



**AGENCY FUNCTIONAL
PLAN
1991-1996**

December 16, 1991

DEPARTMENT OF CORRECTIONS

Harry K. Singletary, Jr.
Secretary

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**U.S. Department of Justice
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**The Department of Corrections
Agency Functional Plan**

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OVERVIEW

A decade of rising prison admissions had outstripped the correctional system's ability to provide prison bed space for all sentenced offenders and has led to the utilization of early release mechanisms since 1987. This has reduced actual time served to less than a third of the average sentence and has eroded the public's confidence in the criminal justice system. Additionally, violent offenders, habitual offenders, and control release ineligible offenders are growing at an increasing rate, placing even more pressure on the system. To address these issues, the Department of Corrections is pursuing a balanced approach that includes ensuring the violent offenders serve a greater portion of their sentence, building additional secure prison beds, diverting those offenders amenable to community based programs, and continuing control release of eligible offenders. Specifically, the balanced approach is a three component program consisting of:

Community based programs which:

- Increase diversionary program slots in order to divert offenders with sentences of less than two years;
- Reduce caseloads for probation officers supervising sex offenders to 40:1;
- Expand Community Control and the use of probation and restitution centers;
- Implement the Correctional Partnership Act; featuring specialized caseloads, non-secure drug residential programs, secure drug residential programs, work camps, grants and aids.

Incarceration, including:

- Modifying current statutes to eliminate basic gain time and Control Release for murderers and sex offenders;
- New bed construction of approximately 4,200 beds per year over the next five years;
- Enhanced inmate programs in the areas of mental health, drug treatment, education and vocational training;
- Programs to help special needs offenders.

Release, including:

- Supervision of violent offenders for up to two years following release;
- Control Release Authority case review;
- Job placement;
- Work release centers;
- Community assistance for release transition.

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EXECUTIVE SUMMARY

SECTION I. CORRECTIONAL STRATEGIES

Trends and Conditions: The Department of Corrections exercises its public safety responsibilities through a balanced approach involving secure prisons; treatment; community-based facilities and supervision. Considerations of security and humanity require adequate resources, effective management, security equipment, programs to reduce inmate idleness, and sufficient numbers of trained staff. The Community Corrections Partnership Act of 1991 provides a system of intermediate sanctions based on diversion of low risk offenders and corresponding retention of more serious offenders in major institutions.

PRIORITY ISSUES

Improvement of security equipment and staffing; implementation of the Community Corrections Partnership Act of 1991; development of community-based alternatives to incarceration; and implementation of an improved inmate program needs assessment and classification procedure.

OBJECTIVES

- Adequately house the inmate population, increase time served for violent and habitual offenders; assist restructuring of sentencing for non-violent drug offenders; increase work opportunities to reduce inmate idleness; provide technical assistance to local authorities concerning jails.
- Fully implement the Community Corrections Partnership Act; acquire funding for additional Probation and Restitution centers and county work camps.
- Implement risk classification for the probation population; re-evaluate release criteria and gain time policies in conjunction with Control Release Authority; review state's monetary sanctions policy; acquire more secure and non-secure drug treatment facilities for community supervision violators.
- Implement new inmate classification instrument; identify special needs inmates; survey resources related to inmate program needs; and develop long-range budget forecasts.
- Computerize the inmate reception process.

SECTION II. SPECIAL CORRECTIONAL SERVICES

Trends and Conditions: Inmate health care is an essential part of departmental operations. The numbers of special needs inmates (females, elderly, physically impaired, mentally retarded, and substance abusers) are increasing. The percentage of inmates in medical grades three and four has jumped by over 30% between July

1989 and July 1990. Functional illiteracy, limited English skills and learning disabilities are common, but educational positions have been severely reduced. The proportion of the offender population who have used illegal drugs is thought to be 85%. Current problems include competitive pay for health care professionals; the development of a coordinated treatment plan for the physically impaired and/or mentally retarded; unique health and other problems of females and the elderly; and lack of resources for correctional education. Current opportunities include potential for quality inmate health care at reasonable cost through integration of community health resources; support for the enhancement of correctional education; conversion of current contract work release beds to drug treatment beds and drug treatment programs through the Community Corrections Partnership Act.

PRIORITY ISSUES

Deliver physical and mental health care to inmates; ensure equal access for special needs inmates to programs, treatment, education and training.

OBJECTIVES

- Reduce vacancies of clinical personnel.
- Expand health cost containment, the health information system, transitional and crisis care, and continuing health care education; provide automated medication records.
- Implement a pilot sex offender treatment program.
- To plan for the elderly inmate population by emphasizing preventive health education; substance abuse treatment; appropriate work assignments; needed training; classification procedures; pre-release programs; and liaison with Department of Elder Affairs.
- Plan equitable program access for female inmates; establish a female basic training program.
- Assess programs for mentally retarded inmates; revise classification procedures; link volunteers and community services.
- Coordinate special education with Correctional Education School Authority (CESA) for the physically impaired and mentally retarded; expand programs for the elderly and the physically impaired, including recreation.
- Implement contracted services in two new Drug Treatment Centers; expand Tier I services to all institutions; promulgate rule for random inmate drug testing; expand testing to all institutions.
- Expand drug treatment services to the dually diagnosed.
- Request funding for outpatient alcohol treatment and provide programs at two locations.
- Restore CESA's funding reductions; ensure education services in new institutions and to facilities not currently served.
- Keep educational salaries competitive; implement Automated Data System; and obtain recognition of CESA as part of state system of public education.
- Provide program of mandatory literacy training and other educational and training opportunities for inmates; and life skills training prior to their release.

SECTION III. DEPARTMENTAL PROFESSIONALISM

Trends and Conditions: Rapid expansion of the Department has increased the need for recruitment retention, and training of qualified correctional officers and support staff. Planning centered around strategic priority issues and integrated objectives has been established. The public lacks understanding about correctional objectives and the benefits of community sentencing options and incentives, such as gaintime and treatment programs. Victims' groups are increasingly more active in sentencing and time served matters. The current emphasis on growth management planning is an opportunity to re-structure policy development, planning and budgeting. The Governor's policy for enhanced communications and cooperation with the public provides a favorable climate to improve public understanding of corrections, and foster interagency cooperation and involvement with victim's groups.

PRIORITY ISSUES

Recruit and retain qualified personnel; provide high quality career training to staff; systematize policy development, planning and evaluation, assist public in understanding the correctional process.

OBJECTIVES

- Expand management and executive level training, to include instruction on diversity in the work-place and personal infringement; and increase use of inter-active video training courses.
- Increase employment access through implementation of innovative work options; gain compensation for correctional officers comparable to law enforcement officers; provide a career ladder for line correctional officers and correctional support staff; secure funding for revised relief factor plus needed core positions; increase benefits for Emergency Response Teams and staff working with high security risk inmates.
- Realign planning, budgeting and evaluation to achieve functional integration; establish a formal planning cycle; initiate liaison with law enforcement and the courts to ensure criminal justice coordination.
- Promote public understanding of correctional objectives by a community relations plan; increase involvement with victims' groups; and train staff in public relations.

