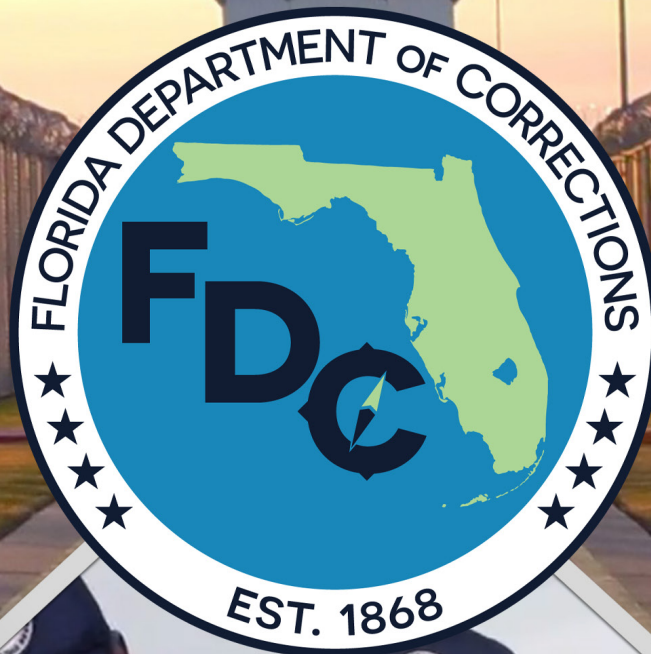


FLORIDA DEPARTMENT OF CORRECTIONS STRATEGIC PLAN & ANNUAL REPORT



Message from the Secretary



In the fall of 2020, I sent a message to the members of the Florida Department of Corrections (FDC). In it, I used the metaphor of Muhammed Ali's strategy in his fight with George Foreman to describe FDC's response to COVID-19. I said,

It was 1974. The rising and dominant star of the boxing world, 25-year-old undefeated world heavyweight champion George Foreman took on a challenge from a former champion, the remarkable—but seven years older—Muhammad Ali. Called the “Rumble in the Jungle,” the odds-on favorite, George Foreman, with his imposing size and strength, went on the attack and put Ali on the ropes for the first five rounds. Muhammad Ali covered up and took blow after blow, looking like defeat was inevitable. But in the sixth round, Ali came off the ropes. In a stunning tactic, Ali had intentionally exhausted his opponent with the now famous “rope-a-dope,” and then took control. By that sixth round, it was clear that Foreman had spent his strength. Muhammad Ali won the bout with an eighth-round knockout.

Team, we've been in the ring for seven rounds of what may be a 15-round bout with COVID-19. It may be fewer rounds if we get a vaccine that knocks out the virus early. Your service has been amazing, but we have taken a lot of body shots. As a Department, we had to lay back against the ropes and suspend visitation and volunteer activities. We had to greatly reduce new commitments, intra-facility transfers, scheduled medical appointments, programming, and education. We had to reduce out of facility work squads and shift efforts to greater levels of sanitation. We practiced cohort distancing and reduced by half those in our dining facilities at one time. Yep, we had to lean against the ropes, but like Muhammad Ali, we did this by design. But to win the next eight rounds, it is now time to come off the ropes!

I went on to describe what that would look like as we began strategically – and carefully – to come off the ropes, to loosen some of the measures we had put in place to protect the health and safety of our inmates and staff. It then occurred to me that the metaphor is also apt for our broader vision of the Department and its future.

When I arrived in Florida in January 2019, it became immediately apparent that the Florida Department of Corrections was in systemic crisis. Years of prudent risk-taking, of asking the Department to do with less to address other state priorities and economic realities had taken its toll. These funding realities, coupled with a decision to adopt 12-hour shifts for Correctional Officers in 2012, placed the Department in a downward spiral. I introduced Florida's political leadership to the book, *The Devil's Butcher Shop*, as an example and a cautionary account of the potential future that awaited if we did not work to reverse the trends. Our risk was and is real. We were not only on the ropes, but about to fall on the mat.

Florida's leadership listened. With the attention Governor DeSantis placed on FDC's resourcing and the fiscal response of the Legislature, the Fiscal Year 20-21 budget set us on a clear path to recovery. The risk of crisis or collapse began to recede. Just like when Mohammed Ali began to come off the ropes in the sixth round, the programs that were funded and the initiatives we began represented a shift in the fight. We began to take strategic strikes and come off the ropes. Then came COVID-19.

The pandemic has been hard on our Department. Only through the dedication and sacrifice of our professional staff, and the general cooperation of the inmate and offender population, have we kept our fragile Department from collapse. Throughout most of the pandemic, we have had a sizable amount of staff out of work at any given time, in addition to several thousand vacancies.

We have adjusted operations and programs and suspended visitation and volunteers to minimize the spread of the disease, to keep from overwhelming the healthcare system, and save lives. Those decisions have slowed our recovery. On a multi-year effort, we are persevering and have weathered what we hope is the worst of the storm. We also recognize the effects of COVID-19 have extended beyond our Department, and they are not over yet.

Our plan moving forward is outlined in broad terms in this document. As we start to resume many suspended programs, leaders across the state are grappling with the economic aftershocks—reduced employment, reduced business activity, and reduced state revenues—and are building and executing plans for statewide recovery. Given these realities, the Department’s Legislative Budget Request for Fiscal Year 21-22 contains only mission critical items, but it is still a positive step forward.

On behalf of those we serve, we will work on four major efforts outlined in the pages that follow:

- We must continue to focus on providing the world-class corrections professionals Florida deserves, with an immediate effort on recruiting and reducing staff attrition and vacancy rates. Central to this effort is our second of a three-year transition to 8.5-hour shifts and making retention incentives permanent.
- We must continue to improve the security, safety, health, and welfare of inmates, by focusing on reducing inmate violence, addiction, and idleness and creating an environment that promotes cooperation through positive choices. We provide good choices through expanded treatment and programming.
- We must continue to protect communities and support restoration by deterring future crime and working with civic leaders and volunteers through programs that support the rehabilitation and acceptance of both inmates as returning citizens and offenders under supervision within Florida’s communities.
- We must continue to upgrade our ability to provide the support and infrastructure necessary for the cost-effective execution of FDC’s mission by focusing on addressing aging infrastructure (facilities, fleet, and information technology) to bring it into modern professional and ethical norms.

We exist to serve three primary stakeholders: the public, victims, and inmates/offenders. Our recovery will enhance public safety and protection for victims, protect the liability of the state and increase opportunity for improved lives. The staff at FDC is excellent; our system is not. If we continue to improve at a steady pace, we are two or three years away from achieving a solid “satisfactory.” Then, and only then, will we have the discussion on just how excellent we want our system to become. In our vision, FDC will become:

A state corrections system that sets a nationwide benchmark for corrections excellence by providing effective and efficient correctional and probation services in commitment to our three primary stakeholders: the public, victims, and inmates/offenders...inspiring success by transforming one life at a time.



Mark S. Inch
Secretary of the Florida Department of Corrections



TABLE OF CONTENTS

PART I: THE FDC IN BRIEF

About Us, Mission, & Code of Conduct	6
Core Values	7
FDC Oath of Allegiance.....	8
The Big “Rocks” of FDC	9
General Overview.....	10

PART II: THE CURRENT SITUATION

Corrections Environment.....	12
2020: Year in Review.....	17

PART III: THE WAY AHEAD

A System in Crisis & Vision.....	22
Intent.....	23
Lines of Effort - Explained.....	24
Near-Term Objectives - Explained	25
Enduring Lines of Effort.....	26
Line of Effort 1 - World-Class Corrections Professionals.....	28
Sub-LOE 1: Recruit, Retain, & Right Size	28
<i>Initiatives: Pay Raises, Retention Incentives, & Inmate Classification</i>	
Sub-LOE 2: Training & Leader Development	29
<i>Initiatives: Institutional Training & Professional Development, & Open Enrollment Basic Recruit Academy</i>	
Sub-LOE 3: Work-Life Balance	29
<i>Initiative: 8.5-Hour Shifts</i>	
Line of Effort 2 - Security, Safety, Health, & Welfare of Inmates.....	30
Sub-LOE 1: Intelligence & Law Enforcement	30
<i>Initiatives: Investigations & Criminal Network Interception</i>	
Sub-LOE 2: Security Operations	31
<i>Initiatives: Security Enhancement Technology, Contraband Interception, & Providing Positive Choices through Innovative Population Management</i>	

TABLE OF CONTENTS

Sub-LOE 3: Health & Wellness	34
<i>Initiatives: Mental Health Services, Outpatient Orthopedic Clinic, Elderly Inmate Care, & Substance Use Disorder Treatment</i>	
Sub-LOE 4: Programming	35
<i>Initiatives: Inmate Welfare Trust Fund, Wellness Education Specialists, Chaplaincy Services, Academic, Career & Technical Education, Inmate Teaching Assistant Program, & Prison Rehabilitative Industries & Diversified Enterprises, INC.</i>	
Line of Effort 3 - Protect Communities & Support Restoration	38
Sub-LOE 1: Offender Supervision	38
<i>Initiatives: Public Safety & Mobile Applications</i>	
Sub-LOE 2: Programming	39
<i>Initiatives: Merit-Based Activity Program, Substance Use Disorder Treatment, & Restorative Justice Program</i>	
Sub-LOE 3: Community Outreach	39
<i>Initiatives: Volunteerism, College Partnerships, Roadmap to Restoration, & Florida Foundation for Correctional Excellence</i>	
Line of Effort 4 - Mission Support & Infrastructure	42
Sub-LOE 1: Financial Stewardship	42
<i>Initiatives: Strategic Fiscal Strategy, Telemedicine, Electronic Health Records, & Healthcare Contract Monitoring</i>	
Sub-LOE 2: Physical Plant	43
<i>Initiatives: Facility Infrastructure, Comprehensive Correctional Master Plan, & Fleet</i>	
Sub-LOE 3: Information Technology (IT)	44
<i>Initiatives: IT Infrastructure</i>	
Sub-LOE 4: Administrative Support	44
<i>Initiatives: Roster Management</i>	
PART IV: THE END STATE	45
PART V: FY 19-20 ANNUAL REPORT	46

PART I | THE FDC IN BRIEF



ABOUT US

The Florida Department of Corrections (FDC) is the third largest state corrections system in the United States and the largest state agency in Florida. The Department has 25,154 full-time authorized positions, of which, 81% are either certified Correctional Officers (COs) or Correctional Probation Officers (CPOs). FDC's diverse workforce represents 22% of all employees in the state personnel system.

CODE OF CONDUCT

I. I will never forget that I am a public official sworn to uphold the Constitutions of the United States and the State of Florida.

II. I am a professional committed to public safety, the support and protection of my fellow Officers and co-workers, and the supervision and care of those in my charge. I am prepared to go in harm's way in fulfillment of these missions.

III. As a professional, I am skilled in the performance of my duties and governed by a code of ethics that demands integrity in word and deed, fidelity to the lawful orders of those appointed over me, and, above all, allegiance to my oath of office and the laws that govern our nation.

IV. I will seek neither personal favor nor advantage in the performance of my duties. I will treat all with whom I come in contact with civility and respect. I will lead by example and conduct myself in a disciplined manner at all times.

V. I am proud to selflessly serve my fellow citizens as a member of the Florida Department of Corrections.



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

PART I | THE FDC IN BRIEF



CO trainees learning defense tactics at FDC's Basic Recruit Academy

CORE VALUES

The FDC Core Values are the fundamental principles of our Department. These core values serve as an enduring model of ethical behavior which guides the daily decision-making of our corrections professionals to display the highest standards of character and professionalism. Core values unite and define members of a common profession.

Respect – Regard the feelings, wishes, rights, and traditions of others.

We treat people as they should be treated, without demeaning, degrading, or devaluing any individual or group.

Integrity – Do what is right, legally and morally.

We demonstrate uncompromising ethical conduct in all our actions.

Courage – Act bravely in the face of difficulty, danger, and fear.

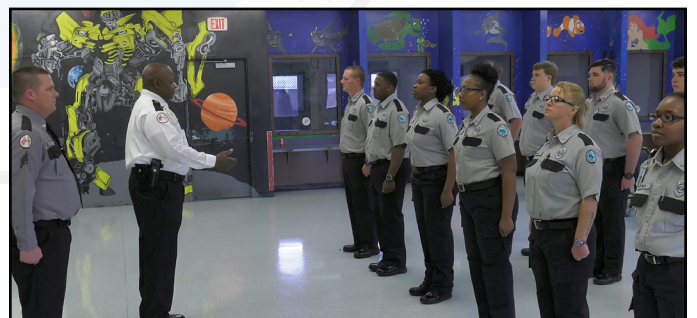
We face fear, danger, and adversity, both physical and moral, to accomplish our mission, demonstrating a commitment to do what is right, based on our shared values and moral reasoning, despite the potential of adverse consequences.

Selfless Service – Serve without the expectation of personal gain or recognition.

We put the welfare of the nation, our state, and others, both staff and inmates/offenders, before our own.

Compassion – Sympathize with others and seek to alleviate suffering.

We practice empathy and recognize the challenges endured by inmates, offenders, and their families, and take actions to alleviate them, while supporting each other on and off duty as a FDC family.



CO trainees during an inspection exercise



FDC OATH OF ALLEGIANCE

*I do solemnly swear or affirm
that I will uphold
the Constitutions of the United States
and the State of Florida,
that I will obey the lawful orders
of those appointed over me,
and that I will perform my duties faithfully
and in accordance with my mission
to ensure the public safety,
the support and protection of my co-workers,
and the care and supervision
of those in my charge,
so help me God.*

THE BIG “ROCKS” OF THE FDC

The Big “Rocks” are principles that guide daily decision-making as FDC works to achieve its near-term objectives: reducing staff attrition and vacancy rates; reducing inmate violence, addiction, and idleness; enhancing cooperation through positive choices; maximizing efficient and effective healthcare; and addressing aging infrastructure. These principals are non-negotiable and factor into every decision, initiative, plan, and program. The Big “Rocks” are:

1. Safety. Protect the public, our FDC family, inmates, and offenders through proper staffing, enforcing standards and procedures, protective equipment, contraband interdiction, rigorous inmate risk assessments/designation, and appropriate incentives and discipline (to include close management); identify and provide mental health programming.

2. Service. Enhance our understanding and practice of the corrections profession; live in the values of our profession (**Respect, Integrity, Courage, Selfless Service, and Compassion**) as we ensure public safety and uphold the public trust.

3. Train. Develop competence and confidence, and a sustainable succession plan, for our staff to be leaders at all levels and “to do the right thing,” as a critical leadership investment to combat the possibility of toxic leadership, abuse, or complacency in our Department; develop methods to encourage inclusive leadership and diversity at all levels; provide staff with the knowledge, skills, and abilities to succeed as corrections professionals; routinely recognize those that exceed standards.

4. Wellness. Model, teach, and support balanced living for our staff (intellectual, emotional, physical, and spiritual), to harness our strength and commitment to our chosen profession; reduce extended work schedules and overtime; develop peer support groups and mentoring relationships; place special emphasis on teaching personal financial responsibility.

5. Manage. Ensure that what we routinely do, is done routinely well, “to do the right things right;” assess organizational structure, practice internal controls, welcome external audits, and maximize the innovation and experience of our staff.

6. Review. Conduct comprehensive external and internal program reviews of major mission areas and enablers, beginning with staff recruitment and retention, health services, and infrastructure (to include technology and fleet).

