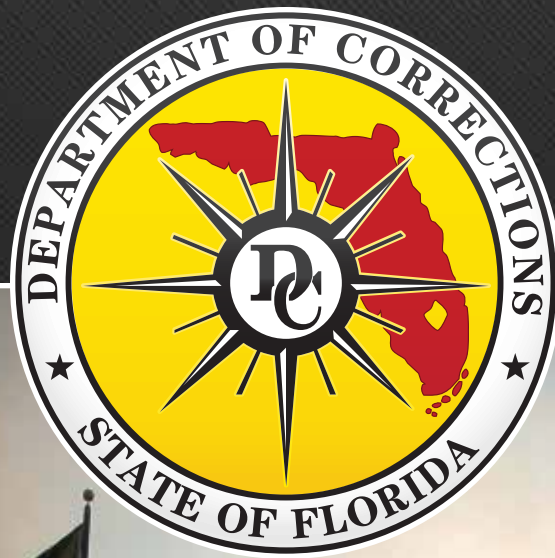


FLORIDA DEPARTMENT OF CORRECTIONS

2013-2016 STRATEGIC PLAN



Changing Lives To Ensure a Safer Florida

FLORIDA DEPARTMENT OF CORRECTIONS
2013-2016
STRATEGIC PLAN

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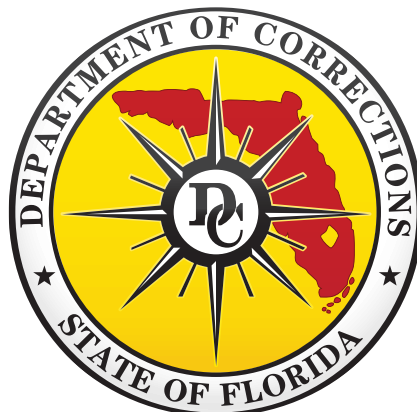
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2013-2016 STRATEGIC PLAN

INTRODUCTION

In the Spring of 2013, the Department of Corrections initiated the review and update of the agency strategic plan. The development and utilization of an agency strategic plan, outlining direction and needs of the Department for the next three years, is a critical planning tool for the Department of Corrections.

The 2013-2016 Strategic Plan for the Department of Corrections was developed in three distinct phases and incorporates input from Department leadership across the state.

Phase 1:

In May of 2013, the Department conducted a strategic planning workshop for its Executive Leadership Team. The team worked with a strategic planning consultant to:

- Review and refine the Florida Department of Corrections' Vision and Mission Statements;
- Articulate the Florida Department of Corrections' Core Values;
- Identify the current **Strengths** and **Weaknesses**, as well as the **Opportunities** and **Threats (SWOT)** facing the Department now and in the foreseeable future;
- Identify and articulate the major goals forming the basis of the strategic plan;
- Identify and articulate the primary strategies and objectives compromising these goals.

Phase 2:

Subsequent to the initial strategic planning workshop, a draft of the Strategic Plan was circulated for review by the Department's Operational Leadership Team – including the Executive Leadership Team, Wardens, Circuit Administrators, Bureau Chiefs and other designated leadership personnel.

The Operational Leadership Team convened a second strategic planning session in June of 2013, where they worked to refine the draft, propose agency goals and identify:

- Additional strategies needed to accomplish each agency goal;
- Additional time-specific and measurable objectives to be included in each strategy;
- Specific action steps needed to internally and externally market the Department's Vision, Mission, Values and Goals.

Phase 3:

Following the meeting with the Operational Leadership Team, a final draft of the Strategic Plan was prepared. The Department's Leadership assigned responsibility and anticipated timeframes for action to each of the objectives outlined in the plan.

In July of 2013, the Florida Department of Corrections 2013-2016 Strategic Plan was adopted. This plan includes ongoing performance monitoring and will chart the Department's course and assess future needs for the next three years.

The general timeframes for implementation of objectives in the Department of Corrections' Strategic Plan have been divided into three categories:

- **Priority 1:** Implementation within the 2013-2014 fiscal year. Many of these are or will become on-going activities upon full implementation.
- **Priority 2:** Implementation during or by the end of fiscal year 2014-2015.
- **Priority 3:** Implementation during fiscal year 2015-2016 or later.



VISION

Changing lives to ensure a safer Florida.

MISSION

To promote safety of the public, our staff and offenders by providing security, supervision, and care, offering opportunities for successful re-entry into society, and capitalizing on partnerships to continue to improve the quality of life in Florida.