SECTION IV. ACCOUNTABILITY AND EFFICIENCY

Trends and Conditions: The department recognizes the need for greater efficiency and accountability. New technology expands capabilities however, rapid obsolescence demands continued upgrade of equipment. Information needs increase and demands for response times shorten. Future trends will decentralize data storage, and produce the need for greater system security. Employee production levels influence the Department's state of efficiency and compliance with equipment standards. The Department must also respond to environmental concerns. Compliance with established standards for water consumption, waste-water and storm-water disposal, the sensitive wetlands on many available undeveloped sites, energy conservation and hazardous waste disposal impacts on available resources. Standards are becoming tighter with close monitoring. The Department is required frequently to upgrade its systems to meet those standards. Departmental growth and rising costs are affecting progress. Major problems which impact efficiency through automation include; funding; shortage of support personnel; and the need to maintain "old" systems. However, the current experience offers the opportunity to cultivate accountability of resources through improved automation. The potential for management efficiency is vast, and improved employee morale is a likely further benefit.

PRIORITY ISSUES

Make effective use of resources through active accountability means; pursue efficient departmental processes; contribute positively to protection of the environment.

OBJECTIVES

- Monitor programs of accountability and provide staff to evaluate them.
- Pilot test statewide monitoring instruments to ensure standardized practices.
- Continue implementation of data processing strategy, and develop a comprehensive application systems plan.
- Fund installation of appropriate hardware system-wide; expand computerized court ordered payment system statewide; and implement critical strategic systems on an approved schedule.
- Establish more inter-governmental partnerships for siting correctional institutions.
- Complete an organization review of the Department to improve service delivery.
- Implement automated inmate transfer system; install bar coding scan system to track Central Records files; and install an electronic imaging system.
- Protect the environment by upgrading wastewater treatment; planning efficient energy use at all new facilities; and continuing with clean-up plans and schedules.

APPENDIX 1

Addresses State Comprehensive Plan (SCP) goals and policies not linked to the Department's priority issues, with an abbreviated description of department policies or procedures which cover the SCP requirements.

APPENDIX 2

Contains a listing of Florida Statutes, administrative rules and policies and procedures governing the operations of the Department of Corrections.

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EXPLANATION OF FORMAT

The Department of Corrections Agency Functional Plan consists of thirteen priority issues which are grouped under four major sections according to their relationship as correctional strategies, special correctional services, departmental professionalism and accountability and efficiency. The correctional strategies section addresses activities of the Department which pertain to maintaining custody over incarcerated inmates and supervision over offenders released into the community. The special correctional services section addresses programs implemented in an effort to help inmates prepare for life in free society. Issues of health, aging, substance abuse and education are also found in this section. The departmental professionalism section addresses issues which bear on human resources, policy development and public understanding of the agency and its operations. The final major section, accountability and efficiency, sets forth the departments objectives toward achieving responsive, cost efficient operations through management efficiency, accountable practices and environmental responsibility. A Trends and Conditions Statement begins each major section setting forth conditions, trends, problems and opportunities relative to the priority issues contained in the section.

The connection of the priority issues to State Comprehensive Plan (SCP) goals and policies is accomplished via annotation of each issue with a code which specifies the SCP goal number followed by the appropriate SCP policy number under the goal. For example, an issue which responds to SCP Goal, (7) PUBLIC SAFETY, Policy 2. "Maintain safe and secure prisons and other correctional facilities with the required number of well-trained staff;" would be annotated at the end of the issue statement as G(7)P2. Where one issue addresses multiple SCP goals and policies, the coded entries will be entered in sequence, numerically by SCP goal numbers, e.g. G(7)P2; G (16)P4; etc.

State Comprehensive Plan goals and policies not addressed by a priority issue, but for which the Department of Corrections acknowledges some level of responsibility, are listed in Appendix 1 with an abbreviated summary of how the Department addresses these goals and policies.

Appendix 2 contains a bibliography of statutes and rules providing legislative authority for departmental activities and operations.

MISSION STATEMENT

The mission of the Florida Department of Corrections is to protect the public, provide a safe and humane environment for staff and offenders, work in partnership with the community to provide programs and services to offenders, and supervise offenders at a level of security commensurate with the danger they present.

SECTION I: CORRECTIONAL STRATEGIES

TRENDS AND CONDITIONS STATEMENT

Conditions: The Department of Corrections carries out its public safety responsibility by controlling convicted felony offenders through a balanced approach involving the use of secure institutional housing and a combination of community-based facilities, specialized community supervision and offender treatment.

The Florida statutes require institutional security programs to provide a safe, secure and humane correctional environment for all employees and inmates while also meeting its obligation to protect the public. Acceptable security conditions of incarceration require adequate resources and effective management of the physical facility, security equipment, radios, weapons, programs to reduce inmate idleness and sufficient numbers of trained staff. In addition to these security necessities, records management plays a major role in maintaining control over inmates admissions, transfers and releases. Each person received into the department is assessed as to what resources need to be expended on their behalf during their period of incarceration. This assessment, referred to as classification, requires brevity and accuracy to avoid "clogging" of the reception process. Gubernatorial and legislative initiatives, overcrowding and court mandated capacities impact on classification, requiring frequent changes.

Increasing crime, rising prison admissions, and early releases have led to a significant decline in public confidence in the criminal justice system. Average time served by a typical inmate remains at about 36% of sentence length. The steady growth of the inmate population poses a significant financial burden during a time of budget difficulties stemming from lower than expected state revenues.

One recent initiative aimed at helping offender population management is the Community Partnership Act of 1991, which was enacted to provide a different approach to sanctions for non-violent felony offenders currently being admitted to prison, who could more successfully be sanctioned in a community-based program. The Act also provides for the beginning of a new relationship between county and state authorities in the treatment of felony offenders, with respect to individual needs as well as public safety. Community-based supervision of offenders is critical to the success of any balanced approach to criminal justice and the associated criminal sanctions authorized by law.

Additionally, the operation of local jails plays an important role in the overall effectiveness of the criminal justice system. There is wide diversity in conditions and operations of these facilities statewide.

Trends: During the next five years intakes are projected to increase from 45,598 by the end of FY 91-92 to 64,834 by end of FY 95-96. Releases are estimated to increase from 37,954 to 50,823 and transfers from about 85,000 to 120,000 during the same period.

Current trends indicate a movement toward diverting low risk inmates into community programs while retaining increasingly larger numbers of offenders convicted of serious crimes for longer portions of their sentences in major institutions. By 1995 the correctional system will be organized and operating to ensure that murderers and sex offenders serve at least 70% of their sentence in prison.

Florida's community supervised population, in general, is representative of more serious offenders today than a decade ago. The total supervisory program for the state requires more precise forecasting of the changing nature of offender populations.