7. Fiscal Viability. Practice financial stewardship and accountability as a matter of public trust; find the most efficient way to deliver effective results and harvest savings for priority efforts; request and prioritize resources towards mission critical efforts; research and invest in technological solutions to optimize performance and efficiencies in all areas.

8. Improve. Engage with other correctional and partner agencies, professional and private organizations, business leaders, and academia to foster innovation and shared learning; encourage research, publication, and peer engagement.

9. Rehabilitation. Protect the public during and beyond incarceration and community supervision through the optimal application of evidence-based re-entry programming to address inmate/offender intellectual, emotional, physical, and spiritual needs; give the best treatment and habits to make good decisions, coupled with education and vocational training; partner with community/volunteer organizations to facilitate re-entry and transition into our communities.

10. Restoration. Address the needs of the victims of crime, the victims among us (staff, inmates and offenders), and the forgotten victims (i.e., families of the incarcerated), through a holistic approach employing trauma responsive programming; emphasize family connections and work with intent to restore offenders to their communities.

GENERAL OVERVIEW

CORRECTIONAL INSTITUTIONS

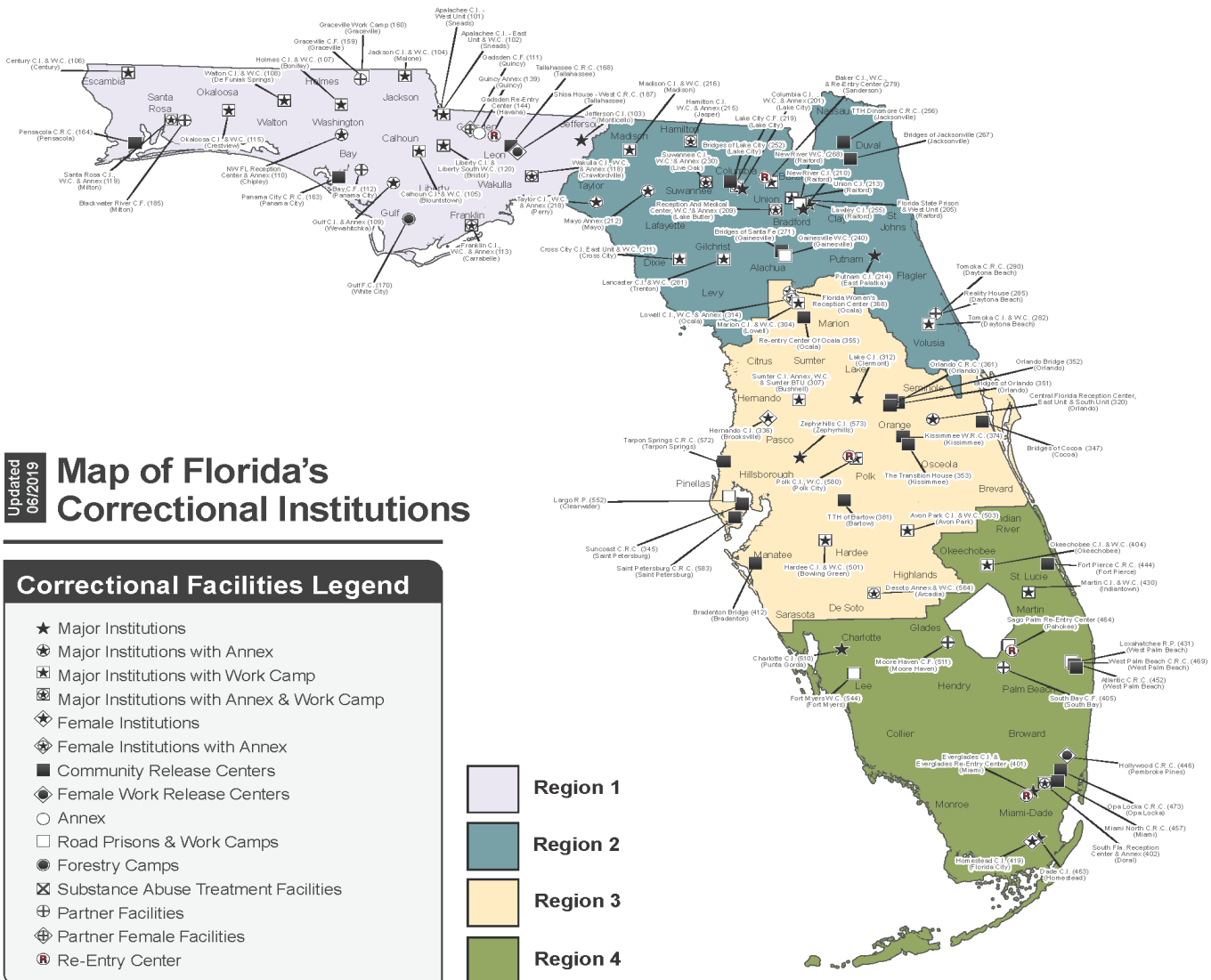
Correctional institutions are facilities that incarcerate felons convicted and sentenced to more than a year by Florida's court system. These inmates are transported from a county jail and enter the system through one of five reception centers (four male, one female) strategically located throughout the state. Upon arrival at a reception center, an inmate is processed, tested, evaluated by health services, assessed for rehabilitative program needs, and his/her custody and housing level is determined. Custody is determined by reviewing the seriousness of offenses, length of sentence, time remaining to serve, prior criminal record, escape history, prison adjustment, and other factors.

Correctional institutions are similar to small towns in that they have their own academic, career and

technical schools, places of worship, medical services, maintenance facilities, and recreational areas. All mentally and physically able inmates are assigned jobs and are responsible for cooking, laundry, cleaning, farming, and lawn maintenance.

The preponderance of institutions are located across the northern tier of the state, accounting for approximately 65% of the system's capacity.

In addition to the 50 state-operated correctional institutions across the state, there are also seven facilities under state contracts with private corporations. These private correctional institutions are managed by the Florida Department of Management Services. They do not fall under the operational purview of FDC.



GENERAL OVERVIEW

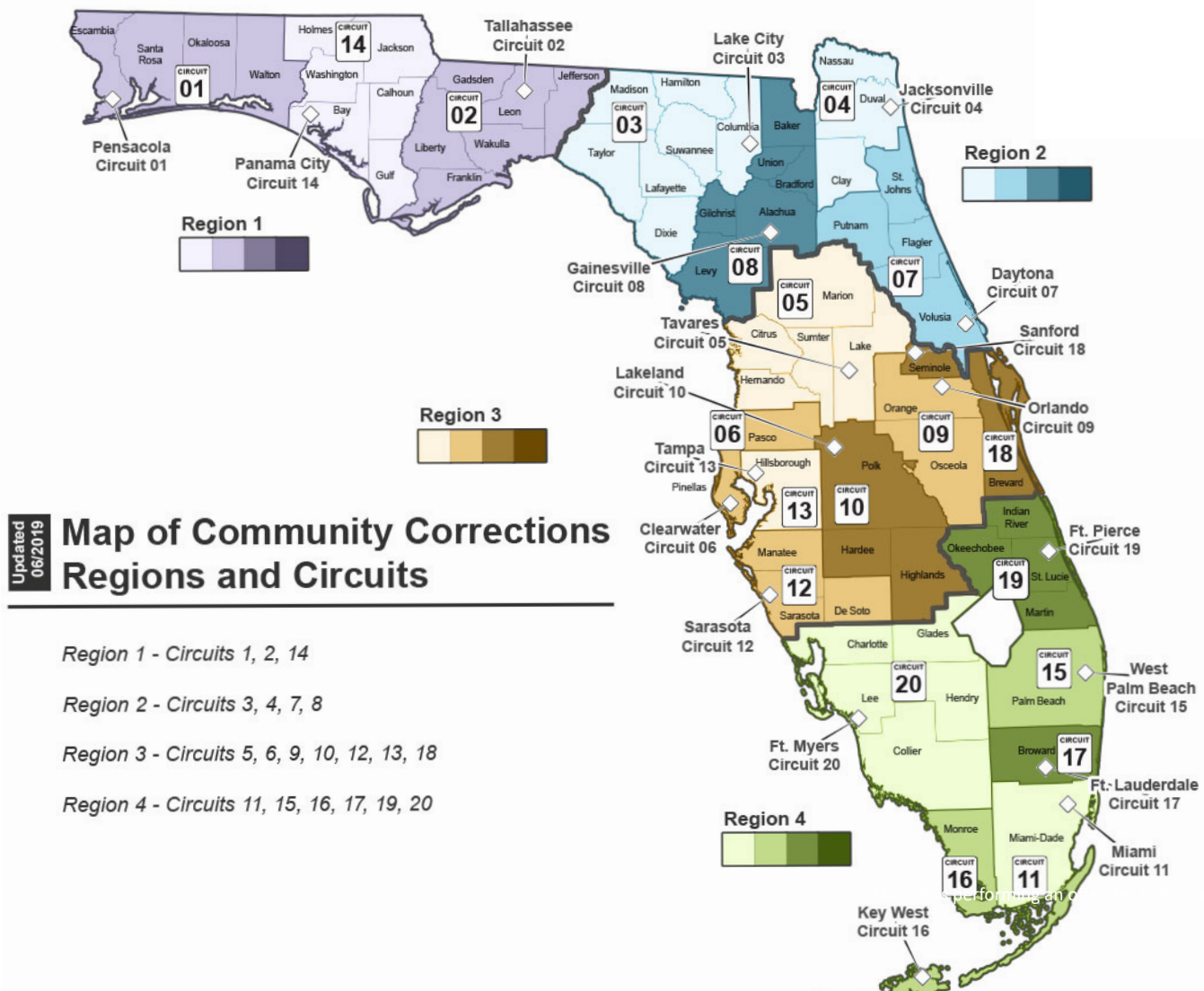
COMMUNITY CORRECTIONS

The Office of Community Corrections is responsible for protecting the public by providing quality supervision of offenders on probation. This is accomplished by monitoring an offender's conditions of supervision, providing tools and resources to assist the offender, using incentive programs when appropriate, and using alternate methods of reporting minor technical violations. Through quality supervision, offenders are held accountable for their actions and are given more tools to assist them in becoming productive members in the community. Approximately 80,000 new individuals are placed on community supervision each year.

Community Corrections maintains a strong presence in the community by conducting field visits at

offenders' residences, employment sites, treatment centers, and public service locations. Their presence in the community has also enhanced relationships with important stakeholders who share a similar vision towards offender success. Maximizing the resources within the community is paramount to an offender's successful re-entry back into society and supports our role as Community Corrections Professionals.

Community Corrections has proven to be a viable option to incarceration as approximately 60% of offenders successfully complete supervision. Of those who are successful on supervision, approximately 90% will not return to the Department within three years.



PART II | THE CURRENT SITUATION

CORRECTIONS ENVIRONMENT

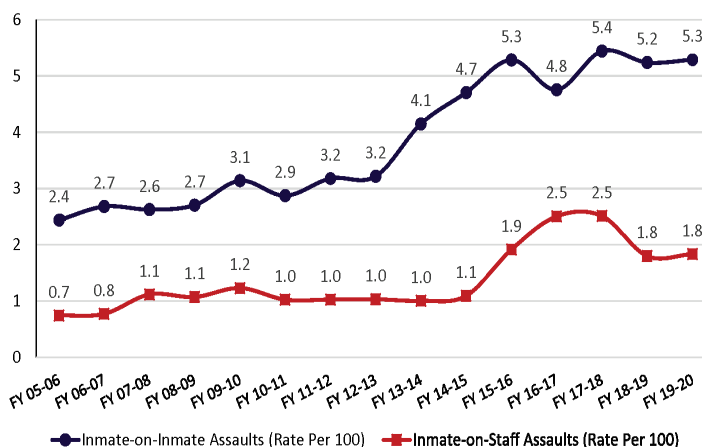
INMATE POPULATION

GENERAL DEMOGRAPHICS

As of January 2021, Florida incarcerates approximately 80,000 persons. This number reflects an eight-month period during which the response to COVID-19 resulted in fewer arrests and prosecutions, fewer individuals sentenced to incarceration, and fewer commitments received from county jails. Prior to the COVID-19 pandemic, FDC incarcerated approximately 94,000 inmates. FDC expects the rate of new commitments to sharply rise in calendar year 2021, once courts resume normal operations. Relevant facts about the inmate population include:

AN INCREASINGLY VIOLENT POPULATION:

Inmate-on-Inmate & Inmate-on-Staff Assaults (Rate per 100 Inmates)



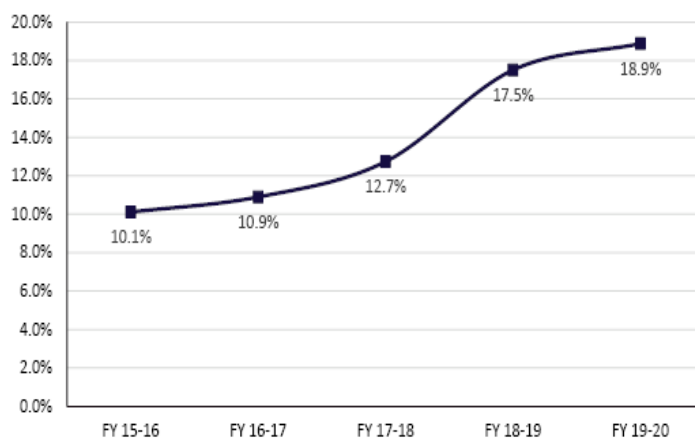
The trend line for violence at FDC correctional institutions has been increasing for several years. Heavy movement restrictions, quarantines, and medical isolation caused by COVID-19 resulted in a reduction in violent incidents in 2020. This is a unique set of circumstances that is already returning to pre-COVID-19 trends.

Along with proactive law enforcement and investigation of criminal networks, the primary solution to inmate violence is proper staffing and productive opportunities for inmates to receive rehabilitative services. Unfortunately, resource constraints have led to significantly diminished programming opportunities. High vacancy rates

among COs simply means less presence, less oversight, and less deterrence for violence and other criminal activity.

AN INCREASINGLY CRIMINALLY ORGANIZED POPULATION:

Percentage of Confirmed, Potential, & Associate STG Inmates



Security Threat Groups (STGs), also known as gangs, are complex criminal networks. Using their community access beyond the institution, they coordinate the introduction of contraband, secure revenue, and exert influence. STG membership has been increasing in Florida's inmate population for the past decade. As of January 2021, there are approximately 16,300 STG inmates inside FDC institutions. Much of this is attributed to inmate idleness, spurred by high CO vacancy rates, lack of experienced staff, and lack of programming opportunities. Institutional life largely depends on an overall social and governing structure. Deficient staffing increases the possibility that inmates will affiliate with STGs that promise to provide safety, security, cell phone access, and illegal substances.

AN IDLE POPULATION:

Second only to properly staffing Florida's correctional facilities, there is no other factor more important to reducing violence and preparing inmates for success upon release than eliminating inmate idleness. Professional corrections organizations appropriately

recognize the connection between inmate idleness and violence levels within prisons. As recognized by the American Correctional Association (ACA), a combination of inmate job assignments and program opportunities should be available and sufficient to accommodate inmates in general population settings. FDC's gain-time structure is designed to recognize cooperative behavior and compliance with work and program assignments, when calculating days credited toward early release. Years of cost-saving measures in which programming dollars and positions were eliminated have rendered FDC incapable of providing meaningful activities to the majority of the inmate population. Many inmates are awarded gain time credits by default, and violence rates have significantly increased. Contraband introduction, overall disruption, and STG membership have also risen.

