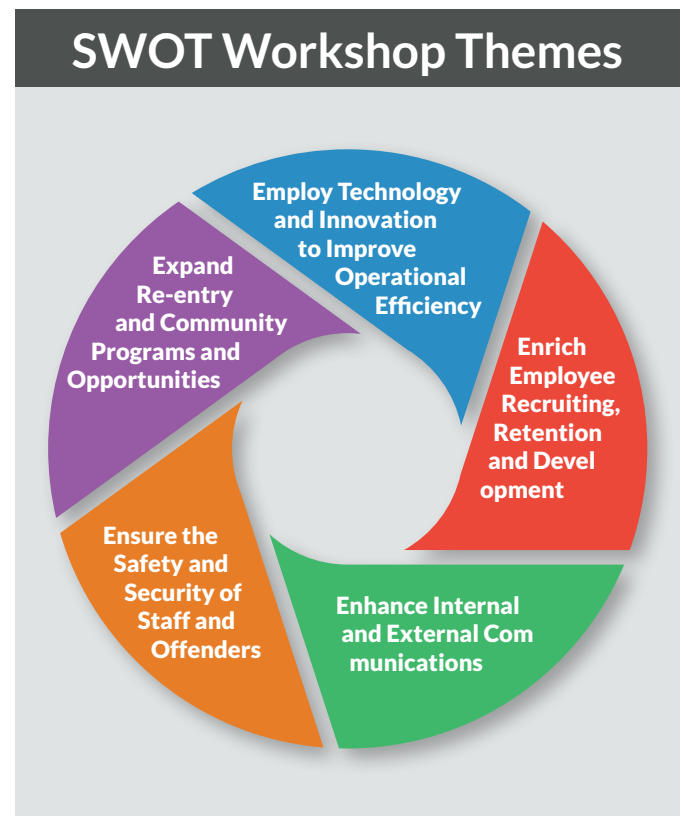
Initial Collaboration

The 2018-2022 update of the FDC Strategic Plan was achieved through the employment of a collaborative planning process which incorporated input from Department leadership and staff across the state. Stakeholders from all organizational levels and all program areas were assembled to ensure a wide range of perspectives was considered. The engagement process began with a leadership workshop to identify the agency's strengths, weaknesses, opportunities and threats (SWOT). From this workshop, common themes became evident that steered the development of an initial set of strategies. Through meetings with the various functional areas, these strategies were further refined to build on the Department strengths, overcome threats, address weaknesses and capitalize on opportunities for growth.

Prioritizing Objectives

The final step in the engagement process involved a leadership meeting to prioritize the objectives based on the agency's resources: time, treasure and talent. Participants were asked to prioritize the objectives based on:

- Strategic Alignment: How well does this objective help fulfill the strategy?
- Technical Architecture: How scalable and easy to implement will the objective be?
- Operational Efficiency: Will the objective improve operations, efficiency and cost savings for the agency?
- Risk: Will this objective have a high cost to implement and will its implementation likely succeed?

SWOT Workshop Themes

- Employ Technology and Innovation to Improve Operational Efficiency
- Enrich Employee Recruiting, Retention and Development
- Enhance Internal and External Communications
- Ensure the Safety and Security of Staff and Offenders
- Expand Re-entry and Community Programs and Opportunities

This robust, collaborative planning process yielded sound, sustainable and yet, adaptable strategies and objectives that embody the foundation and future of FDC.

Seven workshops were conducted with leaders and staff across the state to assist in developing strategies and identifying objectives.

GOAL 1 - Talent Development

1.A. Recruit, Develop and Maintain a Professionally Trained Workforce to Improve Employee and Agency Performance

1.A.1. Maintain proactive media-based employee recruitment programs to remain competitive in the job market

1.A.2. Develop and standardize a tiered training program tailored specifically to employee job duties for professional growth and opportunity

1.A.3. Identify opportunities for inter-departmental cross training and expand the Field Training Officer programs for Community Corrections staff

1.A.4. Develop and conduct a new employee orientation course to familiarize new employees with the various organizational units and responsibilities and to better comprehend their role in the agency

1.A.5. During on-boarding, provide new employees with a summary of job duties and expectations tailored specific to their positions

1.A.6. Integrate minimum training requirements into the employee evaluation processes

1.A.7. Design training courses to address the learning and communication styles of a diverse workforce

1.A.8. Encourage external training opportunities and award agency training credits for attendance

1.B. Improve Employee Retention Through Leadership Development, Mentoring, Incentives, Compensation and Succession Planning

1.B.1. Continue to pursue opportunities to competitively compensate Department employees

1.B.2. Develop and implement employee incentives to retain staff and encourage longevity

1.B.3. Establish a supervisor and management academy for employees

1.B.4. Regularly inform staff of institutional job postings and growth opportunities via electronic bulletin boards