Problems: A principal obstruction to progress on priority issues is one faced by state and local governments in general: lack of fiscal resources. To assure protection of the public, funding is needed for additional special management beds, enhanced security provisions, improved communications systems, programs to reduce inmate idleness, drug detection programs, the expansion of confinement facilities and increased transportation security.

The existing classification approach to the supervised population is currently time driven and in need of change. With emphasis on intensive supervision strategies, as evidenced by the Community Control Program, ample data has been gathered to suggest that those offenders being supervised in a regular context can be more effectively served through differentiation and supervisory services.

Programming resources have not kept pace with recognized needs in rapid movement of inmates through the reception process. Projected increases of admissions will foster continued degradation of capabilities unless reception and assessment procedures are enhanced. Currently many inmates expire their sentences without significant attention to their program needs due to non-availability of facilities, program supplies, instructors and other needed resources.

The availability of adequate funding will determine the level of commencement and progress of the Agency objectives shown below.

Opportunities: Current emphasis on "front end" approaches to the criminal justice system as well as current efforts to improve risk and needs assessment of convicted felons sent to prison are positive directions in the area of correctional strategies. Electronic systems for much of the reception data processing will provide base data helpful in review and streamlining of the assessment process.

PRIORITY ISSUE I-1: *Protection of the Public*

Continue and improve institutional and facility security equipment and staffing to ensure safety of the public from dangerous inmates. (G (7) P2, 3, 4, 6; G (21) P9)

AGENCY OBJECTIVES:

- A. By June 1993, insure the availability of sufficient bed space to house violent and habitual offenders so that their time served in prison is increased.
- B. By November 30, 1991, provide a less-than-lethal, yet effective use-of-force alternative for officers who are involved in transport and hospital supervision situations.
- C. By June 30, 1993, reduce inmate idleness within institutions/work camps by increasing work opportunities within the facility and the community by 25% above current levels.
- D. By June 30, 1994, develop a proposal to install an efficient communications system for correctional operations that will provide for the unique requirements of institutions, work camps, community centers, work squad vehicles (DOT and Public Works), and Emergency Response Teams.
- E. Provide assistance to the Sentencing Guidelines Commission, in restructuring the sentencing system to provide for violent and career criminals to serve the majority of their sentences in the State prison system.

- F. By January 1992, in conjunction with the Control Release Authority propose legislation prohibiting all persons convicted of murder or sexual offenses from receiving basic gain time or from consideration for early release by the Control Release Authority.
- G. By June 30, 1993, develop an inter-agency proposal to ensure community supervision and/or treatment of violent mentally disordered inmates released from prison.
- H. Provide technical assistance to local authorities in the construction and operation of local correctional facilities and programs.

PRIORITY ISSUE 1-2:

Implementation of the Community Corrections Partnership Act and Development of Community-Based Alternatives to Incarceration

Establish and maintain a partnership with Florida communities that will emphasize public protection, contribute to reduction of early release of serious offenders and provide offender treatment in community-based facilities through a combination of specialized community supervision, regular supervision, surveillance, post release support and prevention services. (G (7) P1, 3, 4; G (21) P1, 10; G (25) P3)

AGENCY OBJECTIVES:

- A. By January 1, 1993 assist legislature and judiciary in restructuring the Florida sentencing system to provide for non-violent drug offenders to serve their sentences in community-based alternative programs.
- B. By September 1, 1991, draft and promulgate an administrative rule concerning the Community Corrections Partnership Act, including conditions by which participating counties can identify appropriate target populations consistent with the provisions of the Partnership Act.
- C. By September 1, 1991, determine how to integrate appropriated funds for the Partnership Act and funds received from the federal block grant into a total comprehensive effort designed to accomplish Community Corrections Partnership Act provisions.
- D. By July 1, 1991, allocate appropriate positions for drug offender probation as provided by the Partnership Act.
- E. By September 1, 1991, complete development and implementation of appropriate policies and procedures for drug offender probation.
- F. By January 1, 1992 secure funding for the acquisition of additional secure and non-secure drug treatment facilities for violators of probation, drug offender probation and community control.
- G. By October 1, 1991, receive applications from County Correctional Planning Committees and render award decisions to include decision relating to county work camps.
- H. By August 1, 1991, develop enhanced delivery of required technical assistance and training to local governments, nonprofit entities and agencies, and County Correctional Planning Committees.
- I. Based on projected inmate admissions of the Criminal Justice Estimating Conference expand the Community Corrections Partnership program to divert additional offenders from state incarceration.

- J. By August 1, 1991, develop appropriate policy and procedure for implementation of administrative probation, to include a recommended probation order format.
- K. By January 1, 1993, develop an appropriate approach for enhancement of community control, control r release and adult supervision which includes intensive supervision programs for offenders with histories of violent offenses, including current or prior sexual criminality.
- L. By January 1, 1992, propose legislation which will require that persons convicted of violent offenses be supervised for up to two years after release from prison.
- M. By January 1, 1992, complete training the initial core group of Probation and Parole Staff who will become skilled in the client management classification strategy.
- N. By January 31, 1992, complete the Investigative Workhour Formula Study and initiate action to apply findings and recommendations.
- O. By January 1, 1992, fully implement the risk classification approach to the regular probation population.
- P. By January 1, 1992, in conjunction with the Parole Commission propose legislation amending statutes governing Control Release Authority criteria to expand eligibility for consideration for control release to include low risk offenders not currently eligible.
- Q. By July 1, 1993, conduct a review of the state's monetary sanctions policy with a view toward implementing necessary changes.
- R. By October 1, 1992, establish a community assistance program to provide short-term housing and community assistance to released inmates with a critical need for support services during the first 30 days of release.
- S. By July 1, 1992, acquire funding for additional beds at probation and restitution centers and county work camps.
- T. By July 1, 1992, develop a proposal which expands the probation restitution center concept by incorporating the notion of a self-contained social service and basic education delivery system for the purpose of addressing the "street" supervised population, whose individual needs have been identified by an objective assessment.

PRIORITY ISSUE I-3:

Programs Needs Assessment and Classification of Offenders

Implement an inmate program needs assessment and classification procedure which will ensure offenders are placed under necessary levels of security control, which will identify their program needs and which will ensure only necessary high security housing for violent/dangerous offenders is required.(G (7) P2, 6; G (25) P3)

AGENCY OBJECTIVES:

- A. By January 31, 1992, complete implementation of a new classification instrument designed to more adequately assure public safety.
- B. By January 1, 1992, identify those inmates currently within the system having special needs.

- C. By January 31, 1992, develop long range forecasts so that appropriate budget requests can be presented to address determined inmate needs.
- D. By December 31, 1991, have initial design specifications for the computerized reception process completed.
- E. By June 30, 1994, have the complete computerized reception process on line.
- F. By January 30, 1992, survey program resources throughout the Department to determine an accurate status of existing resources compared with the program needs of the inmate population.
- G. By February 28, 1992, identify needed and appropriate program activities necessary for all major facilities to have at least one training program appropriate to the type inmates assigned.