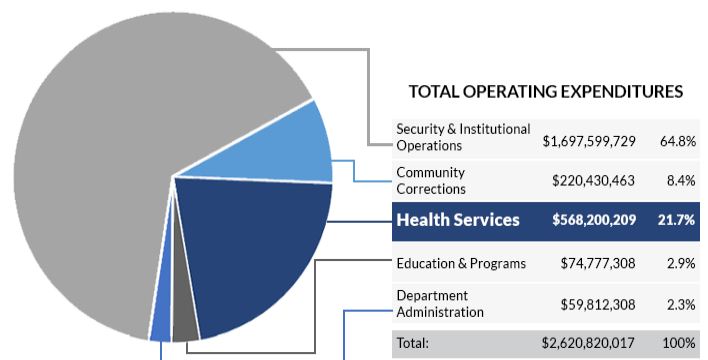
Approximately 40% of the inmate population is able to participate in a work or program assignment, thus 60% contribute to the idleness referenced above. As it relates to specific program needs such as substance use disorder treatment, only 20% of those requiring treatment have access to substantive programs. Similarly, of the 66% of inmates in need of general education development training, only 4% are enrolled on average. These conditions directly correlate to increases in inmate idleness, which result in significantly higher violence levels within the correctional system.

AN ADDICTED POPULATION:

Addiction is a major influencer on criminal behavior, both outside and inside correctional institutions. Some substances increase the likelihood of violent behavior. Addicted individuals have a higher risk of recidivism and are also more likely to have their addictions exploited by gangs or other predatory groups. Approximately 60% of inmates in FDC's custody come to the Department with some form of addiction. FDC lacks sufficient resources to fully address the treatment needs of inmates. Resources were reduced in FY 18-19 in order to divert funds to pay for constitutionally required inmate healthcare. Funding for substance use disorder treatment was restored in FY 19-20 and subsequently increased in-prison treatment capacity from 3,184 to 9,099 seats. However, re-establishing relationships with treatment providers takes time, and has been significantly delayed as a result of COVID-19.

AN AGING POPULATION:

Health Services Expenditures as a Percent of Total FDC Budget



Florida's statutory approach to sentencing generally leads to an older prison population. The elderly inmate population continues to rise. As of June 30, 2020, elderly inmates (50+ years of age, as defined in statute) accounted for 27% of the total inmate population. The elderly population is projected to increase further, which will continue to drive healthcare costs, outside hospital visits, in-house treatment, and bed space needs. FDC's health services budget accounts for approximately 22% of the overall Department operating budget.



CRITICAL POST

Correctional officer working inside an open bay housing unit, fulfilling a critical security post. Critical security posts are required correctional officer posts that carry out the essential functions of a shift. They are required to maintain the safe operation and security of the state's correctional institutions.

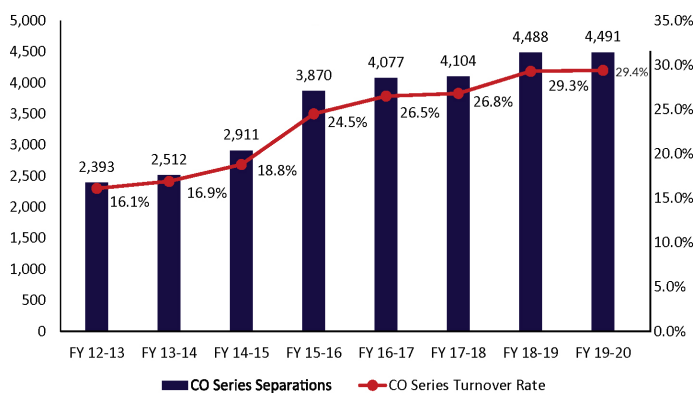
SEVERE PERSONNEL SHORTAGES



FDC is experiencing unprecedented turnover rates in CO and CPO positions. While some of this turnover is due to the stress of extended work schedules and increased demand for overtime in dangerous environments, much of it is attributed to competitively higher salaries paid by county jails and other state law enforcement agencies. In general, salary scales of similar Florida corrections professionals exceed that of FDC COs and CPOs by up to 30%. Additionally, when comparing baseline salaries of the 10 largest prison systems in the country, Florida ranks seventh.

FDC's high turnover rate has resulted in a crisis-level shortage of correctional personnel, resulting in the Department's consistent challenge to meet its safety and security obligations. High attrition rates often lead to posts staffed by inexperienced officers who lack the seasoned judgment needed to exercise their responsibilities with prudence.

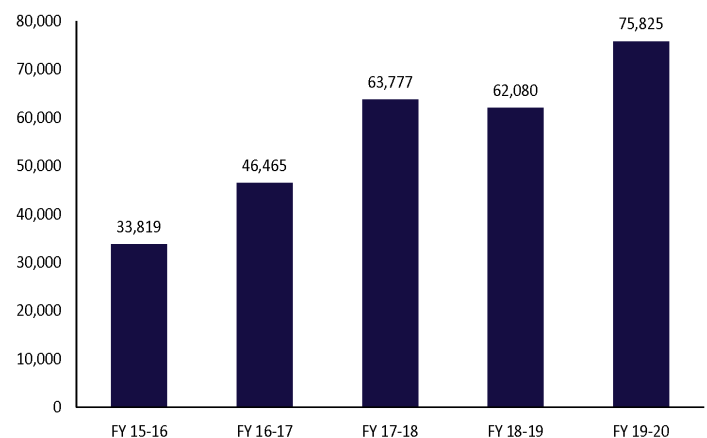
CO Series Separations and Rate of Turnover



Between 2007 and 2019, in a series of cost-saving measures, the Legislature eliminated more than 3,837 positions from the Department. Many of these cuts were made in FY 12-13 when the Department transitioned from 8 to 12-hour shifts. Coupled with the reduction of staffed positions, a 12-hour shift often turns into a 16-hour shift, and days off are lost due to mandatory overtime. Extending an officer's shift length in a prison environment is physically, mentally, and emotionally grueling.

This situation results in a very large number of officers quitting soon after exposure to the environment. The first year CO attrition rate has risen to 46%. Throughout FDC, in any given week, well over 2,000 critical security posts are left unmanned for at least some period of time because there is simply no one to fill them.

Instances of Critical Security Post Vacancies at Correctional Institutions

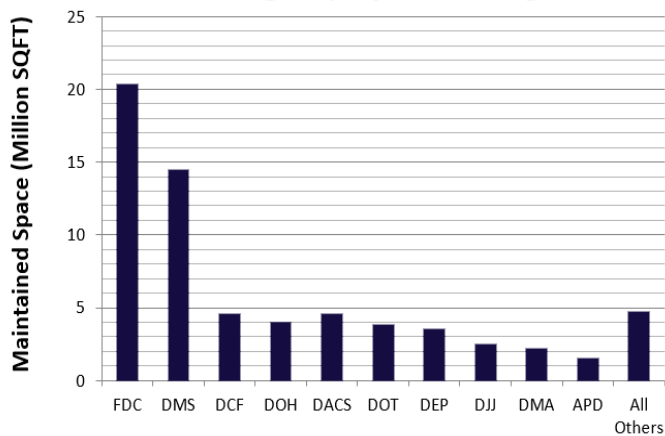


Even when the critical security post is filled, the stress of working under these conditions has resulted in unprecedented rates of unscheduled absences, failures to report, and rule and procedure role violations resulting in disciplinary actions. Requests and referrals to the Employee Assistance Program and Family and Medical Leave Act usage by COs have also risen. FDC's budget is only funded at a level sufficient to meet payroll for 92% of authorized positions at current salary levels. The shortage of personnel brought on by grueling working conditions is, in fact, funding a portion of the pay and mandatory overtime of remaining personnel. Additionally, when the cost of leave payouts is taken into account, FDC can only effectively pay 88% of authorized positions.

AGING INFRASTRUCTURE & MISSION SUPPORT

FDC has more square footage and infrastructure to maintain than any other state agency in Florida. The Department of Management Services (DMS) is the state agency charged with overseeing 12 million square feet of the Florida Facilities Pool. FDC is directly responsible for approximately 41% more square feet than DMS, but has a smaller facility operating budget. FDC is directly responsible for approximately 20 million square feet of infrastructure, with an annual operating budget of only \$52 million. This includes densely occupied buildings that are fully operational 24-hours a day, and provide for the food service, medical service, laundry service and housing needs for thousands of adults.

State Agency Square Footage



Source: FL-SOLARIS Database (as of 1/14/2021) - as reported by agencies

Due to budgetary restrictions, FDC has been unable to sufficiently address physical plant needs. FDC has seen notable increases in upgrade and repair requirements. At present, the budgetary estimate to address all needed repairs in the Department exceeds \$313 million. Though the Legislature has funded a portion of FDC's fixed capital outlay requests for the past few years, addressing the Department's infrastructure needs is a multi-year effort that will require several years of appropriate resourcing.

Seventeen of FDC's 50 major institutions were constructed prior to 1980. All 17 institutions currently require modernization. These requirements include electrical distribution upgrades, thermal efficiencies, windows, locking controls, energy efficiencies, plumbing systems, water efficiencies, roofs, and more. Additionally, with only 24% of FDC's 623 housing units having air conditioning, the Department must work to develop innovative solutions to address environmental challenges.

FDC's vehicle fleet has also seen impacts of budgetary restrictions. FDC has over 1,967 vehicles that are more than 12 years old. As of November 2020, 65% of the Department's 3,019 vehicles met the DMS criteria for replacement of a standard vehicle based on age. Between January 2019 and December 2020, FDC removed 413 vehicles from its fleet that were designated and sold as scrap, meaning they were inoperable and unrepairable.



Inmate transport bus and odometer

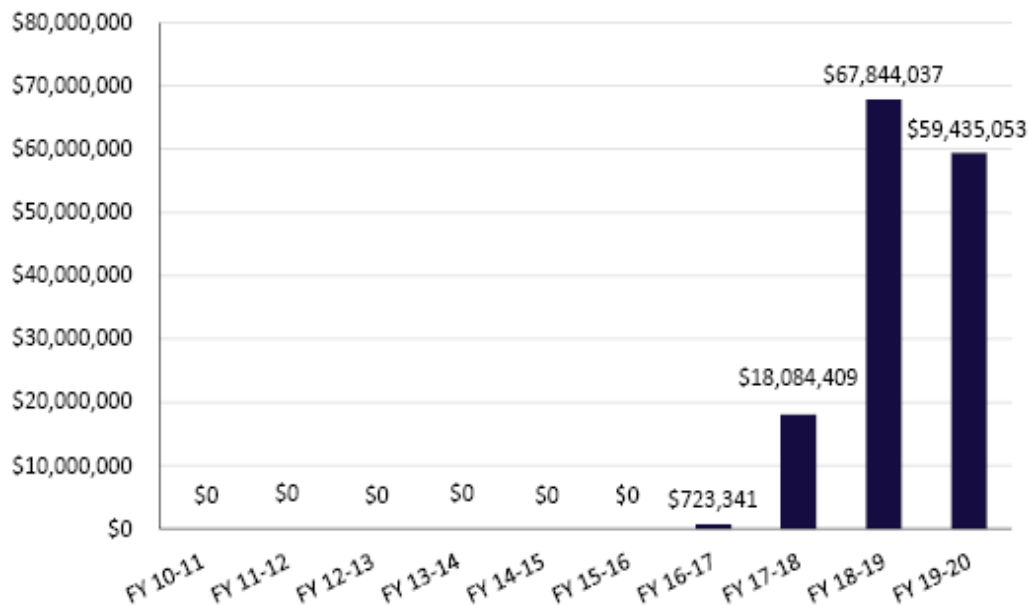
Many components of FDC's Information Technology infrastructure are considerably outdated. Restrictive resourcing prohibited the Department from effectively maintaining even the most basic technology standards and implementing critical infrastructure upgrades. With the Department's emphasis on enhancing programming, FDC needs an inmate network that will provide segregated infrastructure. The existing network cannot support this.



Network closet in an old shower at a correctional institution

REMEDIATING LITIGATION

Healthcare and Disability-Related Lawsuit Funding



FDC is experiencing increased expenditures related to remediating litigation.

The State of Florida is responsible for providing inmates with a constitutional standard of care when they are admitted to the Department's institutions. This standard of care includes comprehensive medical, mental health, and dental services.

In 2011, the Florida Legislature directed FDC to privatize inmate health services. This directive led the Department to solicit and award healthcare contracts to two contracted healthcare providers (Contractor A and B) in Fiscal Year 12-13. Throughout the term of these fixed-price contracts, the Department and the contracted providers determined that the providers had significantly underestimated the cost of providing services to Florida's inmate population. As a result, the provider's performance was impacted.

In 2015, a class-action lawsuit was filed against the Department and Contractor A, alleging that inmates had not received proper healthcare. A settlement agreement for the class-action lawsuit was reached in 2017.

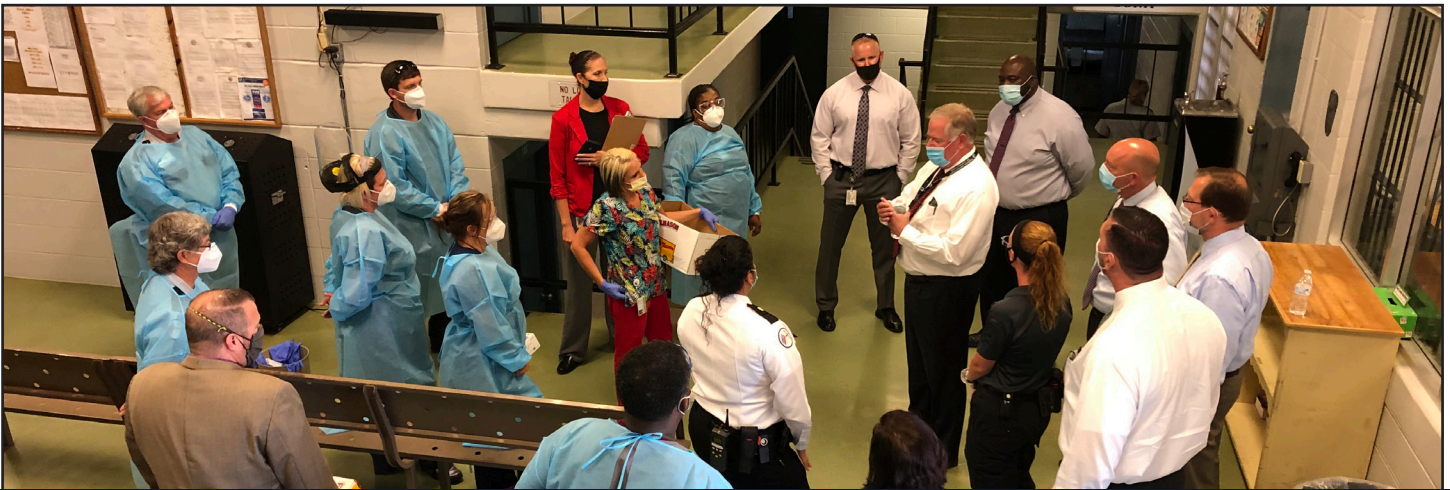
In 2016, a four-count complaint for declaratory and injunctive relief was filed against FDC, alleging that the Department was failing to provide appropriate Hepatitis C treatment. The fiscal impact of this complaint reached over \$14 million in FY 18-19.

Additionally, the Department has spent approximately \$100 million since December 2017 on direct acting antivirals to treat inmates with Hepatitis C.