1.B.5. Build trust and improve communication between staff, supervisors and management through increased information sharing and more frequent Division, Bureau and Section staff meetings

1.B.6. Implement a mentoring program for key level staff to facilitate development

1.B.7. Establish a succession planning program throughout the agency by overlapping key positions and documenting job duties for retiring employees

1.C. Promote Employee Wellness and Resiliency Through Job-related Training and Information

1.C.1. Reduce officer shifts from 12 hours to 8 hours

1.C.2. Create and implement a resiliency program focused on reducing employee stress and improving physical and mental health

1.C.3. Develop training and incentives to encourage increased exercise and improved nutrition

1.C.4. Provide technology to monitor and evaluate individual health conditions

Priority 1   Priority 2   Priority 3

GOAL 2 - Communications

2.A.   Proactively Provide Internal and External Agency Communications in an Effective and Timely Manner

2.A.1.	Employ the use of social media, texting, videos and updated agency internal and external websites to enhance agency-wide and external communications
2.A.2.	Provide accurate, transparent and timely information about the Department and its facilities to inquiring media
2.A.3.	Build and maintain positive relationships with media to establish a pattern of trust and transparency
2.A.4.	Establish regular communication between central office, regional offices, wardens, circuit administrators and other field personnel to keep them informed of local initiatives, directives and activities
2.A.5.	Conduct regional and statewide meetings with leadership on a regular basis to share information and promote interactive communications
2.A.6.	Improve communication between central office and field operations to ensure investigative findings, disciplinary actions and policy changes are implemented in a timely manner

2.B.   Promote the Agency's Mission and Public Safety Efforts and Results of Our Proactive Rehabilitative and Re-entry Strategies to Staff, the Public and Stakeholders

2.B.1.	Maintain legislative outreach programs including prison tours, legislative information packets, and community corrections ride-alongs to engage decision makers
2.B.2.	Ensure accurate, consistent agency statistics and messaging in agency documents, presentations and on the Department website
2.B.3.	Enhance stakeholder awareness of the role, importance and long-range outcomes of successful community supervision
2.B.4.	Expand partnerships between community corrections and law enforcement agencies to increase exchange of information and maximize resources through joint community policing initiatives
2.B.5.	Communicate data-driven forecast model results to community agencies and the Legislature to provide an overview of criminogenic risk factors and needs for inmates approaching release
2.B.6.	Continue to provide information to crime victims through the Victim Information and Notification Everyday (VINE) program

GOAL 3 - Inmate/Offender Programs

3.A. Assess, Classify, House and Supervise Inmates and Offenders According to Their Individual Needs and Risks to Provide Access to Appropriate Programs and Services

3.A.1. Research and employ an array of evidence-based tools and resources to assess inmate risk and criminogenic needs

3.A.2. Continue research and development of individualized case management plans for inmates and offenders

3.A.3. Implement specialty dorm programs to house inmates with similar needs and backgrounds to encourage good behavior

3.A.4. Pursue opportunities to provide direct interaction between Classification Officers and inmates through increased presence on the compound, housing units, and other areas throughout the institution

3.A.5. Ensure appropriate use of Restrictive Housing

3.B. Prepare Inmates and Offenders for Successful Transition and Reintegration into their Communities by Encouraging Positive Behavior

3.B.1. Expand program opportunities and associated completions through statewide standardization of the academic curriculum and access to postsecondary education provided by state colleges

3.B.2. Utilize a data-driven assessment process to analyze interventions/programs and adequately address inmate and offender criminogenic needs

3.B.3. Provide the appropriate level and increase the availability of substance use treatment through enhanced assessments and services

3.C. Reduce Recidivism and Enhance Public Safety Through the Effective Assessment, Classification and Supervision of Offenders in the Community

3.C.1. Increase the number of agreements with circuit judges and state attorneys regarding the use of specialty courts and alternative sanctions statewide

3.C.2. Develop an offender reporting system to improve efficiency and case management

3.C.3. Enhance the use of electronic applications to monitor and map sex offenders

3.C.4. Coordinate with community partners to increase incentive programs for offenders

3.C.5. Establish an organized program of continuous evaluation and improvement between community corrections and court administration

Priority 1

GOAL 4 - Environment

4.A. Optimize Organizational Performance and Efficiency of Department Programs and Processes

4.A.1.	Evaluate and monitor the Department's Risk Management program to identify solutions and proactively mitigate potential safety concerns and resolve issues prior to litigation
4.A.2.	Develop a robust email archive and retrieval system to provide timely responses for public records requests
4.A.3.	Integrate accountability in all Department functions through the establishment and use of performance measures and performance reporting
4.A.4.	Identify and implement efficiencies in all Human Resources processes
4.A.5.	Ensure the Department's contract bid and selection process is open, transparent and monitored through the use of performance measures to maximize Department resources