SECTION II: SPECIAL CORRECTIONAL SERVICES

TRENDS AND CONDITIONS STATEMENT

Conditions: Quality health care for inmates is an essential element of departmental operations. A greater number of inmates with special needs are being observed during admissions screening. Included in this category are inmates who are female, elderly, physically or mentally impaired, or inmates who are substance abusers. As the demographics of the increasing prison population changes to represent a more violent or habitual criminal with a longer term to serve, the requirement for relevant health care intensifies.

Female offenders are an increasing segment of the inmate population. There has been an increase of 114% in the female population since June 30, 1985. Female offenders now entering prison have lower educational levels than males and bring a variety of problems solely associated with their gender.

Inmates with mental disorders that require monitoring and treatment number about 9% of the prison population. Currently, this accounts for about 4,147 inmates, of which 4.4% are mildly impaired, 4% are moderately impaired and .6% are severely impaired. These inmates must be served by a delivery system comprised of multiple levels of care, ranging from out patient to acute hospital care.

The age of the inmate population is increasing. The most significant growth over the last two years has been in the age groups 36 to 55 years (34%) and in the 56 years and older group (21%).

The increased use and abuse of chemical substances within society, combined with more effective law enforcement of drug related offenses has created a high demand for substance abuse treatment. Drug offenders in prison increased 27% between June 1989 and June 1990. In addition, drug offenders exhibited the most consistent and dramatic rise (27.3%) in prison sentence lengths among the nine offense groups in 1989.

Approximately 32,760 inmates or (78%) of the current inmate population have a tested grade level below 9.0. Forty-nine percent (49%) of the below 9.0 grade level population are within 5 years of release. Twenty-one percent (21%) of the inmate population below 9.0 grade level have more than two years remaining on their sentence upon arrival at an institution. Functional illiteracy, limited English skills and learning disabilities are common conditions among inmates.

Trends: The advancing age of the inmate populations, the increased frequency of chronic diseases and the emerging prevalence of AIDS among prison inmates indicates the need for intensified quality health care. Additionally, physical impairments and special health needs among inmates appear to be increasing. This is indicated by a change in the percentage of inmates in medical grades three and four from 10.6% in July 1989 to 13.9% of the incarcerated population in July 1990.

During Calendar Year 1990 the Department admitted 45,084 offenders, 40% of whom (17,603) were assessed in need of drug treatment services. National data indicate that 54.6% of criminal offenders will admit to the use of illegal drugs. The true figure is believed to be in the 85% or higher range. A future trend in Florida Corrections may be signalled by the passage of recent legislation. The Community Corrections Partnership Act of 1991 establishes "non-secure drug treatment facilities" for probationers or community controllers who have violated their terms or conditions of supervision.

Mandatory budget reductions since November 1989 resulted in losses of 246 authorized educational positions, more than 45 contract educational positions and a total of \$7,386,019 from the Correctional Educational School Authority budget. Additionally, programs scheduled to open at six recently opened institutions were not opened. Services were severely reduced in eight institutions using contract instructors.

Problems: The Department constantly strives to be competitive in the market place for physicians, psychologists, psychiatrists, nurses, pharmacists and health care paraprofessionals. Another impediment to progress is the initial development of a fully coordinated patient treatment plan providing structured activities, long range treatment and rehabilitative goals for both physically and mentally impaired inmates.

In addition to health problems unique to females, another concern is their lack of marketable skills and generally low educational levels. Likewise elderly inmates pose physical and mental health concerns as well as problems relative to prison adjustment, vulnerability to victimization, adaptation to physical conditions and the lack of suitable programs.

Correctional education has not acquired the resources needed to provide inmate services. As a result, important inmate needs such as illiteracy, language skills and problem solving are not fully met.

The availability of adequate funding will determine the level of commencement and progress in several of the following Agency objectives.

Opportunities: Currently increased emphasis on the integration of community health resources may result in the provision of necessary quality care for inmates at a reasonable cost to Florida taxpayers. A greater number of successful contacts and liaisons with community based health services will provide increased support and services for inmates with special needs in the future.

The Florida Legislature is supportive of substance abuse treatment as evidenced by funds provided to convert current contract work release beds to drug treatment beds as outlined in the Community Corrections Partnership Act.

The enhancement of correctional education, as supported by the Governor, Legislature and independent organizations such as Tax Watch, will provide for the continuation of cost avoidance benefits, academic and vocational inmate gain through goal completion, and the potential for a safe and more productive state.

**PRIORITY ISSUE II-1:
Inmate Health Care**

**Continue and improve the delivery of physical and mental health care to incarcerated offenders.
(G (7) P4, 6)**

AGENCY OBJECTIVES:

- A. By June 30, 1992, secure skilled staff in necessary numbers to reduce vacancy rates in clinical personnel classifications by 5% from current rates.
- B. By December 31, 1991, expand cost containment efforts in purchase of health care services to include all health care functions that impact operational costs.
- C. By December 31, 1992, expand the health information system to support clinical and management decision making in the mental health component.
- D. By June 30, 1992, expand capabilities for both transitional, out patient and crisis care for mentally disordered and/or mentally impaired inmates.

- E. By June 30, 1992, increase health care staff participation by 15% in continuing education to enhance skills.
- F. By December 31, 1992, provide automated medication records as an integral part of the inmate electronic health record.
- G. By September 1, 1992, develop and implement a pilot sexual disorders clinic to provide intensive treatment for inmates who suffer from various sexual disorders.
- H. By March 31, 1992, support legislation introduced by the Corrections Medical Authority to expand its capability to monitor and evaluate physical and mental health services.

**PRIORITY ISSUE II-2:
*Inmates with Special Needs***

Ensure equal access to institutional, facility and/or community based programs for female offenders and for elderly inmates or inmates who, by virtue of their medical, physical and/or mental condition require special services in order for them to be integrated into the general inmate population consistent with their impairment. (G (4) P5, 6, 12; G (7) P4, 5, 6; G (21) P1)

AGENCY OBJECTIVES:

- A. By June 30, 1992, provide a structured training program for 100% of the offenders who have special health needs due to pregnancy, including those identified as substance abusers.
- B. By June 30, 1992, assess levels of institutional programs required to meet the needs of inmates age 55 and above.
- C. By July 31, 1992, integrate cost effective health care and social services in a coordinated program that emphasizes preventive health education specifically for elderly inmates.
- D. By June 30, 1992, complete an assessment of program services available to meet the needs of the mentally disordered and/or mentally impaired inmate.
- E. By December 31, 1992, complete an evaluation of work assignments and identify those that may be appropriately performed by special needs inmates in relation to medical classification including mentally disordered and/or mentally impaired inmates.
- F. By July 31, 1992, provide a plan to assure equitable programs are provided to female offenders as those provided male offenders as mandated by Florida Statutes.
- G. By January 31, 1992, develop plan for the implementation of a female basic training program. ("Boot Camp")
- H. By July 31, 1992, implement a plan to establish consistency in classification and definition of mentally impaired inmates and the types of tests used and means by which they are administered.
- I. By July 1, 1992, develop a citizens advocacy program plan to link volunteers and community services available in the community for mentally retarded offenders.
- J. By July 1, 1992, coordinate a special education program with Correctional Education School Authority (CESA) for inmates with special needs, including physically impaired and mentally impaired inmates.