VALUES

At the Florida Department of Corrections, we are committed to:

- **Trust**
- **Respect**
- **Accountability**
- **Integrity**
- **Leadership**



GOALS

- GOAL 1** Provide for the care, custody, and management of inmates while ensuring public and staff safety.
- GOAL 2** Reduce victimization by preparing inmates for successful transition and re-entry into their communities.
- GOAL 3** Enhance public safety through effective supervision of offenders in the community.
- GOAL 4** Optimize organizational performance.
- GOAL 5** Ensure effective leadership at all levels of the Department.

“Do not go where the path may lead, go instead where there is no path and leave a TRAIL.”
-Ralph Waldo Emerson

Goal 1: Provide for the care, custody, and management of inmates while ensuring public and staff safety.



Strategy 1.1: Provide for public and staff safety.

Objective 1.1.1: To comply with Department audit standards addressing public and staff safety.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.1.2: To maintain an effective emergency management system and resources to respond to institutional emergencies.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.1.3: To ensure safety equipment is available for all institutional correctional personnel.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.1.4: To ensure institutional correctional personnel are properly trained in the use of available safety equipment.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.1.5: To comply with staff utilization requirements as prescribed by agency procedures.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**



Strategy 1.2: Provide a safe and humane environment for inmates.

Objective 1.2.1: To implement and comply with the national audit standards of the Prison Rape Elimination Act.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.2.2: To comply with standards of the Americans with Disabilities Act.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.2.3: To comply with American Correctional Association standards to maintain accreditation.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.2.4: To comply with internal audit standards as prescribed by agency procedures.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.2.5: To comply with staff utilization requirements as prescribed by agency procedures.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Strategy 1.3: Ensure all inmates receive quality and cost-effective medical, dental, and mental health care and treatment.

Objective 1.3.1: To ensure compliance with Correctional Medical Authority audit standards.

Assigned Responsibility: Assistant Secretary of Health Services

Timeframe for Action: **Priority 1**

Objective 1.3.2: To ensure comprehensive healthcare contract monitoring.

Assigned Responsibility: Assistant Secretary of Health Services

Timeframe for Action: **Priority 1**



GOAL 1 continued

Objective 1.3.3: To ensure compliance with American Correctional Association medical standards.

Assigned Responsibility: Assistant Secretary of Health Services

Timeframe for Action: **Priority 1**

Objective 1.3.4: To ensure the successful transition to private health care services.

Assigned Responsibility: Assistant Secretary of Health Services

Timeframe for Action: **Priority 1**

Strategy 1.4: Provide assessment, classification, and housing of inmates according to their needs, risk, and threat.

Objective 1.4.1: To provide a continuous review of the Custody Assessment and Reclassification System.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.4.2: To provide a continuous review of the Inmate Risk Management System.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 1.4.3: To provide a continuous review of the Inmate Behavior Assessment Scale.

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Goal 2: Reduce victimization by preparing inmates for successful transition and re-entry into their communities.



Strategy 2.1: Assess and classify inmates to identify behavior and programming needs (Getting Ready).



Objective 2.1.1: To train classification officers in the development of an individualized treatment plan.

Assigned Responsibility: Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Objective 2.1.2: To train other Department personnel in their role in the development of an individualized treatment plan.

Assigned Responsibility: Assistant Secretary of Institutions

Timeframe for Action: **Priority 2**

Strategy 2.2: Ensure inmates are prepared to transition prior to release (Going Home).

Objective 2.2.1: To provide inmates with educational, vocational, and substance abuse treatment and other program needs based on the inmate's individual needs/priorities, program space availability, and release date.

Assigned Responsibility: Deputy Assistant Secretary of Re-Entry

Timeframe for Action: **Priority 1**

Strategy 2.3: Implement a discharge and/or aftercare plan for all released inmates (Staying Home).

Objective 2.3.1: To identify resources available to assist released inmates.

Assigned Responsibility: Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Strategy 2.4: Ensure an environment that promotes internal and external community involvement.

Objective 2.4.1: To continue town hall meetings to discuss issues related to the "Transition from Prison to Community" Initiative.

Assigned Responsibility: Deputy Assistant Secretary of Re-Entry

Timeframe for Action: **Priority 1**



GOAL 2 continued

Objective 2.4.2: To establish Regional Re-entry Steering Committees to support re-entry efforts.

Assigned Responsibility: Deputy Assistant Secretary of Re-Entry

Timeframe for Action: **Priority 1**

Objective 2.4.3: To educate all Department staff on the concept of re-entry and their role in the process.

Assigned Responsibility: Deputy Assistant Secretary of Re-Entry

Timeframe for Action: **Priority 1**

Objective 2.4.4: To increase the use of volunteers with a variety of areas of expertise in re-entry programs.