4.B. Promote the Safety of Inmates, Departmental Personnel and the Public

4.B.1.	Maintain and improve field safety, protective equipment and officer communication equipment within institutions
4.B.2.	Improve the quality of intelligence data and analytics to identify and predict criminal activity in prisons
4.B.3.	Maintain effective emergency management procedures and resources to respond to incidents
4.B.4.	Monitor and manage volatile inmate populations as appropriate
4.B.5.	Continuously evaluate and address inmate concerns and complaints through the review of the Department's grievance monitoring system
4.B.6.	Provide continuous review of custody assessment and reclassification systems to include Inmate Risk Management and the Inmate Behavior Assessment Scale

4.C. Improve the Efficiency and Security of Institutional and Field Operations Through Enhanced Intelligence, Communication and Technology

4.C.1.	Create a paperless officer incident reporting program through the use of officer tablets and integrated reporting functions
4.C.2.	Network video cameras at institutions for improved security monitoring and reduction of violence
4.C.3.	Expand the use of body scanners, x-rays, cell phone call blockers, restricted access plans, and other technology to improve institutional security and reduce contraband
4.C.4.	Implement the use of cameras on transport vehicles to monitor inmates and officer's movements and enhance safety

Priority 1   Priority 2

4.D. Improve and Maintain the Physical Infrastructure and Operational Support of Agency Facilities and Assets to Ensure a Safe and Humane Environment

4.D.1. Continue to update and maintain aging facilities by implementing preventative maintenance programs

4.D.2. Monitor maintenance and prioritization of fleet management needs and vehicle acquisition to ensure employee safety and efficiency

4.D.3. Identify, utilize, and develop skilled laborers to assist in facility maintenance by assigning inmates who have completed training in the construction trades to institutional maintenance squads

4.D.4. Make facility improvements to be more energy efficient and environmentally sustainable to reduce cost

4.D.5. Pursue opportunities for cost sharing with private entities to modernize agency facilities

4.E. Enhance Existing Technology Infrastructure and Implement Technology-Based Solutions to Improve Departmental Functions, Increase Operational Efficiency and Meet Stakeholder Satisfaction

4.E.1. Design and implement a virtual desktop infrastructure to provide enhanced accessibility options, maximize resources and create a centrally secured and managed solution for FDC users

4.E.2. Streamline Office of Information Technology (OIT) processes and establish best practices

4.E.3. Maintain a governance framework to ensure projects align with strategic goals and that research, communication, collaboration, transparency and accountability is fostered in FDC technology projects

4.E.4. Implement security controls and standards to address gaps identified in the IT Security Risk Assessment Report

4.F. Meet and Maintain State and National Correctional Standards, Accreditations and Licensures to Ensure Staff and Offenders Are Provided a Safe and Humane Environment

4.F.1. Maintain compliance with national audit standards of the Prison Rape Elimination Act (PREA)

4.F.2. Maintain American Correctional Association (ACA) standards and accreditation for Institutions and Community Corrections

4.F.3. Ensure appropriate facilities and services are compliant with the Americans with Disabilities Act (ADA)

4.F.4. Ensure compliance with Correctional Medical Authority standards

4.F.5. Educate and identify staff to ensure standards are being met

4.F.6. Maintain compliance with the Department's audit standards related to overall operational performance by conducting management reviews and unannounced security audits

Priority 1   Priority 2

GOAL 4 - Environment

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<tr><td>4.G.</td><td>Ensure All Inmates Receive Timely, Quality and Cost-Effective Medical, Dental and Mental Health Care Services</td></tr>
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4.G.1.	Maintain and monitor contract healthcare providers to ensure robust, quality medical programs and services
4.G.2.	Pursue the implementation of an electronic medical records system
4.G.3.	Construct and develop state of the art mental health facilities
4.G.4.	Employ enhanced technology such as Telehealth to improve healthcare access, ensure timely medical diagnoses and reduce medical costs
4.G.5.	Assign inmates to institutions and housing accommodations that best suit special physical and mental health needs to ensure access to specialized healthcare
4.G.6.	Create and offer healthcare re-entry services to inmates needing specialized medical and/or mental health services to support the Department re-entry initiatives
4.G.7.	Develop research, information and analytics processes to better identify, monitor and address healthcare issues and trends

Priority 1   Priority 2   Priority 3

How Will We Get There?

Implementation and Measurement

The next step in the strategic planning process is the implementation and measurement phase. Over the next year, management will coordinate with the various divisions and offices throughout the agency to implement the strategies and objectives through a business planning approach. This effort involves transforming the strategies and objectives into measurable actions and accomplishments for each agency functional area. Annually, FDC will review its progress in integrating the strategies into our core competencies and will highlight new programs and initiatives created to fulfill these principles. The plan will be a living, dynamic document that will be revised and updated based on our changing business environment and evolving statewide policies and directives. This process will continue to improve our performance while guiding the agency in a forward direction.

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