- K. By July 31, 1992, develop a plan to expand programs to meet the different needs of the elderly offender and other inmates with physical impairments.
- L. By July 31, 1992, develop a plan with Correctional Educational School Authority for special vocational training programs for the elderly inmate.
- M. By July 31, 1992, develop a recreation program plan which meets the needs of elderly offenders and other offenders with physical impairments which will improve physical and mental fitness.
- N. By July 31, 1992, formalize classification procedures to identify and recommend proper placement of the elderly offender.
- O. By July 31, 1992, develop plans for a pre-release program for elderly offenders to include legal issues.
- P. By January 31, 1992, establish liaison with the Department of Elder Affairs to coordinate services to elderly inmates upon release.

**PRIORITY ISSUE II-3:
Substance Abuse Treatment**

Continue to provide and expand treatment for offenders identified as substance abusers. (G (7) P6)

AGENCY OBJECTIVES:

- A. By February 28, 1992, implement substance abuse contracted treatment services for the newly constructed 384 bed - Gainesville Drug Treatment Center.
- B. By April 30, 1992, implement substance abuse contracted treatment services for the newly constructed 256 bed - Brooksville Drug Treatment Center.
- C. By July 31, 1992, expand Tier I services to all institutions currently without programming (approximately 12).
- D. By August 1, 1991, initiate a funding request for contracted outpatient alcohol treatment services, equipment, and materials.
- E. By January 1, 1993, provide Comprehensive Outpatient Alcohol Treatment Programs at two locations.
- F. By January 1, 1993, expand random Urinalysis Testing to all Correctional Institutions.
- G. By January 31, 1992, promulgate a Department of Corrections rule change to permit random drug use testing of inmates system-wide.
- H. By July 31, 1992, obtain resources to expand drug treatment services to inmate substance abusers who also have diagnosed mental health problems.
- I. By August 31, 1991, initiate a funding request to expand drug treatment services to the chemically dependent elderly inmate.

**PRIORITY ISSUE II-4:
Academic and Vocational Training**

Provide inmates with opportunities to develop academic, occupational and social living skills needed to return to society as productive citizens. (G (7) P5 G (25) P6)

**DEPARTMENT OF CORRECTIONS/
CESA / P.R.I.D.E. INC.**

OBJECTIVES:

- A. Contingent upon 1990 Legislative action, restore positions and funding losses incurred by CESA due to mandatory and legislatively imposed budget reductions.
- B. By June 30, 1992, contingent upon receipt of funding, allocate resources for education services in institutions recently opened and/or scheduled to become operational in FY 1990-91 and 1991-92.
- C. Contingent upon receipt of funding, expand adult education programs to Road Prisons, Work Camps and other facilities not presently being served.
- D. Contingent upon receipt of funding, implement second phase of Pay Plan and keep salaries competitive with those of school districts.
- E. Contingent upon receipt of funding implement Automated Data System to more efficiently handle management and program information.
- F. By March 1, 1992, obtain recognition of CESA as a part of the State system of public education with the unique mission of providing correctional education.
- G. By June 30, 1992, provide 150 hours of mandatory literacy training for inmates with two years or more remaining on their sentence upon receipt at an institution and a score less than 9.0 grade level on a DOE approved standardized test.
- H. By June 30, 1992, provide inmates who are within five years of release, the opportunity to achieve functional literacy and/or the equivalent of a high school diploma.
- I. By June 30, 1992, provide inmates who are within five years of release, the opportunity for training in one or more occupational fields.
- J. By June 30, 1992, provide life management skills for all inmates prior to release.
- K. By June 30, 1992, provide inmates the opportunity to participate in college-level academic programs, at their own expense.
- L. Support P.R.I.D.E. Inc. efforts to increase the percent of inmates earning certificates in the on-the-job training program (OJT) 20% from the current levels by June 30, 1996.
- M. Support P.R.I.D.E. Inc. and CESA efforts to screen, select and train inmates to ensure at least 50% of those entering the P.R.I.D.E. program have minimum competencies and aptitude for OJT programs by June 30, 1995.
- N. Support P.R.I.D.E. Inc. efforts to expand business opportunities that will increase the number of inmate work stations by at least 25% to 3800 stations by June 30, 1995.

SECTION III: DEPARTMENTAL PROFESSIONALISM

TRENDS AND CONDITIONS STATEMENT

Conditions: Professionalism in Corrections and supporting fields is an important priority for the Department of Corrections. The Department recognizes its correctional staff and employees as its most valuable resources. The rapid expansion of the state correctional system has resulted in a growing need for trained executive and mid-level managers and skilled correctional officers and supporting staff.

Limited correctional officer resources require alternative training delivery systems that provide easy access to advanced and specialized training, reduce the overall amount of time spent in training, reduce costs and provide uniformity in the information presented.

Tightened state budgets and continuously increasing offender populations demand the development of policies which anticipate and plan for future growth in the correctional system. The Department has formed a committee consisting of executive level management and planning staff to develop strategic priority issues for the correctional system and to integrate Agency Functional Plan and Corrections Master Plan objectives.

The public perception of Departmental professionalism has suffered over the years due to the misconception that the Department's sole mission is to incarcerate felons. The public generally has not understood the underlying reasons for and benefits from community sentencing options, correctional population management tools and incentives such as gaintime or treatment programs and diversionary efforts, all of which combine to formulate the "Balanced Approach" to Corrections. These misconceptions have also discouraged the full development and utilization of community based resources. Misunderstandings of the role of corrections have also evolved within the criminal justice system. Law enforcement has little appreciation for the limitations placed on correction capabilities, or for the demands of federal oversight of the prisons.

Trends: The Criminal Justice Estimating Conference (CJEC) indicates anticipated admissions by FY 1995/96 are expected to reach 41,156 a 12.7% increase over admissions for FY 1990/91. The Department of Corrections is currently funded to achieve capacity of 54,140 inmates by FY 1995/96; as of June 30, 1991 the number of inmates in prison was 46,233. Trends in prison population must be considered in the overall scheme of growth management. The Governor and Lieutenant Governor have chosen the Agency Functional Plan as one vehicle for charting progress in growth management.

There is also a trend toward systematic screening of offenders to return the best risks to society under community supervision while retaining more serious offenders for longer portions of their sentences. This trend will require more coordination and planning with local governments and community resources.