In 2017, a three-count class-action complaint was filed against FDC, alleging the Department was consistently violating laws designed to protect incarcerated people with disabilities. In July 2017, a settlement agreement was reached. In addition to making changes to healthcare processes related to inmates with disabilities, FDC has seen notable increases in expenditures related to infrastructure modifications, hearing aids, sign language interpreters, and Americans with Disabilities Act (ADA) coordinators to ensure the Department's compliance with ADA standards.

As a result of these issues, including underpricing and performance challenges, Contractor A (servicing Regions 1, 2, and 3) elected to terminate their contract, at-will, with services ending in 2016. The early termination led the Department to conduct an emergency procurement to secure healthcare services for Regions 1, 2, and 3. This emergency contract with a new correctional healthcare provider (Contractor C) began in 2016. In 2017, the Department terminated Contractor B's contract (servicing Region 4) due to poor performance. Services in Region 4 were then added to the emergency contract with Contractor C.

2020: YEAR IN REVIEW



“We did not allow the challenges of this year to halt or derail our mission. Under Governor DeSantis’ leadership, our actions positioned us as a national example of a steadfast commitment to public safety, and I am immensely proud of our agency,” said FDC Secretary Mark Inch. “We achieved landmark legislative success as we addressed the first steps of our recruitment and retention plan, improved the safety and efficiency of our operations and expanded our rehabilitation, and restoration programming. We established innovative and responsive healthcare approaches in unprecedented times.”

As with the nation, COVID-19 severely impacted FDC operations throughout 2020. Beginning in early March, FDC suspended all inmate visitation, initiated 24/7 infectious disease monitoring, temporarily suspended intakes from county jails, published a plan of action for continuity of urgent and emergent procedures and specialty care, and suspended non-critical transfers between facilities.

FDC’s first staff positive was reported on March 22nd, and the first inmate positive was reported on April 4th. From that point forward, the intensity of the fight against COVID-19 increased, peaking the week of August 9, when 45 facilities had active outbreaks. The level of effort on the part of staff, both FDC and the contracted healthcare provider, has been nothing short of heroic. The cooperation of inmates has also been instrumental in FDC’s successful approach.

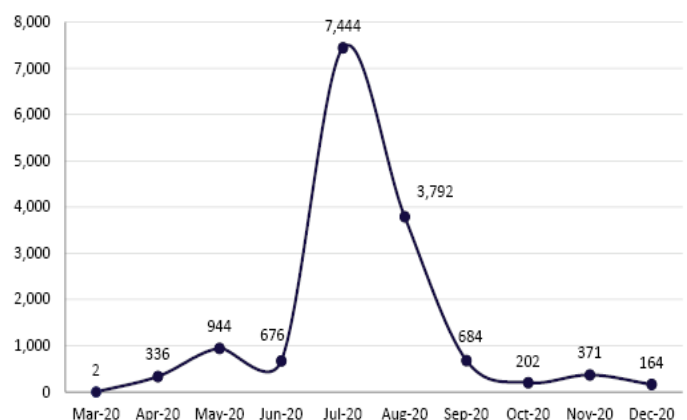
RESPONDING TO COVID-19

- Expanded mitigation efforts helped more than 83% of the inmate population from contracting COVID-19. Statewide, 97% of inmates who tested positive for COVID-19 have been cleared from medical isolation and 90% of staff have been cleared to return to work.
- Deployed an Essential Health Care Services Plan, implementing statewide institutional protocols for enhanced cleaning, Personal Protective Equipment (PPE) use, screening, and the creation of a medical

triage system for inmates. Positive and symptomatic patients were placed in medical isolation, and close contacts were placed in medical quarantine for observation. FDC immediately responded to confirmed positive cases by conducting broad-based inmate and staff testing at affected institutions.

- Procured and distributed PPE for correctional institutions and probation offices, acquiring more than 300,000 N95 masks, 3 million surgical masks, 480,000 boxes of gloves, 6,000 pairs of eye protection, more than 99,000 units of gowns and overalls, 114,000 testing kits, and 6,000 gallons of hand sanitizer.

Inmate COVID-19 Positive Test Results in the FDC System



- Created a comprehensive COVID-19 dashboard, providing transparency to Floridians regarding the number of COVID-19 positive cases within Florida's correctional system.
- Developed robust safety standards to allow new inmate admissions from Florida's county jails.
- Developed innovative methods to rapidly and efficiently continue supervising offenders on probation while maintaining public safety. As of December 2020, Probation Officers conducted 838,000 field contacts, 428,000 office contacts, 206,000 treatment contacts, 777,000 telephone contacts, 43,000 curfew checks, 100,000 walkthroughs, 4,550 searches and 102,000 on-site drug tests, since the onset of the pandemic.



Community Corrections responds to COVID-19

- Maintained academic programming for inmates by implementing remote instruction, developing individualized education packets, and delivering them directly to inmates in their housing units. In 2020, 679 inmate students earned GEDs, 1,196 received career and technical education certificates, and 1,949 received industry credentials.
- Instituted statewide modified inmate visitation in response to Governor DeSantis' *Safe.Smart.Step-by-Step Plan* for reopening Florida, one of only nine state correctional systems to do so. Visitation is one of FDC's paramount priorities to support the family unit and promote vital family bonds.
- Provided monoclonal antibody treatments to qualifying at-risk inmates infected by COVID-19.

RECRUITMENT AND TARGETED RETENTION INCENTIVES TO IMPROVE STAFFING



- Recruited and onboarded 4,639 COs and 218 CPOs.
- Received targeted retention incentives for certified officers to lower high turnover rates and incentivize experienced staff to continue their public safety career with FDC.

SAFER AND MORE SECURE INSTITUTIONS

- FDC converted 17 of Florida's correctional institutions from 12- to 8.5-hour shifts. The 8.5-hour schedule improves staff and inmates' overall safety by decreasing the introduction of contraband, more effectively combats gang activity, increases positive work-life balance, and promotes a collaborative operational environment among staff.
- Established two specialty position classes to reduce violence and healthcare costs and create more effective operations. STG Sergeants monitor and disrupt STG activity. Wellness Education Specialists will facilitate programs that reduce inmate idleness, decrease healthcare costs, and reduce incidents requiring disciplinary action. Together, these positions increase the safety and security of institutions.

- Increased use of security technologies such as Dart-Fired Electronic Immobilization Devices, body-worn cameras, and upgraded and expanded video surveillance in FDC institutions.
- Conducted an assessment of surveillance camera needs at female correctional institutions to install hundreds of additional cameras.

PRISON RAPE ELIMINATION ACT (PREA)

FDC prioritizes preventing and reporting instances of sexual abuse in its correctional facilities as outlined in the Prison Rape Elimination Act (PREA). FDC's accountability is measured by outside auditors to ensure compliance. FDC is currently undergoing audits in the second year of the third PREA audit cycle (2019-2022). To date, 27 facilities, including the privately managed facilities, have all been deemed to have "met the standards" in their final audit reports. Some of these facilities have also achieved an "exceeds the standard" on the final audit reports, which are posted on FDC's public webpage.

PREA was created to eliminate sexual abuse in confinement facilities, including adult prisons and jails, lockups, community confinement facilities, and juvenile facilities. The PREA standards include 43 standards that define three clear goals: preventing, detecting, and responding to sexual abuse.

AMERICAN CORRECTIONAL ASSOCIATION (ACA) REACCREDITATION



Wardens and state leaders receiving ACA reaccreditation

- Received national reaccreditation from the ACA at Apalachee, Avon Park, Baker, Calhoun, Columbia, Dade, DeSoto, Hamilton, Hernando, Holmes, Homestead, Lake, Liberty, Okaloosa, Okeechobee, and Walton Correctional Institutions. The institutions were 100% compliant in mandatory standards and exceeded 98% compliance for non-mandatory standards.

- ACA auditors conducted a reaccreditation compliance audit for the Office of Community Corrections. Community Corrections was 100% compliant in mandatory standards and non-mandatory standards.

ESTABLISHED NEW POPULATION MANAGEMENT STRATEGIES

- Established Short Sentence Correctional Institutions to house inmates received with less than one year remaining on their sentence. This strategy allows the Department to provide programs and treatment relative to these inmates' unique needs during their short stay in FDC custody. FDC assembled a team of 10 inmates from institutions across the state to design an inmate-led mentoring program. The program focuses on reducing violence and providing guidance to inmates with short sentences, with the goal of successfully restoring them to their communities as law-abiding citizens.



Inmate band at incentivized prison

- Began the expansion of Incentivized Correctional Institutions. Following a successful pilot at Everglades Correctional Institution, FDC has added four institutions designed for inmates who meet strict placement criteria by demonstrating positive behavior during their incarceration. The incentivized program features enhanced opportunities and enables inmates to make a positive reentry into society.
- Established an Administrative Management Unit, a highly structured and controlled general population facility, intended to provide an enhanced level of security and oversight for inmates who participate in or facilitate violence, contraband introduction, or active gang participation.

IMPROVED HEALTHCARE INFRASTRUCTURE

- Executed the contract to begin building the Lake CI Mental Health Facility, a 550-bed mental health treatment facility. The facility will provide staffing and physical plant efficiencies and will be located near an adequate pool of mental health and security professionals.
- Developed the Electronic Health Record system, designed to transition current paper medical records to an electronic system, making information available instantly and securely to inmate healthcare providers and Department staff. This system was a negotiated value-add in the health services contract with an estimated \$15 million value.
- Enhanced telehealth capabilities in response to COVID-19 facility restrictions. FDC worked with the contracted healthcare provider and county health departments to implement telehealth at many facilities to ensure continuity and swift care of inmates.

ADDRESSING AGING INFRASTRUCTURE



Secure cell housing unit

- Spent \$5 million on building repairs across FDC's 20 million square feet of space, which consists of more than 4,100 structures under roof. These expenditures account for approximately 2% of FDC's total capital improvement need of \$313 million.
- Completed more than 60 major architectural and hurricane recovery projects statewide.
- Purchased 172 mission-critical vehicles, replacing 6% of the Department's aging fleet.
- Developed an information technology strategic plan to modernize FDC applications and leverage cloud technologies.

EXPANDED OPPORTUNITIES FOR INMATES AND OFFENDERS

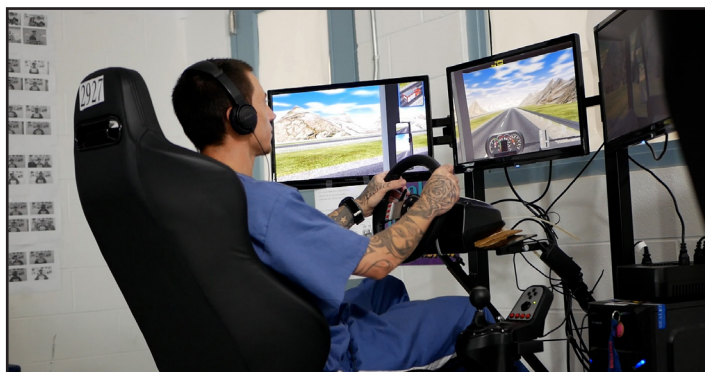


Inmates participating in substance use disorder treatment

- Reestablished substance use disorder treatment programs that were eliminated in previous years due to budget deficits. FDC was appropriated funding and increased treatment and prevention seats by 35% for inmates and by 65% for offenders on supervision.

CONTINUED INVESTMENTS IN INMATE AND OFFENDER REHABILITATION AND RESTORATION

- Governor DeSantis signed Senate Bill (SB) 1116: Trust Funds and SB 1118: Inmate Welfare Trust Funds. SB 1118 authorizes the deposit of up to \$2.5 million from canteen and phone commissions to invest in inmate programming. This funding impacts literacy, education, vocational, substance use disorder treatment, transition and life skills training, family and wellness programs as well as visiting services, inmate chapels, and libraries.
- Enhanced and expanded the Commercial Driving License Training Program, Career and Technical Education programs, Florida Helping Inmates Realize Employment Success program, and Second Chance Pell Program, a nationally-accredited program enabling inmates to obtain college degrees.



Inmate completing CDL training program with driving simulation



Governor DeSantis announcing the creation of the FFCE

- Offered all inmates statewide electronic tablets at no cost to the state or inmates. This allows for more access to education, enhanced communication to inmates, as well as providing activities to combat inmate idleness.

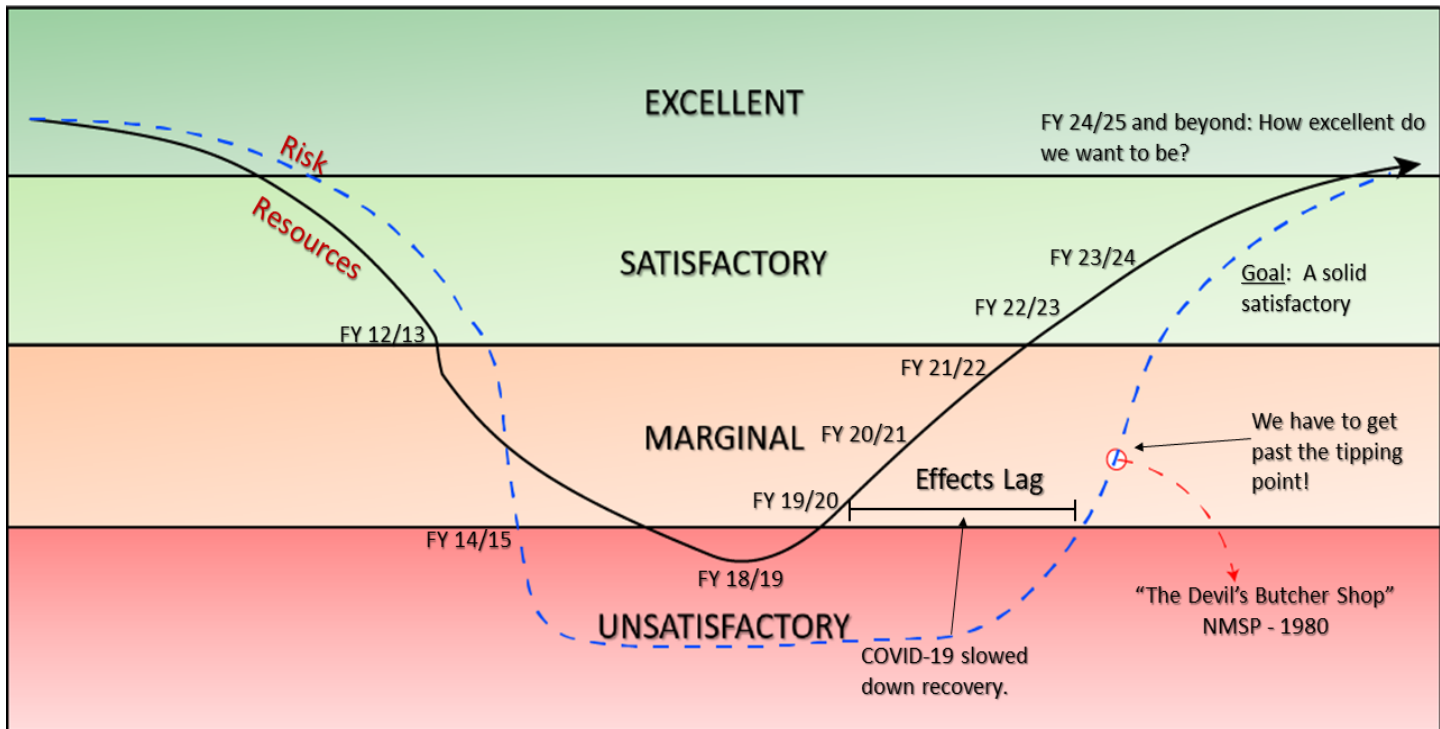
ESTABLISHED THE FLORIDA FOUNDATION FOR CORRECTIONAL EXCELLENCE

- Governor Ron DeSantis created the Florida Foundation for Correctional Excellence, a direct support organization designed to strengthen public and private partnerships to increase investment in re-entry programs and workforce training.