Assigned Responsibility: Regional Directors (Institutions and Community Corrections)

Timeframe for Action: **Priority 1**

Objective 2.4.5: To establish collaborative partnerships with local law enforcement, community service providers, businesses, and other appropriate entities.

Assigned Responsibility: Regional Directors (Institutions and Community Corrections)

Timeframe for Action: **Priority 1**

Goal 3: Enhance public safety through effective supervision of offenders in the community.

Strategy 3.1: Provide supervision to all offenders based on supervision type, risk, and offender needs.

Objective 3.1.1: To enhance effective community supervision by maintaining the statutory caseload ratio of 25:1 for offenders under community control.

Assigned Responsibility: Regional Directors of Community Corrections

Timeframe for Action: **Priority 1**



Objective 3.1.2: To enhance effective community supervision by maintaining the statutory caseload ratio of 40:1 for high-risk offenders.

Assigned Responsibility: Regional Directors of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.1.3: To enhance effective community supervision by maintaining the statutory caseload ratio of 50:1 for drug offenders.

Assigned Responsibility: Regional Directors of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.1.4: To ensure reporting of violations of conditions of offender supervision in compliance with procedurally established timeframes.

Assigned Responsibility: Regional Directors of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.1.5: To ensure an effective Global Positioning System is in place for statutorily required offenders.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

Strategy 3.2: Provide for the safety of Department personnel.

Objective 3.2.1: To ensure field safety equipment is available to each certified correctional probation officer.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.2.2: To ensure each certified correctional probation officer is properly trained in the use of available field safety equipment.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.2.3: To review and update current rules and procedures regarding the carrying of firearms by certified correctional probation officers.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**



GOAL 3 continued

Strategy 3.3: Ensure evidence-based practices are used in supervision of offenders.

Objective 3.3.1: To implement the most appropriate evidence-based offender risk and needs model for Florida.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.3.2: To continue the implementation of alternative sanctions throughout all judicial circuits.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.3.3: To expand the use of cognitive behavioral programs to all judicial circuits.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

Strategy 3.4: Enhance stakeholder awareness of the role, importance, and long-range outcomes of successful community supervision.

Objective 3.4.1: To develop a “positioning” statement for community corrections branding efforts that ties directly to the Department Vision, Mission, and Values.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.4.2: To develop a branding platform.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

Objective 3.4.3: To develop a media outreach plan for community corrections.

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**



Goal 4: Optimize organizational performance.

Strategy 4.1: Ensure competitive, fair, and open contracting and procurement.

Objective 4.1.1: To provide training on applicable statutes, policies, and procedures to procurement and program staff.

Assigned Responsibility: Director of Procurement and Contract Management

Timeframe for Action: **Priority 1**

Objective 4.1.2: To ensure the development of clear, concise scopes of work in solicitations and contracts.

Assigned Responsibility: Chief of Staff

Timeframe for Action: **Priority 1**

Objective 4.1.3: To ensure management and monitoring of contracts in compliance with Department procedures and applicable statutes.

Assigned Responsibility: Chief of Staff

Timeframe for Action: **Priority 1**

Strategy 4.2: Ensure efficiency of operations.

Objective 4.2.1: To conduct an annual review of Department policies and procedures for necessary updating and revision.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 1**

Objective 4.2.2: To continue implementation of the Department's Performance Measures System.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Implementation: **Priority 1**

Objective 4.2.3: To establish an organized program of continuous process and quality improvement of Department operations.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 2**



GOAL 4 continued

Strategy 4.3: Employ an effective communications plan.

Objective 4.3.1: To develop and implement a plan to market the Department's Vision, Mission, and Values both internally and externally.

Assigned Responsibility: Director of Communications

Timeframe for Action: **Priority 1**

Objective 4.3.2: To expand the Department's program of media outreach.

Assigned Responsibility: Director of Communications

Timeframe for Action: **Priority 1**

Objective 4.3.3: To enhance the use and quality of social media as a means of Department communication.

Assigned Responsibility: Director of Communications

Timeframe for Action: **Priority 1**

Objective 4.3.4: To enhance internal Department communications.

Assigned Responsibility: Chief of Staff

Timeframe for Action: **Priority 1**

Strategy 4.4: Develop and maintain a workforce which meets the needs of the State and the Department.

Objective 4.4.1: To increase employee recruitment efforts.

Assigned Responsibility: Director of Human Resources

Timeframe for Action: **Priority 1**

Objective 4.4.2: To increase employee retention efforts.

Assigned Responsibility: Regional Directors (Institutions and Community Corrections)

Timeframe for Action: **Priority 1**

Objective 4.4.3: To enhance the relevance of job-related training throughout the Department.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 1**

Objective 4.4.4: To develop an agency-wide succession plan for technical and specialty positions.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 3**



Objective 4.4.5: To provide specialized management training to Department managers and supervisors.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis
Timeframe for Action: **Priority 3**

Strategy 4.5: Improve the efficiency of Department operations through enhanced information technology.