As prison admissions continue to rise, and as more offenders receive longer sentences under provisions such as the "habitual offender" designation and minimum mandatory sentence lengths, the demand for prison beds will continue. This situation may require continuation of early releases, although the reduction of such releases is a desired objective for the department. The public may become increasingly dissatisfied with the correctional system which it perceives as failing to do an adequate job of incarceration.

Problems: Fiscal resources for policy analysis, planning and evaluation are affected by reduced state revenues. The policy development, policy analysis, planning, budgeting and evaluation functions have been relatively uncoordinated in the Department of Corrections to date, however efforts are underway to improve this coordination.

Budgetary shortfalls have forced reductions or delays in planned new construction and reduced funding for other programs. As a result, inmates have not benefitted fully from programs and many have been released early with a less-than-optimum prognosis for successful re-entry into the community and little in the way of supervision to assist them.

The availability of adequate funding will determine the level of commencement and progress in a significant number of the following Agency objectives.

Early release and recidivism generate feelings of helplessness among the public and resentment toward the correctional system. Without increased communications to the public, the Department cannot generate support for treatment and rehabilitation programs that can help break the cycle of recidivism. Inadequate communications with volunteer groups and other agencies such as HRS, DLES, DOE and PRIDE have fostered problems relating to pre- or post-release support services that impact on offenders' chances for successful community re-integration. Additionally, victims have become a more actively involved group than heretofore. They need information regarding the Department's programs and supervisory efforts. When victims are uninformed the efforts of their groups are sometimes counter-productive to departmental program progress.

Opportunities: The current emphasis on growth management planning by top state and agency executives provides a favorable environment in which to re-structure policy development, planning and budgeting.

The new gubernatorial administration encourages enhanced communication and cooperation with the public and with other agencies. From this base the Department has an opportunity to enhance public understanding of the benefits of a balanced approach to corrections and thereby generate support for that approach. The same opportunities exist relative to enhancement of interagency communication and cooperation and involvement of victim's groups in the future direction of Corrections.

PRIORITY ISSUE III-1:

Recruitment, Retention and Training of Departmental Personnel

Recruit qualified personnel in all departmental positions and provide pay incentives and working conditions to encourage their continued employment. Plan, develop and provide career related training to correctional and administrative staff that will aid in job competencies and professional growth.
(G (7) P2, 7; G (21) P9; G (25) P8)

AGENCY OBJECTIVES:

- A. By July 1, 1992, provide for instructional delivery of material exploring cultural, racial and gender diversity in the workplace to management and supervisory staff statewide.
- B. By July 1, 1992, provide expanded training on personal infringement in the work place to both line and management staff.
- C. By July 1, 1993, provide management and executive level training to 100% of the eligible, selected correctional officer chiefs, assistant superintendents and deputy probation and parole administrators.
- D. By July 1, 1992, establish a 90% completion rate in the Certified Public Manager Program by correctional staff.

- E. By July 1, 1992, increase use of the computerized interactive video disc course delivery system by 25% and expand development of job related courseware.
- F. By July 1, 1992, establish liaison with the Board of Regents to develop an internship program for Criminal Justice students.
- G. By July 1, 1992, develop a plan to train staff, especially security, to handle special needs population.
- H. By July 1, 1992, conduct feasibility studies of work site day care centers and establish centers where feasible.
- I. By July 1, 1992, study feasibility and implement where practical, job sharing, flex-time and four day work week options and other employment enhancing opportunities.
- J. By July 1, 1992, adjust the salaries of entry level correctional officers to be comparable with those of law enforcement officers.
- K. By July 1, 1992, study feasibility of department-wide implementation of a total quality management program and implement incrementally, as feasible.
- L. By July 1, 1992, conduct a study of line correctional officers and correctional probation officers that would ensure upward mobility in a structured career pattern.
- M. By July 1, 1993, conduct a study of administrative staff that would ensure upward mobility in a structured career pattern.
- N. Upon legislative funding of a revised relief factor, acquire additional correctional officers to provide adequate relief to accommodate days off, annual leave/sick leave, and training for 7-day and 5-day posts.
- O. By October 31, 1992, submit a proposal to provide increased benefits for staff who participate on Emergency Response Teams.
- P. By October 31, 1992, provide differential compensation for staff who work with inmates designated as high security risks.
- Q. By October 31, 1992, establish sufficient Correctional Officer positions to fill core positions at all institutions for posts that are needed for key and lock repair/maintenance, mail room, inmate property, environmental safety, arsenal.
- R. By July 1, 1995, ensure efficient and effective utilization of manpower resources by automating the Roster Management monitoring process.

PRIORITY ISSUE III-2:
Policy Development and Planning

Establish a systematic continuing process for policy analysis, policy development, planning and evaluation. (G (26) P1, 5; G (21) P1)

AGENCY OBJECTIVES:

- A. By August 31, 1992, in conjunction with the Florida Center for Public Management, complete a Strategic Plan to govern Departmental organization and operations over a five year period.
- B. By December 31, 1991, examine the realignment of planning, budgeting and evaluation processes and resources to achieve integrated legislative and economic impact analysis, strategic planning, budgeting and program evaluation.

- C. By March 31, 1992, establish a continuing formal, systematic planning cycle for developing and updating the agency functional plan and other plans as required.
- D. By January 1, 1992, establish formal liaison contact with law enforcement agencies and the courts for the purpose of ensuring criminal justice coordination.
- E. By June 30, 1992, in accordance with the Department's Productivity Enhancement Plan, commence the American Correctional Association (ACA) accreditation process with audits at ten major institutions and all probation and parole offices.
- F. By June 30, 1994, initiate and complete ACA audits at all remaining major institutions and community facilities.

PRIORITY ISSUE III-3:

Public Understanding of and Involvement in the Correctional Process

Assist the public in understanding the correctional process as it relates to the other components of the criminal justice system and the importance of public involvement in improving the criminal justice process. (G (21) P1, 10; G (26) P6)

AGENCY OBJECTIVES:

- A. By July 1, 1992, prepare a community relations plan to be distributed to regional directors for their implementation and delegation to select field personnel. This plan should include specific steps that will increase DC visibility and credibility among Regional Planning Councils and local government units.
- B. By July 1, 1993, complete 20 presentations of said programs to planning councils and local government units.
- C. By December 1, 1992, develop and implement plan for identifying, contacting and communicating with citizen associations interested in Florida Corrections and the Criminal Justice System, with emphasis on community efforts to reduce criminality.
- D. By July 1, 1992, contingent on availability of funding, address seventy victims' groups, respond to questions, and solicit suggestions and support for new programs.
- E. By February 1, 1992, develop a public relations training program for management and line staff.

SECTION IV: ACCOUNTABILITY AND EFFICIENCY

TRENDS AND CONDITIONS STATEMENT

Conditions: The public attitude toward state government demands maximized use of tax dollars. The current administration emphasizes greater efficiency and accountability in state government as evidenced by the all-agency requirement to develop a specific accountability plan.