BOLSTERED PARTNERSHIPS FOR A SAFER FLORIDA

- Entered into the Federal 287(g) Program partnership with the US Immigration and Customs Enforcement (ICE). The program establishes guidelines and conditions for ICE to gather citizenship information and immigration status of inmates to make a final determination of further proceedings.
- Partnered with the Citrus County Sheriff's Office's Tactical Impact Unit to complete the largest drug seizure in the history of the Citrus County Sheriff's Office. The estimated street value of the illegal substances recovered was approximately \$970,000.

PART III | THE WAY AHEAD



Secretary Inch's model of FDC's systemic risk

A SYSTEM IN CRISIS

By 2018, it became apparent that FDC was a corrections system in crisis. Changing the system and bringing it back to a satisfactory level of performance cannot be accomplished with one burst of budgetary or administrative support. Fixing the system requires a long-range view and a commitment to executing a multi-year plan.

In 2019, recognizing the unsatisfactory condition of FDC's correctional system, Governor Ron DeSantis appointed Mark Inch as the Secretary of the

Department of Corrections. Under the direction of Secretary Inch, the Department immediately began to assess its current state of effectiveness and efficiency based on past and current resourcing. A multi-year plan was developed to turn the situation around before a tipping point is reached and Florida experiences an event similar to the tragedy that occurred at the New Mexico State Penitentiary, as described in Roger Morris' *The Devil's Butcher Shop*. FDC's plan provides the context in which this past year's activities took place.

The Vision sets an image of what "right" looks like. Florida was once the example to which corrections systems throughout the country aspired when evaluating their own performance. FDC intends to be this example again.

VISION

A state corrections system that sets a nationwide benchmark for corrections excellence by providing effective and efficient correctional and probation services in commitment to our three primary stakeholders: the public, victims, and inmates/offenders... "Inspiring success by transforming one life at a time."



INTENT

The Secretary's Intent lays out high-level guidance for how FDC should conduct business. It also sets boundaries within which plans can be formulated, and decisions made throughout the Department. It is the guidance by which the boundaries of FDC's strategic planning is defined.

As an integral and essential component to public safety, prioritize effectiveness and efficiency by partnering with legislative, business, and civic partners to protect public safety and meet the purposes of corrections.

Expressing society's justice through:

Retribution, the just retribution of society on behalf of victims of crime, and on its own behalf, to support civil society and uphold the rule of law. Incarceration is significant punishment, but its significance is not that offenders are punished in prison; it is that they go to prison as punishment;

Incapacitation (i.e., Prevention), a period of incarceration making the offender less capable of reoffending or revictimizing during that same period. If retribution is in response to the past, incapacitation is the present and rests in the skill of corrections professionals to run prisons safely and securely;

Deterrence, the belief that imprisonment serves as a deterrence to future crime. It should be recognized that much crime occurs under the influence of alcohol or drugs, impacted by mental illness, motivated by the power of emotion, or the absence of actual decision making in crimes without premeditation (or faulty decision making in some crimes with premeditation). Bordering on the immoral is the practice of creating environments that fail to address the physical, emotional, intellectual, and spiritual needs of inmates, in the name of deterrence;

And expressing society's mercy through:

Rehabilitation, the act of corrections and probation professionals, volunteers and community representatives to prepare inmates and offenders for the time when they return to society, ideally as law-abiding and productive citizens, filled with right purpose. Rehabilitation is an honorable and productive calling of the corrections professional;

Restoration, an intentional act to connect inmates with their communities for the purpose of a smooth and successful re-entry.



LINES OF EFFORT - EXPLAINED

Achieving the Vision and Intent in the current corrections environment requires a great deal of effort, initiatives, projects, and goals. Because the system is complex and operates in a large, ever changing environment, progress towards specific goals can vary, new opportunities may arise, and old ideas may prove impractical. In order to organize all

activities efficiently and coherently and ensure the most effective use of the State's resources, FDC uses a conceptual framework called "Lines of Effort" (LOE) to ensure FDC focuses resources on the correct, high-leverage endeavors. Functional corrections systems successfully engage in each of these categories of activities.

- **World-Class Corrections Professionals**
- **Security, Safety, Health, & Welfare of Inmates**
- **Protect Communities & Support Restoration**
- **Mission Support & Infrastructure**

FLORIDA DEPARTMENT OF CORRECTIONS
STRATEGIC PLAN



MISSION

PROVIDE A CONTINUUM OF SERVICES TO

MEET THE NEEDS OF THOSE ENTRUSTED

TO OUR CARE, CREATING A SAFE AND

PROFESSIONAL ENVIRONMENT WITH THE

OUTCOME OF REDUCED VICTIMIZATION,

SAFER COMMUNITIES, AND AN EMPHASIS

ON THE PREMIUM OF LIFE.

CORE VALUES

- RESPECT
- INTEGRITY
- COURAGE
- SELFLESS SERVICE
- COMPASSION

Line of Effort 1 -

- RECRUIT, RETAIN, & RIGHT SIZE
- TRAINING & LEADER DEVELOPMENT
- WORK-LIFE BALANCE

Line of Effort 2 -

- INTELLIGENCE & LAW ENFORCEMENT
- SECURITY OPERATIONS
- HEALTH & WELLNESS
- PROGRAMMING

Line of Effort 3 -

- OFFENDER SUPERVISION
- PROGRAMMING
- COMMUNITY OUTREACH

Line of Effort 4 -

- FINANCIAL STEWARDSHIP
- PHYSICAL PLANT
- INFORMATION TECHNOLOGY
- ADMINISTRATIVE SUPPORT



World Class Corrections Professionals

to ensure appropriate quality staffing

to foster corrections excellence

to support good decision making & healthy staff & families

Security, Safety, Health, & Welfare of Inmates

to disrupt criminal networks

to ensure public safety & reduce violence

to meet ethical standards & constitutional obligations

to offer positive choices, reduce idleness, & support rehabilitation

Protect Communities & Support Restoration

to deter criminal activity & reduce victimization

to support rehabilitation & increase success in society

to foster volunteerism & restoration

Mission Support & Infrastructure

to maximize Floridians' return on investment

to provide a safe, secure, & humane environment

to maximize resource efficiency & effectiveness

to synchronize & standardize operations

VISION

A STATE CORRECTIONS SYSTEM

THAT SETS A **NATIONWIDE**

BENCHMARK FOR CORRECTIONS

EXCELLENCE BY PROVIDING

EFFECTIVE AND EFFICIENT

CORRECTIONAL AND PROBATION

SERVICES IN COMMITMENT TO OUR

THREE PRIMARY STAKEHOLDERS:

THE PUBLIC, VICTIMS, AND

INMATES/OFFENDERS...

"INSPIRING SUCCESS BY

TRANSFORMING ONE LIFE AT A TIME"

LINE OF EFFORT 1 |

WORLD-CLASS CORRECTIONS PROFESSIONALS



Corrections is an extremely tough profession; physically, psychologically, and emotionally dangerous, often unsung – and absolutely vital to public safety. It is through the corrections professional that the state exercises justice and mercy on behalf of its citizens, and of society at large. It requires men and women of exceptional moral and physical courage, trained and skilled in their profession, and willing to sacrifice for the greater good. Longer term activities and initiatives under this line of effort intend to provide the State of Florida with COs, CPOs, and support staff who uphold the necessary character and the proper mix of skills, maturity, judgment, and experience to carry out the public safety and criminal justice missions handed to them. In the immediate future, reducing staff attrition and vacancies is the focus of effort.

RECRUIT, RETAIN, & RIGHT SIZE to ensure appropriate quality staffing

This sub-LOE recognizes that FDC's mission depends on corrections professionals and their daily commitment to public safety. Without them, the Department cannot, and will not effectively operate. The Recruit, Retain, and Right Size objective acts in respect to corrections professionals and ensures appropriate quality staffing by embarking on a multi-year effort to eliminate long-standing pay and retention incentive inadequacies.

PAY RAISES:

On October 1, 2020, all state employees received a 3% base rate of pay increase. This pay raise was based on each employee's base rate of pay as of September 30, 2020. An additional 15% pay raise was also provided to all Academic Teachers, Special Education Teachers, and Education Supervisors. FDC will continue to monitor pay parity in relation to other law enforcement agencies and assess the impact on recruitment and retention.

RETENTION INCENTIVES:

FDC provided retention incentive pay to a portion of its corrections staff. On October 1, 2020, the targeted retention incentive pay was provided to COs through the rank of Colonel, CPOs through the rank of Correctional Probation Senior Supervisor, and Office of Inspector General Inspectors through the rank of Inspector Supervisor. The retention increases consisted of \$500 for those with fewer than two years of service, \$1,500 for two to five years of service, and \$2,500 for five or more years of service.

Pay raises and targeted retention incentives to improve CO and CPO staffing are critical to FDC's staffing challenges. With continued support, the Department expects to see notable decreases in staff attrition rates and significant improvements to staff's overall career satisfaction.

INMATE CLASSIFICATION:

Classification – the process of discovering the individual details, circumstances, and needs of each inmate and appropriately situating them in the prison system – is the heart of effective corrections. Classification management requires a sophisticated and highly technical skill set, which demands knowledge, sensitivity, and insight. For a variety of reasons, over the last several decades, entry requirements, certification standards, and pay were allowed to decline, while caseloads and duties increased. As a result, classification staff at FDC struggle to provide premium level services to meet the needs of the prison system across a broad range of functions. In the very near future, FDC will undertake a complete reassessment of classification training, certification, compensation levels, and caseload ratios. That review will generate a request for resourcing to bring classification management to a level commensurate with its importance in the correctional system.

**TRAINING & LEADER DEVELOPMENT
to foster corrections excellence**

This sub-LOE captures efforts to employ highly qualified individuals whose abilities will be of optimum value and effectiveness in their respective positions. Enhanced training models foster professional development, resulting in career growth opportunities for front-line staff and leaders.

INSTITUTIONAL TRAINING & PROFESSIONAL DEVELOPMENT:

FDC will perform a comprehensive review of its training and professional development models. Based on the findings of this review, FDC will restructure its training in order to better develop and assist employees to grow and reach their potential. The ideal training programs the Department envisions include professional development models that lay out career paths, National Institute of Corrections and ACA supervisory certifications, and strengthened management and non-certified professional preparation. Furthermore, the envisioned training models will provide augmented leadership, mentorship, computer, and wellness training. Finally, FDC will review Sergeant, Lieutenant, and Captain pay and organizational structures in order to provide more appropriate and efficient leadership. Specifically, over

the next several years FDC will seek to address the current pay-compression effect where accepting a promotion often means less pay. Additionally, FDC will seek to expand formal leadership training for Sergeants, Lieutenants, and Captains.

OPEN ENROLLMENT BASIC RECRUIT ACADEMY:

In July 2020, FDC transitioned its Basic Recruit Academy to an open enrollment model. Open enrollment permits new CO hires to join training classes already in progress, complete lessons at the same time as peers, and fulfill any remaining training requirements at the end of the training program. The benefits include reduced wait times for training, the ability for individuals to reattempt a failed lesson much faster, quicker fulfillment of CO vacancies, the elimination of untrained staff working in institutions, and more.

WORK-LIFE BALANCE

to support good decision making & healthy staff & families

Maintaining a work-life balance is proven to increase staff productivity, performance, individual health, and relationships. This balance is even more vital in a profession where conflict, danger, and teamwork make high demands on the individuals engaged in it. FDC will support a strong work-life balance by continuing a multi-year effort to transition officers to 8.5-hour shifts.

8.5-HOUR SHIFTS:

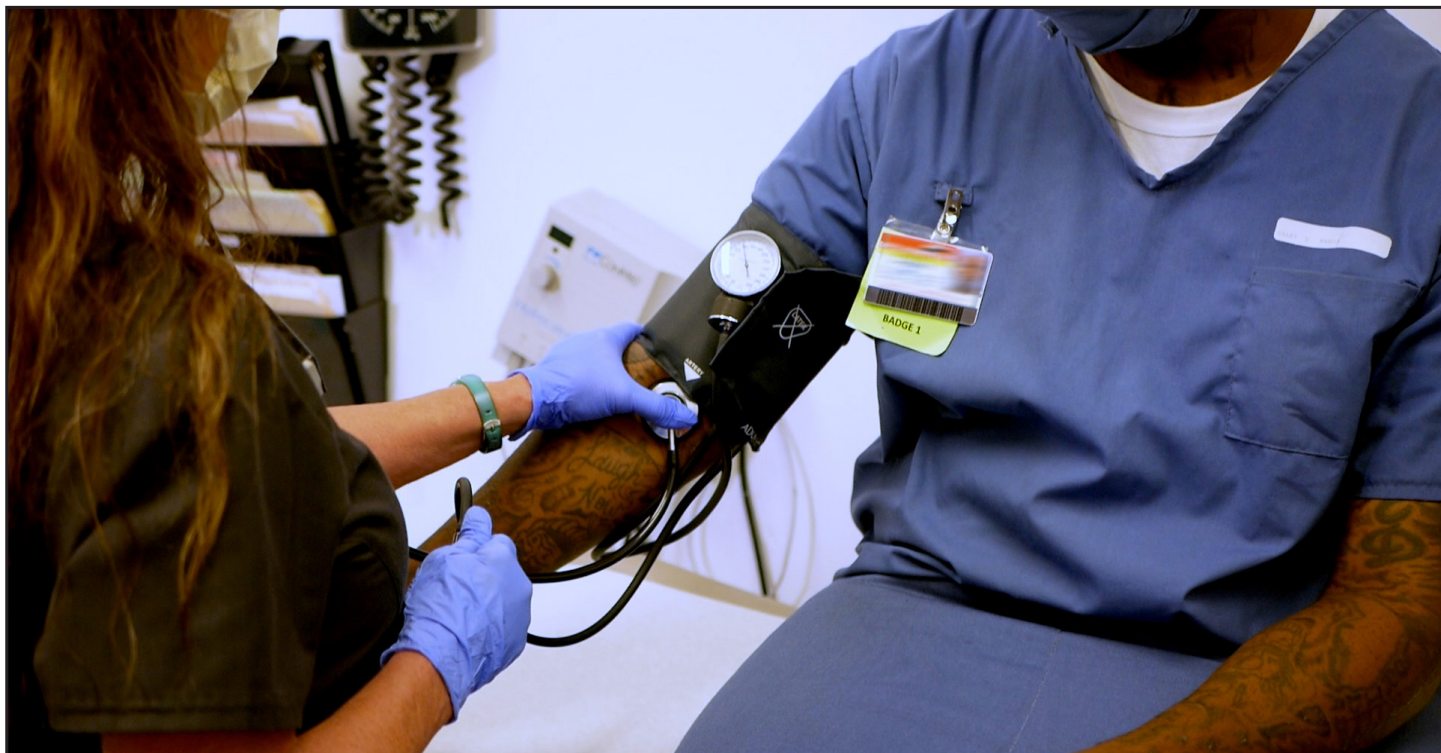
On July 1, 2020, FDC began an 8.5-hour shift program at 17 institutions. This conversion to 8.5-hour shifts was implemented to help staff achieve a more positive work-life balance and reduce unsustainable staff attrition rates. FDC plans to implement 8.5-hour shifts at all institutions in order to positively affect the work-life balance of COs, reduce overtime hours, associated costs, and reduce staff attrition rates.