Objective 4.5.1: To implement an “information technology” advancement plan for Department systems.

Assigned Responsibility: Chief of Staff
Timeframe for Action: **Priority 1**

Objective 4.5.2: To refresh or update individual computing devices of Department staff.

Assigned Responsibility: Director of Information Technology
Timeframe for Action: **Priority 2**

Strategy 4.6: Address critical physical plant and vehicle issues.

Objective 4.6.1: To identify and prioritize critical physical plant needs.

Assigned Responsibility: Deputy Assistant Secretary of Institutions
Timeframe for Action: **Priority 1**

Objective 4.6.2: To identify and prioritize critical vehicle acquisition and fleet management needs.

Assigned Responsibility: Director of Procurement and Contract Management
Timeframe for Action: **Priority 1**

Objective 4.6.3: To develop an action plan to address critical physical plant needs.

Assigned Responsibility: Director of Budget and Financial Management
Timeframe for Action: **Priority 2**

Objective 4.6.4: To develop an action plan to address vehicle acquisition and fleet management.

Assigned Responsibility: Director of Budget and Financial Management
Timeframe for Action: **Priority 2**



GOAL 4 continued

Strategy 4.7: Foster partnerships to enhance the accomplishment of the Department's mission.

Objective 4.7.1: To reinforce partnerships with Florida's colleges and universities for the provision of research in the area of corrections.

Assigned Responsibility: Chief of Staff

Timeframe for Action: **Priority 1**

Objective 4.7.2: To continue to host our Community Partnership meetings to strengthen ties to local stakeholders and community organizations.

Assigned Responsibility: Director of Legislative Affairs

Timeframe for Action: **Priority 1**

Objective 4.7.3: To continue to encourage the development of local criminal justice partnerships.

Assigned Responsibility: Regional Directors (Institutions and Community Corrections)

Timeframe for Action: **Priority 1**

Objective 4.7.4: To ensure partnerships with Florida's colleges and universities for the utilization of interns for the State correctional system.

Assigned Responsibility: Chief of Staff

Timeframe for Action: **Priority 2**

Goal 5: Ensure effective leadership at all levels of the Department.

Strategy 5.1: Provide ongoing leadership development for all Department staff.

Objective 5.1.1: To provide training on the Department Vision, Mission, Values, and leadership expectations to all agency personnel.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 1**



Objective 5.1.2: To maximize attendance at training and conferences offered through the Florida Criminal Justice Executive Institute, National Institute for Corrections, and other external educational resources and professional bodies.

Assigned Responsibility: Deputy Secretary
Timeframe for Action: **Priority 1**



Objective 5.1.3: To continue to offer “Line Supervisor Leadership Training” to Captains and Lieutenants on a regular basis.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis
Timeframe for Action: **Priority 1**

Objective 5.1.4: To continue to offer “Advanced Senior Leadership Succession Training” on a regular basis.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis
Timeframe for Action: **Priority 1**

Objective 5.1.5: To work with the Florida Criminal Justice Executive Institute to modify the Florida Leadership Academy curriculum and its delivery method to better fit Department needs for the preparation of first-line supervisors.

Assigned Responsibility: Deputy Secretary
Timeframe for Action: **Priority 1**

Objective 5.1.6: To include an “Introduction to Leadership” segment in orientation training for all new Department employees.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis
Timeframe for Action: **Priority 1**

Objective 5.1.7: To continue to encourage the participation of Department employees in community organizations and activities, particularly in leadership positions.

Assigned Responsibility: Deputy Secretary
Timeframe for Action: **Priority 1**



GOAL 5 continued

Strategy 5.2: Ensure the future leadership of the Department of Corrections.

Objective 5.2.1: To develop a Department recognition program which focuses on excellence in leadership within the organization.

Assigned Responsibility: Deputy Secretary

Timeframe for Action: **Priority 1**

Objective 5.2.2: To develop an agency-wide succession plan for Department leadership and management positions.

Assigned Responsibility: Deputy Secretary

Timeframe for Action: **Priority 3**

Objective 5.2.3: To institute a formalized leadership mentoring program within the Department.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 2**

Objective 5.2.4: To explore the creation of an Executive Fellows program for the development of the Agency's future leaders.

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 2**





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Inmates working at Prison Rehabilitative Industries and Diversified Enterprises (PRIDE) at Calhoun Correctional Institution printed this strategic plan as part of their vocational training in the printing process.



We Never Walk Alone