Automation is often seen as a way to achieve greater efficiency with existing resources or to compensate for shortages of resources. Workers are becoming increasingly reliant upon computers for daily operations. Data processing technology changes very rapidly and equipment quickly becomes obsolete. This same condition is coupled with greater functionality for each dollar spent. A significant engine of change in the area of data requirement is the Legislature, which continually enacts laws requiring new and enhanced programs and features. The Legislature has consolidated agency responsibilities to obtain greater efficiencies of scale and reduce overall cost, eg. the SUNCOM telephone network and the Florida Financial Accounting Management Information System (FFAMIS) statewide application systems.

Regarding environmental protection, the institutions and facilities of the Department consume water and generate wastewater, each of which must be provided or disposed of pursuant to established standards. Construction of these facilities has affected the manner in which stormwater moves across the terrain. In most cases, new impervious surfaces have increased the amount of stormwater generated. Many available undeveloped sites considered for new facilities contain wetlands which are environmentally sensitive.

Trends: The growth of the Department as well as rising costs of housing inmates affects progress toward agency accountability and efficiency. These trends coupled with declining resources increases the demand for resources in a time when they often cannot be met.

Increasingly greater amounts of information are needed both within the Department and by external entities. Requests for data contain increasingly shorter time spans for response. To date information has been collected in a highly centralized environment. The future trend will be to collect and store more of this information in a decentralized, distributed environment closer to the individuals needing the data. Concurrently, there is a tendency toward "mushrooming" or introducing new uses into the automation system. Greater system security is also a growing need resulting from the proliferation of data sources.

Employee production, especially that of application system developers, and compliance with equipment standards to insure standardization is maintained and support resources available are two additional areas of emphasis which are emerging.

Environmentally, trends have been toward development of tighter standards with close monitoring, while trends in construction have been toward accelerating the process. Efforts aimed at maintaining compliance require the Department to frequently upgrade its systems.

Problems: Funding is the major problem impacting management efficiency through automation. Costs for decentralized processors in each major institution have been estimated in the \$60 million range. Additionally, there is a severe shortage of support personnel to install, train, and troubleshoot the large number of distributed processors required. During the developmental period of new applications, which will require many man-years, the "old" systems must continue to be maintained. This shortage of qualified personnel to do installation and maintenance is exacerbated by inadequate opportunities for specialized technical training and high staff turnover.

Out dated methods of record retention and less than maximum usage of computer resources adversely affect daily decisions governing housing, custody assignment and release of inmates. Demands for information contained in inmate files, which number about 120,000 requests yearly, have created backlogs and severely inhibited the Department's ability to provide information and documentation. Projections of greater numbers of admissions and a larger inmate population will continue to exacerbate an already serious problem.

In the environmental protection arena, problems arise with efforts to accelerate construction while assuring compliance with environmental standards through the permitting process required, considering the time associated with permit review. Problems are also encountered in the operation of permitted systems, due both to system failure and changes to, or reinterpretations of, standards.

The availability of adequate funding will determine the level of commencement and progress in a significant number of the following Agency objectives.

Opportunities: The current experience with declining resources and heightened public interest in a good cost-benefit ratio may provide a fertile field for cultivating the Department's accountability of resources.

The opportunities for management efficiency are vast. When all processors are in place, the department will have the capability of a common statewide electronic mail system and voice mail system. Development of the new technology of artificial intelligence will enhance and automate the decision making process. Opportunities also exist to improve efficiency and cut costs through the pooling of resources, i.e. use of the fiber cable for multiple uses to reduce duplication. Improved automation has also demonstrated beneficial influence on employee morale, self-image and pride in the work product.

PRIORITY ISSUE IV-1:
Accountability for Expenditures and Activities

Deliver programs and services which make effective use of resources and verify this usage through monitoring, evaluation and reallocation of resources as circumstances require. (G (21) P 9, 10)

AGENCY OBJECTIVES:

- A. By July 1, 1992, establish a formal plan for monitoring Departmental programs.
- B. By July 1, 1992, through the budget process, provide sufficient staff to evaluate Departmental programs.
- C. By July 1, 1994, conduct a pilot test of state-wide monitoring instruments to be used to ensure standardized practices department wide.

**PRIORITY ISSUE IV-2:
Management Efficiency**

Develop and implement departmental and intra-agency programs and processes which efficiently lead toward accomplishment of the Department's mission. (G(16) P4; G (21) P1, 8-9, 12, 13)

AGENCY OBJECTIVES:

- A. Continue implementation of the Department's distributed data processing strategy, as defined in the Andersen strategic data study.
- B. By June 30, 1996, complete installation of appropriate hardware in the probation and parole offices and all major institutions.
- C. By June 30, 1992, develop a comprehensive application systems plan that reflects the Anderson study strategic direction.
- D. Implement critical strategic systems as determined in the Comprehensive application systems in accordance with an approved schedule.
- E. By June 30, 1992, review the system of inter-governmental negotiations for siting correctional institutions and facilities, with a view toward establishing more partnerships with other tax supported entities.
- F. By July 1, 1992, complete a review of the structure of the Department of Corrections and initiate necessary changes to improve efficiency in service delivery.
- G. Expand the computerized court ordered payment program statewide.
- H. By December 31, 1991, design and by March 1992, implement an automated system to permit administrative staff to coordinate transfers between institutions in a more timely and effective manner.
- I. By June 30, 1992, install bar coding scan system for tracking an accountability of files in and out of Central Records.
- J. By July 31, 1992, adopt a plan to fund a pilot project for electronic imaging of the Central Office inmate records.
- K. By June 30, 1994, install electronic imaging capability for active inmate records in Central Office.
- L. By June 30, 1995, have electronic imaging capability to accommodate inactive inmate records in Central Office.