8.5 hour shift briefing

LINE OF EFFORT 2 |

SECURITY, SAFETY, HEALTH, & WELFARE OF INMATES



Long-term activities and initiatives under this LOE intend to ensure FDC facilities remain safe and secure, keeping the public, staff, and inmates out of harm's way by maintaining lawful custody of those entrusted to our care, and deterring preventable danger, risk, and injury. These activities and initiatives provide comprehensive care that restores and maintains the health and wellness of all incarcerated individuals, while also going beyond the call of duty and actively expressing mercy by providing programs that foster inmate rehabilitation. Immediate initiatives and programs focus on reducing inmate violence, addiction, and idleness while enhancing inmate cooperation through positive choices.

INTELLIGENCE & LAW ENFORCEMENT to disrupt criminal networks

As noted previously, correctional institutions are like small cities. As in any city, there is an active criminal network that seeks power and profit by preying on the vulnerable. In correctional institutions, the administrative authority to enforce rules and regulations and to conduct intelligence analysis of inmate behavior related to those rules and regulations rests with the COs who are employees of FDC. Law enforcement authority rests with Inspectors of the Office of the Inspector General (OIG) who investigate crimes and enforce criminal statutes. This sub-LOE recognizes intelligence and law enforcement promote safety through the detection and disruption of these criminal networks. Critical to that effort is ensuring no gap in the administrative

and law enforcement authorities can be exploited by criminal elements. FDC's partnership with the OIG impacts its ability to handle investigative demands and promote intelligence and law enforcement synchronization.

INVESTIGATIONS:

FDC's OIG is a statutorily created independent investigative arm of the Chief Inspector General, dedicated to safeguarding the integrity of the state's correctional system and enhancing public trust. The OIG acts as the eyes and ears of the public and serves as an independent and objective inspection, audit, and investigative body. This is achieved through audits and investigations as prescribed in Florida statute, into

criminal, administrative, and internal affairs matters. The Department recently worked with the Chief Inspector General to add 10 investigators to address the OIG's investigative demand. This valuable addition to the OIG's office is expected to reduce the average criminal and administrative investigation caseload and overall time to complete investigations. The Department will continue supporting and enhancing the OIG and will also work to further encourage administration and law enforcement investigation synchronization. These actions will succeed in upholding FDC's commitment to transparency and accountability, cultivating safer environments for staff and inmates.

CRIMINAL NETWORK INTERCEPTION:

With the Legislature's support during the 2020 Legislative session, FDC assigned dedicated STG Sergeants at over half of its institutions with the greatest need to monitor and disrupt criminal network activities. The remaining institutions manage STG populations by removing staff from their duty assignments and placing them on special assignment. The Department intends to continue building its dedicated STG Sergeant team in future years to help ensure safety and security within the prison system. The valuable addition of STG Sergeants assists with the overall reduction of criminal activity, violence, and contraband, helping institutions become safer and more focused on the delivery of rehabilitative and restorative programming.

SECURITY OPERATIONS

to ensure public safety & reduce violence

This sub-LOE focuses on activities that deter violence, intercept contraband, and reduce overall criminal and illicit activities. These outcomes help ensure staff, inmates, and the public remain safe.

SECURITY ENHANCEMENT TECHNOLOGY:

FDC's multi-year plan is to increase safety by replacing and upgrading critically needed equipment such as netting systems for throw overs, metal detectors, radios, location tracking systems, cell phone detectors, perimeter security systems, Dart-Fired Electronic Immobilization Devices, body cameras, ID verification systems, and biometric hand scanners.

CONTRABAND INTERCEPTION:



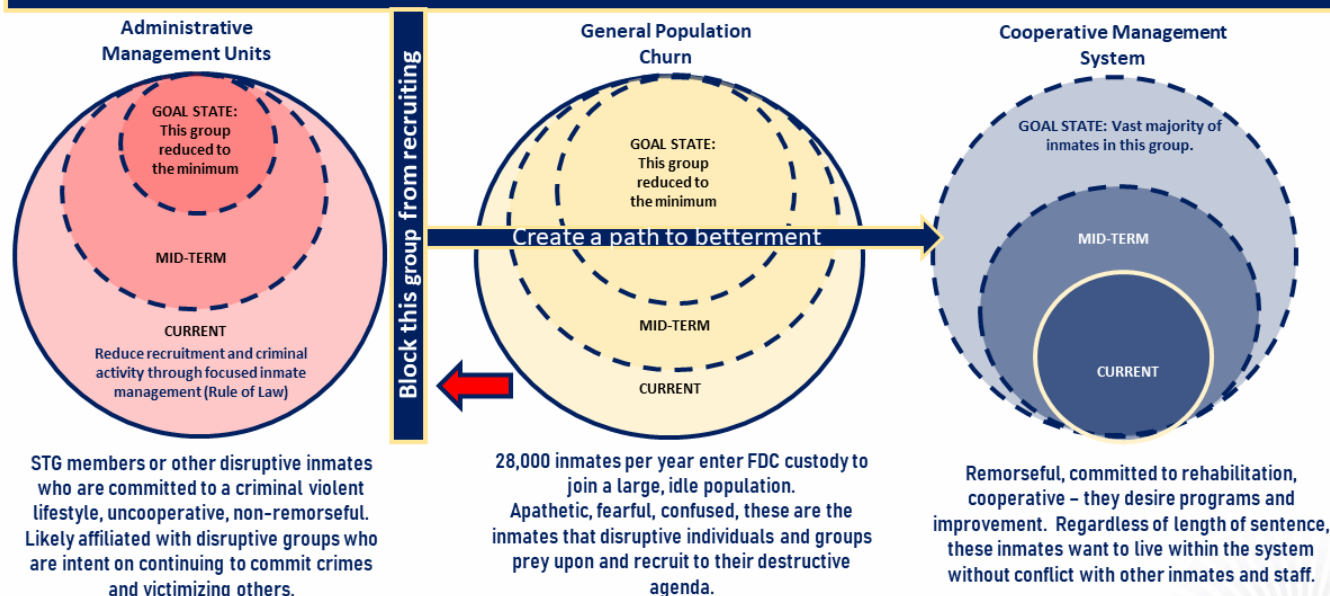
Drone and contraband recovery at a correctional institution

Contraband is a major source of violence inside institutions, and intercepting it is a constant challenge for the Department. This challenge increases when sophisticated technologies, such as drones, are used to introduce contraband. In response to this, in 2019 Governor DeSantis signed HB 7057: Corrections. This legislation amended the definition of "critical infrastructure facility" to include state correctional institutions and county detention facilities, among others, to the list of facilities protected by Florida law from drone operation over, near, or in contact with such facilities. Criminalizing the intentional operation of a drone over a state correctional institution helps deter and reduce the introduction of dangerous and illegal contraband.



Contraband recovered at a correctional institution

Safer Population Management (Long-Term Goal)



PROVIDING POSITIVE CHOICES THROUGH INNOVATIVE POPULATION MANAGEMENT:

Most general population housing units in FDC house three identifiable groups of inmates. The Cooperative Management group is committed to productive behavior and seeks to take advantage of opportunities that lead to improved lives and prospects. The Administrative Management group consists of inmates committed to the criminal lifestyle, who are dedicated to maintaining that lifestyle despite incarceration. The General Population group is made up of individuals who either have recently entered the correctional system or are bored and idle due to lack of programming and are highly vulnerable to recruitment efforts made by the Administrative Management group.

Efforts to protect the Cooperative Management and General Population groups from the Administrative Management group currently exhaust numerous FDC resources and yield negative impacts on the delivery of potentially life-changing rehabilitative programming.

FDC is using a mix of specialized population management strategies to provide rewards for inmates who choose to belong to the Cooperative Management group, segregating those in the Administrative Management group, preventing their ability to prey on others and protect and incentivize the members of the General Population group. The model above depicts the goal to encourage the vast majority of inmates to choose cooperation.



Secretary Inch delivers keynote at GED graduation

Administrative Management Units (AMUs):

AMUs are newly established housing units that address the unique needs of general population inmates who have a record of predatory, disruptive, and potentially dangerous behaviors. Although this group's behavior may not mandate a recommendation to Long-Term Restricted Housing, they adversely impact the rehabilitation process of cooperative inmates. AMUs facilitate separation protocols that prevent these inmates from preying on vulnerable inmates. This structured environment sets conditions necessary to enhance and target rehabilitative programming. This programming focuses on helping AMU inmates realize there is an alternative to unproductive and violent lifestyles. The establishment of AMUs also acts as an efficient population management protocol. It will help create safer prison environments, a reduction in violence, and less stressful conditions for inmates and staff across the prison system.

Incentivized Prisons:

Incentivized prisons are voluntary, specialized institutions that afford eligible inmates the opportunity to complete their sentence within a population of focused, well-behaved inmates. This program provides inmates with a variety of incentives to reward less violent offenders. FDC is continuing to expand incentivized prisons in order to offer inmates who, by cooperation, demonstrate behavior that warrants enhanced privileges. These privileges include more freedom of movement, enhanced menus, access to recreation and game rooms, open-seating dining, and more. It is the Department's desire that inmates in the remaining facilities continue to become more cooperative, as they strive to meet eligibility requirements for these incentivized locations.

Short Sentence Correctional Institutions:

Beginning in January 2021, inmates received with less than one year remaining on their sentence will be housed in designated institutions, as opposed to being dispersed throughout the prison system. This will allow the Department to provide valuable programs such as inmate-led mentorship and treatment relative to their individual needs during their short stay in the Department's custody. With the exception of the Reception and Medical Center (RMC), all inmates with less than one year to serve

will remain at their reception centers. Applicable incarcerated inmates initially received at RMC will be housed at Hamilton Correctional Institution for the remainder of their sentence.

Inmate-Led Mentoring Program:



Inmates participating in inmate-led mentoring

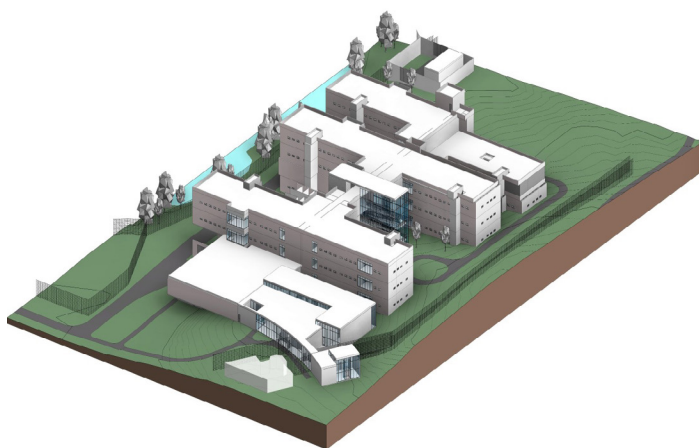
FDC is implementing an Inmate-Led Mentoring Program. This program acts as a restorative resource for newly admitted inmates with shorter sentences. The program allows rehabilitation-committed inmates with life or otherwise extensive sentences to encourage program participants to change their current lifestyle choices. Programs facilitate candid, open dialogue between inmates, and present opportunities for participants to adopt rehabilitation-focused practices. The program also enables peer mentors to share their experiences, answer questions, and offer guidance to participants on how to productively use their time during incarceration. FDC is confident that the implementation of the Inmate-Led Mentoring Program will inspire inmates to adopt law-abiding, productive habits and positively encourage rehabilitative and restorative success.



HEALTH & WELLNESS to meet ethical standards & constitutional obligations

FDC must meet ethical standards and constitutional obligations concerning the physical and mental health of inmates. Focusing an entire sub-LOE on these requirements helps ensure they receive the same attention as security efforts. By enacting a multi-year effort that introduces significant advancements to the delivery of healthcare services and reestablishes wellness programs, FDC will equip inmates with positive lifestyle habits, preparing them to return to their communities as productive, healthy citizens.

MENTAL HEALTH SERVICES:



Lake Mental Health Facility Design

The new Lake CI Mental Health Facility will provide inmate patients with a more appropriate, therapeutic environment that is in line with their severe behavioral health needs. Primary medical services will be offered in each mental health unit and the center's enhanced design features will provide staff efficiencies and optimize building operations and maintenance.

The Department also plans to enhance the delivery of mental health services with continued support for Residential Continuum of Care Units. These specialized residential units such as Diversion, Secure, and Cognitive Treatment Units, provide protective housing and augmented treatment for inmates whose serious mental illness or cognitive functioning makes it difficult to adjust to a prison environment. The Residential Continuum of Care model improves treatment outcomes, promotes

safety, and reduces costs when compared to inpatient mental health placement. A state-of-the-art treatment facility will also enhance psychological testing capability. This enhancement will result in increased decision-making accuracy and will significantly reduce costs associated with inappropriate housing, level of care, violence, and clinical treatment decisions.

OUTPATIENT ORTHOPEDIC CLINIC:



Doctors performing surgery on an inmate

FDC plans to develop an outpatient orthopedic clinic at Central Florida Reception Center. This clinic will provide outpatient services such as preoperative and postoperative evaluation and care and will eliminate the need to transport inmates to Reception and Medical Center for all consultations. As part of a broader review of prison modernization, FDC will also research solutions to modernize, augment, or replace Reception and Medical Center.

ELDERLY INMATE CARE:

Six months prior to an elderly inmate's estimated end of sentence (EOS) date, FDC and its healthcare provider begin the planning process for nursing home (NH) or assisted living facility (ALF) placement. Many community long-term care facilities do not want to accept former inmates, especially sex offenders. It is also difficult to place inmates who have co-morbidities such as HIV, dementia, or mental illness. When FDC exhausts all potential placement options, the only choice FDC has when an inmate's EOS date arrives is to drop the inmate off at a local community hospital. Since the inmate does not require hospital level care, the hospital staff (usually the social services department) is forced to find appropriate

community placement. To address these placement challenges, FDC plans to research an ALF/NH public-private vendor partnership. By entering into a public-private partnership with a vendor to build and operate ALF and NH facilities in the community, specifically for former inmates, these placement issues will be eliminated.

SUBSTANCE USE DISORDER TREATMENT:

Providing substance use disorder treatment creates safer facilities and provides a positive and healthy impact on public safety in our community. Research shows that when inmates receive cognitive-behavioral drug treatment in prison, their likelihood of returning to prison decreases by 6.8%. With approximately 60% of the inmate population suffering from substance use disorders, FDC is focused on increasing program capacity for residential therapeutic communities, intensive outpatient programs, and general outpatient programs. Taking the necessary steps to expand program seats significantly benefits inmate wellbeing as more inmates are able to receive needed rehabilitative treatment.

PROGRAMMING

to offer positive choices, reduce idleness, & support rehabilitation

This sub-LOE captures FDC efforts to support the rehabilitation of those remanded to our custody. As an additional intended effect, it supports safety and security by keeping inmates productively engaged during their incarceration. Programming provides critical opportunities for inmates and offenders to rehabilitate and return to their communities with career skills, increasing the readiness and skill of Florida's workforce. To achieve these desirable conditions, FDC is partnering with local technical schools and state colleges, industry training providers, as well as volunteers to expand vocational and life skills programming.

INMATE WELFARE TRUST FUND:

After a 17-year hiatus, the Florida Legislature reestablished the State-Operated Institutions Inmate Welfare Trust Fund. Funds from this account are intended to operate inmate programs including academic education, career and technical education, chaplaincy, literacy, substance use treatment,

transition, wellness, and incentivized prisons at correctional facilities operated by the Department. Funds have been used to support wellness education programs, incentive programs, academic and CTE programs. Additionally, it funded 14 literacy/reading teachers to assist inmates with low literacy levels and English for Speakers of Other Languages students. These programs collectively develop, improve, and prepare inmates to return to their communities as productive citizens who engage in positive lifestyle habits.

WELLNESS EDUCATION SPECIALISTS:

Research findings show negative lifestyle habits such as physical inactivity, poor nutrition, and negative stress coping techniques are serious threats to the health of individuals. It is FDC's goal to educate and motivate inmates to implement positive lifestyle habits that will improve quality of life, prolong life, and highlight the importance of exercise and other health-related topics. During the 2020 Legislative Session, the establishment of 34 Wellness Education Specialist positions was authorized. Wellness Education Specialists teach and implement programs dealing with the seven dimensions of wellness: physical, mental, emotional, social, environmental, occupational, and spiritual. Wellness Education Specialists help inmates develop positive lifestyle habits, decrease health costs, and reduce incidents of disciplinary action by reducing inmate idleness.



A Wellness Education Specialist works with an inmate on balance and mobility

CHAPLAINCY SERVICES:

Inmate chapel at a correctional institution

Chaplaincy Services is responsible for addressing the religious and spiritual needs of inmates and staff at each of the correctional institutions. Chaplains schedule regular services for inmates as well as facilitate numerous betterment programs for inmates and staff. The prison chapel serves the entire inmate population and all of the 111 different religions among inmates in Florida. Chaplains also coordinate holy day observances, religious property items, education and literature, clergy visits, and marriages. Special events, like Hope From The Outside, are examples of restorative programs sponsored by Chaplaincy Services.



Hope from the Outside event held at a correctional institution

ACADEMIC, CAREER & TECHNICAL EDUCATION:

FDC is working to expand and enhance its academic and CTE programs for a number of valuable and measurable reasons. The median literacy rate for the inmate population is at an approximate 6th grade level. For every literacy grade level increase inmates achieve, their likelihood of returning to prison decreases by 4%. Providing quality educational programming not only has a positive return on investment, but it promotes safe facilities and has a positive impact on the reduction of victimization in communities.

FDC will expand educational programs by first and foremost, providing an ample number of teachers. Teachers educate and assist inmates in areas such as literacy, general education, career and technical education, and provide career counseling and employment services. Participating inmates will have access to computers designed to assist in the delivery of these programs. Enhanced CTE programs will continue to provide modernized training simulators which help prepare inmates for employment in high-demand careers such as commercial driving, construction trades, and welding. Participants in these programs will also be provided with equipment and materials that enhance and expand agriculture and natural science training, such as nursery management, landscape management, and horticulture. FDC will also work to enhance its culinary programs by inviting outside industries to judge inmate culinary competitions and potentially recruit program participants.

INMATE TEACHING ASSISTANT PROGRAM:

ITA teaching a classroom of inmates

The Inmate Teaching Assistant (ITA) Program is designed to provide inmates who have achieved a high school completion and/or equivalency the opportunity to act as coaches to inmate-students who are working toward their educational goals. ITAs are trained and supervised by professionally certified education professionals using a standardized curriculum to ensure consistent course delivery and equitable educational opportunities to the statewide inmate-student population. This peer-to-peer instruction model complements educational offerings provided by correctional education personnel by providing an alternate instructional delivery that accommodates multiple learning styles. Successful since its inception, FDC is enhancing this program to

increase the rigor of training and provide certified ITAs to assist correctional education personnel with academic and CTE instruction.

PRISON REHABILITATIVE INDUSTRIES AND DIVERSIFIED ENTERPRISES, INC. (PRIDE):

PRIDE is a state-authorized, private, not-for-profit inmate training organization that operates general manufacturing and services industries in correctional institutions throughout Florida. PRIDE is the only authorized prison industry at FDC. Since 1981, when the Florida Legislature authorized PRIDE to manage and operate the state's correctional industries, PRIDE has trained thousands of inmates and provided them with marketable and accredited career skills.

According to their 2019 Annual Report, PRIDE trained 3,291 inmates who worked almost 3.13 million hours in 40 diverse industries, farms, and operations located in 18 correctional institutions. Additionally, as provided in its annual report, 94% of PRIDE-trained former inmates were placed into full-time jobs while only 10% recidivate. Finding and maintaining employment is critical to the successful re-entry of returning citizens. Recognizing the importance of the valuable career skills PRIDE offers and its proven success, FDC is working to increase the number of PRIDE employed inmates to 6,000 by 2024 and 10,000 by 2026.



Inmate creating optical lenses at a PRIDE facility

LINE OF EFFORT 3|

PROTECT COMMUNITIES & SUPPORT RESTORATION



By incapacitating criminals, segregating them away from citizens, and deterring continued criminal behavior through supervision of offenders living in communities, the efforts of FDC play a major role in public safety. Additionally, since most inmates will return to their communities and supervised offenders already live there, FDC further protects Florida's communities by supporting efforts to give offenders and returning citizens solid opportunities to leave the criminal lifestyle behind by successfully reintegrating into society. FDC is accomplishing this by not only supervising offenders in the community, but also by providing both inmates and offenders with a continuum of rehabilitation-focused services such as substance use disorder treatment, merit-based activities, and higher educational opportunities. These services provide inmates and offenders with the opportunity to adopt productive, lawful habits while fostering community acceptance of inmate and offender restoration.

OFFENDER SUPERVISION to deter criminal activity & reduce victimization

This sub-LOE captures the main arena where FDC actions deter crime and reduce victimization outside correctional institutions by supervising offenders in the community. To optimize supervision and provide increased public safety, the Department is working to develop electronic workflows via an innovative mobile application to replace paper-based, manual processes.

PUBLIC SAFETY:

Community Corrections continues to rely on partnerships with a wide variety of public, private, and community stakeholders. Maintaining partnerships in the community to provide offenders with employment application/interviewing classes, bus tokens, used bikes, clothes, financial assistance,

anger management, marriage counseling, or parenting classes, and educational/vocational opportunities is vital to the success of an offender. Partnerships with local law enforcement also help Community Corrections fulfill its mission to protect the public. Every year for over two decades on Halloween, hundreds of CPOs fill the streets in communities throughout the state, ensuring registered sex offenders and predators remain in compliance with the terms and conditions of their supervision. With the support of municipal law enforcement agencies and county sheriff departments, offenders are visited throughout the night as officers look for any signs of attempted contact with children. Additionally, CPOs partner with local law enforcement to intercept illegal substances.



Illegal substances seized in a 2019 Citrus County drug bust

MOBILE APPLICATIONS:

Currently in development is a mobile application for orders of supervision, that will provide officers the ability to document orders, electronically file via the court portal, and obtain all appropriate signatures while still in the courtroom. The Department is coordinating a field trial in Circuit 7/Daytona via the Florida Courts Technology Commission. The Department is also working to leverage newer technologies to expand remote-work programs statewide, thereby decreasing the dependency on leased office space and the associated increase in overall leasing costs for the Department.

PROGRAMMING

to support rehabilitation & increase success in society

Programming forms a sub-LOE under multiple LOEs. This reflects two realities. First, it shows the importance of programming to accomplishing the mission of FDC, whether inside or outside an institution. Second, it captures FDC's concept of corrections as a continuous process, centered on the needs and unique history of each inmate and offender. By reducing inmate idleness and supporting positive choices, programming fosters rehabilitation and limits conditions and opportunities for counter-productive behavior. To further support inmate/offender rehabilitation and increase success in society, FDC will continue to expand its continuum of rehabilitative programs.

MERIT-BASED ACTIVITY PROGRAM:

FDC previously implemented a Merit-Based Activity (MBA) program. The MBA program rewards and supports positive behavior for offenders sentenced to Community Control (House Arrest). MBA permits offenders who have successfully completed a rehabilitation program to attend pre-approved

family or community activities at the discretion of the supervising officer with supervisory approval. Examples of qualified family or community events include charitable functions, family reunions, graduations of family members, educational programs, or religious and faith-based functions. The program encourages and motivates offenders to comply with their orders of supervision and accept responsibility for change. Over 75% of the offenders who have participated in the program have successfully completed supervision.

SUBSTANCE USE DISORDER TREATMENT:

FDC is dedicated to assisting offenders in the transition periods between incarceration and their return to society. FDC contracted community-based programs such as post-release substance use transitional housing and community-based re-entry programs provide a continuity that extends beyond the walls of FDC institutions. Substance use disorder treatment, outpatient substance use disorder treatment, and aftercare services programs are also available for individuals with post-release supervision. Available seats for the programs, which are critical to public safety in our communities, do not currently meet the needs of the approximate 61% of offenders on felony supervision with a substance use disorder.

RESTORATIVE JUSTICE PROGRAM:

FDC is considering the possible adoption of a restorative justice program. The envisioned program would be available to victims and offenders and would focus on the facilitation of voluntary, meaningful, and productive victim-offender dialogue. The program would include professionally trained FDC facilitators and additional resources for victims.

COMMUNITY OUTREACH

to foster volunteerism & restoration

The restoration of an inmate or an offender to full membership in society is a team effort. The main burden rests on the community itself. FDC's efforts to partner with community leaders, civic, governmental, religious, and commercial organizations assist offenders with finding a place in their communities and provide a chance to build a meaningful future. FDC's community outreach efforts focus on working with business and civic partners to create active, rehabilitation-focused volunteer programs.

Ideally, FDC will cultivate a structure that meets inmates where they are and integrates every offender and returning citizen with a place to live, a job, and acceptance in religious and civic organizations.

VOLUNTEERISM:

FDC has more than 8,000 citizen volunteers working to deliver programs and provide valuable services and skills to inmates, offenders, and staff. While acting as models of leadership and citizenry, volunteers provide hundreds of hours of service each year at no cost. Without these volunteers, the system could not provide the services needed for ultimate success. Volunteers also help us connect and link communities to the inmates releasing and returning to their neighborhoods. Volunteer involvement is highly valued by FDC and the Department is actively working to increase the presence of volunteers in FDC programs and services. The Department created a new volunteer intake system to support the plans to recruit and grow its volunteer base to 25,000 caring citizens, committed to fostering change in the lives of inmates and offenders.

COLLEGE PARTNERSHIPS:

FDC offers multiple post-secondary educational program opportunities at 18 institutions. These programs include agriculture, construction, commercial driving, hospitality and tourism, manufacturing, culinary arts, and other certification programs.

As part of the United States Department of Education's Second Chance Experimental Site Initiative which offers Pell grant funds to incarcerated individuals, FDC is working with Florida Gateway College and Ashland University to offer accredited, credit-bearing associate's and bachelor's degrees in three institutions throughout the state. Through a variety of instructional platforms to include face-to-face, virtual, and online learning, the Department is expanding high-quality educational opportunities to individuals in its custody and care.

In February 2020, FDC partnered with Ashland University to implement the Ashland University Higher Education in Prison Distance-Learning Pilot Program at Marion CI and Lowell CI. Ashland University uses the latest technology to offer accredited post-secondary associate's of arts and bachelor's degree programs



Pastor Joby Martin, Church of Eleven 22, at a correctional institution

through an online instructional platform, and classes are fully funded by Pell grant monies. The program is scheduled to expand to Lawtey CI and Liberty CI in February 2021.

In May 2020, Florida Gateway College initiated the Bachelor of Applied Science (B.A.S.) in Water Resources Management program as an extension to the associate's degree programs currently offered at Columbia CI. Water-related jobs are considered some of the fastest growing positions of this decade, and this fully accredited B.A.S. program prepares graduates with a strong knowledge base of management and political issues related to the field of water resources qualifying them to work in positions in the emerging field of water conservation, resources, and policy-making.

Additionally, FDC established new relationships with the Baptist College of Florida and Global Prison Seminaries Foundation. By partnering with universities, state colleges, technical colleges, and community education providers, FDC has demonstrated its commitment to providing opportunities for higher education in prison, thereby ensuring returning citizens are prepared for successful reintegration into communities.



Volunteer-led concert

ROADMAP TO RESTORATION:

The Roadmap to Restoration process is designed to strategically engage and assess communities, available resources, and formalize a system of transition from prison to community. FDC's roadmap will identify, support, and grow community engagement to foster rehabilitation and restoration. Meaningful employment opportunities are vital to offenders and the community at large. Offenders are five times more likely to be unemployed than a non-criminally involved person. FDC releases over 25,000 inmates and over 80,000 offenders from supervision every year, in addition to the approximately 150,000 offenders on probation at any given time. The Department aims for all offenders to secure meaningful employment and be productive members of our communities.

FLORIDA FOUNDATION FOR CORRECTIONAL EXCELLENCE (FFCE):

The FFCE is a direct support organization that brings together public and private partners to increase investment in re-entry programs and workforce training. FFCE promotes innovative and effective career readiness and community re-entry programs within FDC institutions. To support programs and re-entry efforts, the FFCE will unite public and private entities to publicize needs, seek resources and donations, and encourage philanthropic giving.

LINE OF EFFORT 4 |

MISSION SUPPORT & INFRASTRUCTURE



Roof replacement at a correctional institution

Mission support provides administrative services that assist in carrying out the Department's strategic plan and associated lines of effort, ultimately expediting the realization of the vision and intent. Infrastructure, acting as the underlying framework of the Department, are the fundamental facilities and systems needed in order for FDC to effectively operate. FDC will prioritize physical plant repairs and modernization, technological efficiencies, effective roster management, and more with respect to the necessity of these critical components.

FINANCIAL STEWARDSHIP to maximize Floridians' return on investment

This sub-LOE captures the fiduciary responsibility inherent in any state agency. Financial stewardship acts in the best interest of Floridians, exercising adept financial resource management, while enacting safe and effective cost saving practices. These practices, such as strategic sourcing, enhanced monitoring of contractor accountability, and telemedicine, promote increased operational efficiencies, maximizing return on investment.

STRATEGIC FISCAL STRATEGY:

The Department is employing a more comprehensive approach to financial management, incorporating the budget, procurement, and finance & accounting teams together to ensure a fiscal strategy that follows funds throughout the lifecycle of appropriation, procurement, receipt, and payment. The Department is working towards securing contracts for all commonly purchased goods and services. This will standardize the goods and services purchased, where appropriate, allowing the Department to leverage buying power statewide and achieve savings and efficiencies. Strategic sourcing practices are being used to review all solicitation awards and contract actions such as renewals or price

adjustments, to ensure the Department is receiving the best possible price by conducting market research. The Department is also conducting more Invitations to Negotiate to allow flexibility in the procurement process for complex services. Through negotiations, the Department is receiving better pricing and more value-added goods and services than ever before.

TELEMEDICINE:

FDC plans to replace 20% of its on-site healthcare encounters with telemedicine. Telemedicine will provide physical and psychiatric services to FDC inmates. Implementation of telemedicine will provide expedited care due to the fact that inmates will no longer need to wait for transfer off-premises in order to receive a portion of physical and psychiatric care. FDC's contracted healthcare provider has a physicians and specialists shortage because many professionals do not feel comfortable delivering care on institution premises. Telemedicine will prospectively increase the availability of physicians and specialists due to the limited inmate physical contact these services offer. Telemedicine will significantly reduce overtime costs related to the provision of security and transportation.