**PRIORITY ISSUE IV-3:
Environmental Protection**

Within the limitations of departmental resources and capabilities provide programs and activities which will contribute positively to the conservancy of water resources, the adherence to national and state air quality standards, efficient use of energy, and the proper management of hazardous and non-hazardous material and waste. (G (8) P11, 12, 13; G (11) P1; G (12) P 1, 6, 7, 9, 10; G (13) P 1, 4, 5, 7, 11, 12)

AGENCY OBJECTIVES:

- A. By December 31, 1993, upgrade the treatment of wastewater effluent to initiate programs of irrigation by reclaimed water to at least two additional correctional institutions.
- B. Maintain operating permits on all applicable systems to assure adequately treated wastewater and stormwater runoff.
- C. Conduct Radon testing within mandated time frames, to include new facilities added and, subject to available funding, take corrective action to bring seven buildings into compliance.
- D. Monitor performance of previously converted power plan at Union Correctional Institution, using wood chips as fuel, for possible further improvements as funding is available.
- E. Incorporate the efficient use of energy in 100% of the plans prepared for new correctional facilities.
- F. Investigate opportunities, for application of co-generation principles which would provide electricity and hot water from the same energy.
- G. Continue efforts to incorporate the use of solar systems to heat water and restore failed equipment and/or systems.
- H. By December 31, 1992, develop an effective energy preparedness plan.
- I. Continue to develop clean-up plans and schedules acceptable to the Department of Environmental Regulation and take corrective action.
- J. Continue systematic annual reporting process regarding hazardous waste materials as directed by the Department of Community Affairs.
- K. Continue established process for safe disposal of chemical and medical hazardous materials.
- L. By December 1991, stop using and by June 30, 1992 close the landfill at Union Correctional Institution in accordance with plans developed in compliance with the DER consent order.
- M. By October 31, 1991, convert the landfill at Apalachee Correctional Institution from a Class II to a Class III landfill.
- N. Apply for Federal grant/aide dollars to assist in environmental improvement when eligible for such funds.
- O. Implement an energy conservation program utilizing Load Management in cooperation with utility providers resulting in lower utility rates for participating institutions.

APPENDIX 1: STATE COMPREHENSIVE PLAN POLICIES NOT ADDRESSED IN PRIORITY ISSUES

GOAL	POLICY	STATUS
(6) Health	11c	DC Rule 33-20.01 Smoking Rules
	11e	Vol 9, Chapter 1 Personnel Procedures Manual
(18) Public Facilities	2	DC converts existing facilities e.g. section of State Mental Health Institution converted to Corrections Mental Health Institutions
	4	DC routinely seeks opportunities to work with private developers to construct Correctional Facilities
	7	DC consistently seeks to share facility services with local government e.g. the Department contracts to receive sewage from the town of Malone, FL.
(20) Transportation	10	DC Memo authorizes altered work schedule to facilitate car pooling.
(21) Gov't Efficiency	11	DC Rules 13-14 Contract Bidding Procedures
(22) The Economy	10	Vol 3, Chapters 3 and 5 Personnel Procedures Manual

APPENDIX 2: BIBLIOGRAPHY

The following Florida Statutes, Administrative Regulations, Rules and contract govern operations of the Florida Department of Correction.

FLORIDA STATUTES

- 20.315 Created a Department of Corrections
- 110.105 Employment Policy of the State
- 110.205 Career Service Exemptions - Exempt position
- 186.022 State Agency Functional Plans: Consistency with State Comprehensive Plan
- 187.201 State Comprehensive Plan 229.565(3) Educational Evaluation Procedure Education Evaluation
- 242.68 Education for State Prisoners: CESA: Board of Correction Education
- 252 Emergency Management
- 273.02 Record and Inventory of Certain Property
- 284.50 Loss Prevention Program; Safety Coordinators; Interagency Advisory Council on Loss Prevention; Employee Recognition Program
- 403 Environmental Control
- 440.56 Safety Rules and Provisions: Penalty
- 442 Occupational Health and Safety
- 447.203(2) Definitions of "Public Employees"
- 633.085 Inspections of State Buildings and Premises: Tests of Fire Safety Equipment: Building Plans to be Approved
- 917 Mentally Disordered Sex Offenders
- 944.012 Legislative Intent
- 944.012(5) Authority to Coordinate with Various Agencies
- 944.023 Comprehensive Correctional Master Plan
- 944.025 Pretrial Intervention Program
- 944.026 Community-Based Facilities and Programs
- 944.033 Community Correctional Centers
- 944.08 Commitment to Custody of Department: Venue of Institutions
- 944.09 Rules of the Department: Offenders, Probationers, and Parolees
- 944.105 Contractual Arrangements with Private Entities for Operation and Maintenance of Correctional Facilities and Supervision of Inmates
- 955.11 Department to adopt Rules as to Admission of Books
- 944.1905 Initial Inmate Classification: Inmate Reclassification
- 944.602 Notification of DHRS Before Release of Mentally Retarded Inmates
- 944.705 Release Orientation Program
- 945.091 Extension of the Limits of Confinement: Restitution by Employed Inmates
- 945.12 Transfers for Rehabilitative Treatment
- 945.41 Legislative Intent of SS.945.40-945.49 Corrections Mental Health Act

- 945.49 Operation and Administration
- 946 Inmate Labor and Correctional Work Programs
- 948 Probation and Community Control
- 948.01 When Court May Place Defendant on Probation or into Community Control
- 948.03 Terms and Conditions of Probation or Community Control
- 949.07 Compacts with Other States
- 949.09 Short Title: ss.949.07-949.08 Uniform Law for Out-of-State Probation and Parole Supervision
- 958.04 Judicial Disposition of Youthful Offenders

DEPARTMENT OF CORRECTIONS ADMINISTRATIVE RULES

- Rules 33-1-1.01(5) - Assistant Secretary for Programs
- 33-3.001 Responsibilities of Superintendents
 - 33-3.002 Care of Inmates
 - 33-3.0025 Inmate Property
 - 33-3.0045 Package Permits
 - 33-3.006 Control of Contraband
 - 33-3.0081 Administrative Confinement
 - 33-3.0082 Protective Confinement
 - 33-3.0083 Close Management
 - 33-3.0084 Disciplinary Confinement
 - 33-3.017 Use of Inmates in Public Works
 - 33-3.018 Inmate Bank Trust Fund
 - 33-4.008 Relief Factor for Staffing Security Posts
 - 33-7.008 Transition Assistance Program
 - 33-8 County and Municipal Detention Facilities
 - 33-9.18 Program Facilities
 - 33-13.01 Mutual Participation Program
 - 33-19.002 Health Services for Pregnant Inmates
 - 33-19.003 Policy and Administration
 - 33-19.01 Mentally Disordered Sex Offender Programs
 - 33-21 Interstate Cooperation
 - 33-23.03 Corrections Mental Health Facilities

DEPARTMENT OF CORRECTIONS POLICY AND PROCEDURE DIRECTIVES

- 1.01.02 Inter and Intra Governmental Cooperation
- 2.02.34 Industrial/Fire Safety, Loss Control and Prevention
- 3.01.01 The Processing of Inmates Impounded Personal Property
- 3.01.01 Inmate Personal Property
- 3.04.07 Contraband
- 3.04.11 Inmate Package Permits
- 4.07.32 Probation and Restitution Centers

CONTRACT

Department of Corrections/Department of Labor Employment Security Contractual Agreement for services, 1985 for Services Under Item 316 of the 1981-89 State of Florida Appropriations Act.

OTHER AGENCY ADMINISTRATIVE RULES

DER Rules 17-2 and 17-712 FAC Biohazardous Waste Disposal
DHRM Rule 10D-104 FAC
CESA- Title 33C-1.001 through 33C-2.704 FAC

OTHER SOURCES

Criminal Justice Estimating Conference (CJEC) Reports
Information Resources Council (IRC) Plan