ELECTRONIC HEALTH RECORDS:



Paper inmate health records

FDC's current contract healthcare provider has agreed to transition the Department's current, paper-based medical records system to electronic health records (EHR). This project brings much needed efficiencies to the delivery of health services. EHR will increase the time front-line staff has for the provision of healthcare services by eliminating the need to scan paper records. EHR will also streamline staff referrals and other components of healthcare service delivery through auto-scheduling and will enhance the Department's overall ability to perform healthcare analytics and informatics. Finally, EHR will provide clinical data and demographics that can be combined with pharmaceutical data and claims/cost data, to provide real-time information that supports clinical decision making and creates actionable insights that lead to future efficiencies.

HEALTHCARE CONTRACT MONITORING:

The current contract for healthcare services includes 66 outcome-based performance measures with associated financial consequences. The Bureau of Health Services Administration (HSA) facilitates and conducts comprehensive on-site monitoring to ensure performance measures are being met and performance reporting is accurate. HSA also serves as the contract manager and primary liaison with the contracted healthcare provider, meeting weekly to review progress toward strategic goals and mission changes, and reviewing staffing vacancies. This level of review and communication ensures the highest level of accountability from the contracted provider, protecting Florida inmates, driving cost savings where possible, and ensuring quality services.

PHYSICAL PLANT

to provide a safe, secure, & humane environment

FDC maintains more than 20 million square feet of infrastructure. This sub-LOE accounts for the necessary repair and replacement of the Department's structures, systems, and equipment in order to preserve a safe, secure, and humane corrections environment. To this end, FDC must continue its multi-year effort to complete necessary upgrades and repairs, construct new and replacement facilities as required, and replace vehicles that meet the standard for disposal.

FACILITY INFRASTRUCTURE:

Over the last year, FDC placed significant emphasis on facility infrastructure by investing \$5.2 million into major repairs and renovations for statewide facilities. Given the scope of the facility maintenance challenge, this investment only kept FDC facilities at a minimally operational level. It is the Department's intent to fully address the needs of all FDC facilities. FDC will look to consistently dedicate funding towards necessary repairs and renovations, new facility construction, addressing environmental challenges, and developing a consolidation plan that places staff and inmates in facilities that are operational, sustainable, and appropriate.

COMPREHENSIVE CORRECTIONAL MASTER PLAN:

FDC's infrastructure is aging and is, in many areas, simply past the point where continued repair is cost effective. Florida's population, geographic distribution, and economy have evolved since the correctional institutions were originally built. Further, FDC's and Florida's respective geographies are such that while 65% of the Department's facility space is in North Florida, nearly 65% of FDC's new inmate commitments originate from Central and South Florida. A comprehensive review of the current situation and a long-range, detailed master plan for re-engineering the physical architecture and geographic distribution of the Department is required if Florida is to realize true cost effectiveness from its corrections system. Unfortunately, FDC lacks the resources required for such a comprehensive review and will be seeking future opportunities to engage external resources in pursuit of an analysis and planning effort.

FLEET:

In addition to significant emphasis on facility infrastructure, the Department has also been working to replace its aging vehicle fleet. To operate facilities and conduct appropriate supervision of offenders in the community, FDC needs reoccurring funds to replace its aged fleet and has designed a five-year plan to bring the Department’s fleet up to DMS standards.

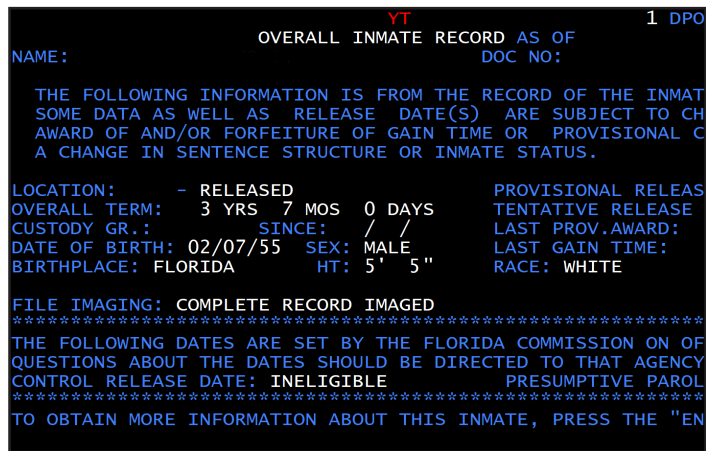


Disabled inmate transport vehicle

**INFORMATION TECHNOLOGY
to maximize resource efficiency & effectiveness**

This sub-LOE captures efforts to maintain and update the Information Technology backbone that allows FDC operations to be conducted over such a large and diverse human and physical geography.

IT INFRASTRUCTURE:



Antiquated OBIS interface

FDC is working towards several goals in enhancing Information Technology infrastructure. These goals include migrating legacy applications to currently supported technologies, augmenting network

infrastructure, developing a roadmap for managing the life cycle of all hardware and software, and updating internal processes for improved customer service. FDC has also worked to develop a roadmap and enterprise architecture which includes a cloud-first strategic plan with an emphasis on reducing the dependency on legacy mainframe applications, replacing paper-based manual processes with automated workflows, and integrating and reinforcing cyber-security controls for the overall protection and support of the Department’s mission. FDC has developed a roadmap for the phased modernization of the Offender Based Information System (OBIS) by replacing old COBOL programs and a costly mainframe platform. However, this will require significant funding and resources to fully accomplish. Cyber-security remains integral to any FDC effort by continuing to develop a robust, compliant security posture that protects the assets of the Department and ensures the continuity of operations.

**ADMINISTRATIVE SUPPORT
to synchronize & standardize operations**

This sub-LOE captures essential functions such as recruitment, roster management, payroll, and staff development. The above encompasses our administrative support functions which synchronize and standardize operations across FDC.

ROSTER MANAGEMENT:

Roster management is the process of organizing and managing the daily assignment of COs by day and shift to ensure a correctional institution’s safe and secure operation. Without an effective roster management system, correctional managers struggle to organize their staff and ensure appropriate staffing levels. The Department’s current Roster Management System (RMS) was developed in 2004 to replace a cumbersome and antiquated paper system. For years, RMS was used successfully by correctional managers to document work, overtime, special assignments, leave, training schedules, etc. However, in recent years, the system’s capabilities are showing their age. As a result, FDC is working to implement a more efficient and effective roster management system with protocols that will further support public, staff, and inmates’ safety and the safety of our correctional institutions.



PART IV | THE END STATE



“I really want you to take hope and even excitement that the status quo can change, is changing, and that we can convince more and more inmates to invest in our cooperative management.”

-FDC Secretary Mark Inch

When it comes to protecting public safety by overseeing convicted persons, the people of the State of Florida look to their Department of Corrections. They rely on the dedicated professionals at FDC to exercise both justice and mercy on their behalf. Doing so requires a massive and complex effort affecting hundreds of thousands of lives. It requires resources commensurate with the scale of the requirement.

This document has described both the challenges faced by FDC in accomplishing the mission set for it and the efforts of our stakeholders and other partners have undertaken to rectify those challenges. The enduring lines of effort lay out the course for future FDC endeavors. The near-term objectives – reducing staff attrition and vacancy rates; reducing inmate violence, addiction, and idleness; enhancing cooperation through positive choices; maximizing

efficient and effective healthcare; and addressing aging infrastructure – define immediate goals and the criteria by which efforts should be judged.

As FDC moves forward, the Department keeps its stakeholders in mind: the public, victims, and the inmates and offenders remanded to custody and supervision. If, over the next several years, FDC is able to successfully implement the initiatives described, stakeholders should expect enhanced public safety and protection for victims and potential victims, as well as enhanced protection of the liability the State naturally incurs by virtue of running a corrections system. More importantly, stakeholders should expect an increased opportunity for improved lives for all those impacted as the state exercises justice and mercy through its Department of Corrections on behalf of the people of Florida.

PART V | FY 19-20 ANNUAL REPORT



MISSION

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

VISION

A state corrections system that sets a nationwide benchmark for corrections excellence by providing effective and efficient correctional and probation services in commitment to our three primary stakeholders: The Public, Victims, and Inmates/Offenders..."Inspiring success by transforming one life at a time."

INSTITUTIONS | INMATE POPULATION

GENERAL CHARACTERISTICS

Gender		
Male	81,889	93.3%
Female	5,847	6.7%
Race/Ethnicity		
White Male	30,870	35.2%
White Female	3,747	4.3%
Black Male	39,874	45.4%
Black Female	1,653	1.9%
Hispanic Male	10,792	12.3%
Hispanic Female	413	0.5%
Other Male	353	0.4%
Other Female	34	0.0%
Age on June 30, 2020		
17 & Under	81	0.1%
18-24	6,194	7.1%
25-34	24,962	28.5%
35-49	32,972	37.6%
50-59	14,835	16.9%
60+	8,692	9.9%
Prior DC Prison Commitments		
0	44,828	51.1%
1	19,182	21.9%
2	10,497	12.0%
3	5,726	6.5%
4+	7,503	8.6%

* Due to rounding, percentages may not total 100%.

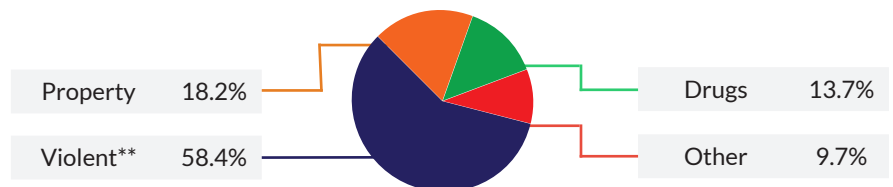
This section includes statistics on Florida's inmate population as of June 30, 2020. Inmate population refers to the 87,736 inmates who were present in the Florida prison system on June 30, 2020. Florida's prison population decreased by 7,890 or 8.3% from the previous fiscal year. This decrease reflects a period during which COVID-19 response led to fewer commitments received from county jails.

The Florida Demographic Estimating Conference held on July 13, 2020, estimated Florida's population at 21,208,589 for FY 2019-20, a 1.8% increase in Florida's population over the last fiscal year. On June 30, 2020, 413.7 of every 100,000 Floridians were incarcerated compared to 492.4 five years ago, in 2016.

GENERAL CHARACTERISTICS BY OFFENSE TYPE

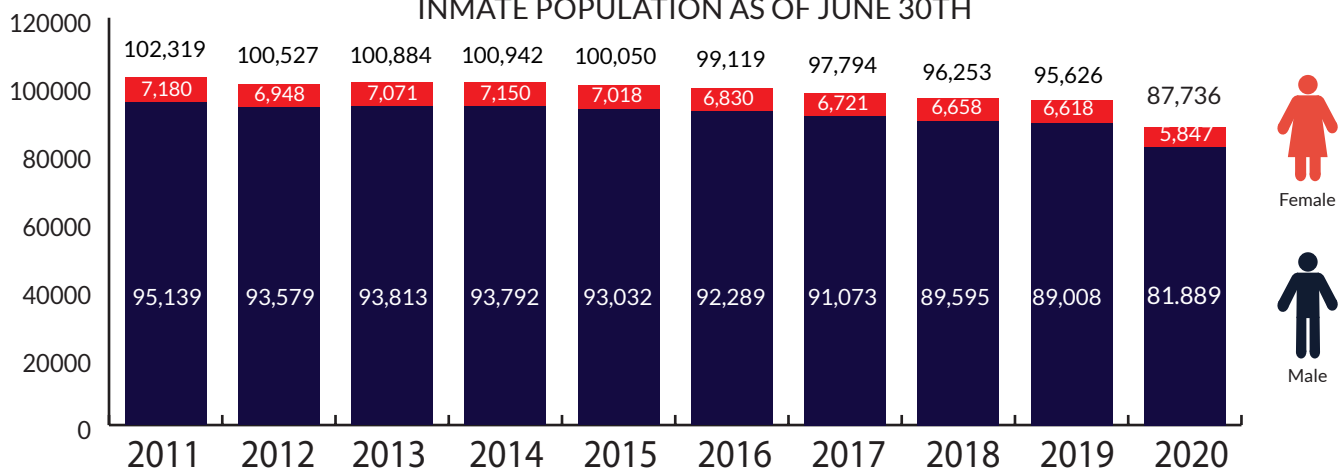
Type of Offense	Number	Percent	Avg. Sentence Length in Years*	Avg. Age
Murder, Manslaughter	15,411	17.6%	36.7	28.5
Sexual Offenses	12,388	14.1%	25.4	34.4
Robbery	10,822	12.3%	22.4	27.2
Violent Personal Offenses	10,932	12.5%	14.4	31.8
Burglary	13,091	14.9%	15.0	30.6
Theft/Forgery/Fraud	5,067	5.8%	6.0	36.9
Drug Offenses	11,986	13.7%	8.3	35.9
Weapons	3,994	4.6%	7.7	31.3
Other	4,045	4.6%	7.2	36.6

* Sentence Lengths of 50 years or longer are coded as 50 years for calculation of averages.



** Violent crimes include murder, manslaughter, and violent personal offenses. Sexual offenses, robbery, burglary, theft/forgery/fraud may also be considered violent in instances where actual physical harm or threat of physical harm, or a reasonable probability existed that individual criminal acts could have resulted in unintended physical harm or the threat of physical harm.

INMATE POPULATION AS OF JUNE 30TH



INSTITUTIONS | INMATE ADMISSIONS

Inmate admissions refer to the number of inmates admitted into the prison system during a given period of time. The following tables and charts detail the characteristics of inmates who were admitted into Florida state prisons from July 1, 2019 - June 30, 2020.

Based on the data presented, inmate admissions for this fiscal year totaled 21,276, decreasing by 26.1% from last fiscal year. Over half of those admitted served time in the Florida state prison system before.

GENERAL CHARACTERISTICS BY OFFENSE TYPE

Type of Offense	Number	Percent	Avg. Sentence Length in Years*	Avg. Age at Admission
Murder, Manslaughter	797	3.7%	25.1	34.6
Sexual Offenses	1,321	6.2%	13.2	40.1
Robbery	1,197	5.6%	8.0	30.1
Violent Personal Offenses	3,305	15.5%	4.1	35.7
Burglary	2,916	13.7%	4.7	33.2
Theft/Forgery/Fraud	3,070	14.4%	2.4	38.7
Drug Offenses	5,002	23.5%	3.1	37.7
Weapons	1,506	7.1%	3.2	32.3
Other	2,162	10.2%	2.9	39.0

* Sentence Lengths of 50 years or longer are coded as 50 years for calculation of averages.

GENERAL CHARACTERISTICS

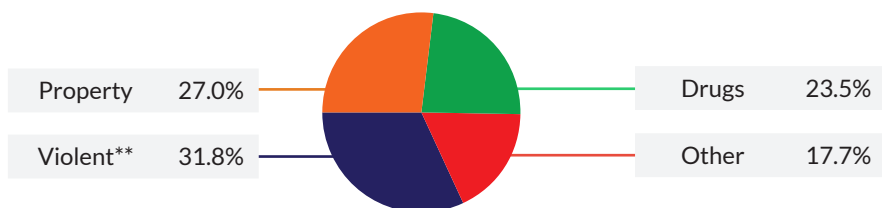
Gender		
Male	18,478	86.8%
Female	2,798	13.2%

Race/Ethnicity		
White Male	8,102	38.1%
White Female	1,956	9.2%
Black Male	8,038	37.8%
Black Female	669	3.1%
Hispanic Male	2,258	10.6%
Hispanic Female	165	0.8%
Other Male	80	0.4%
Other Female	8	0.0%

Age at Admission		
17 & Under	98	0.5%
18-24	3,129	14.7%
25-34	7,503	35.3%
35-49	7,387	34.7%
50-59	2,392	11.2%
60+	767	3.6%

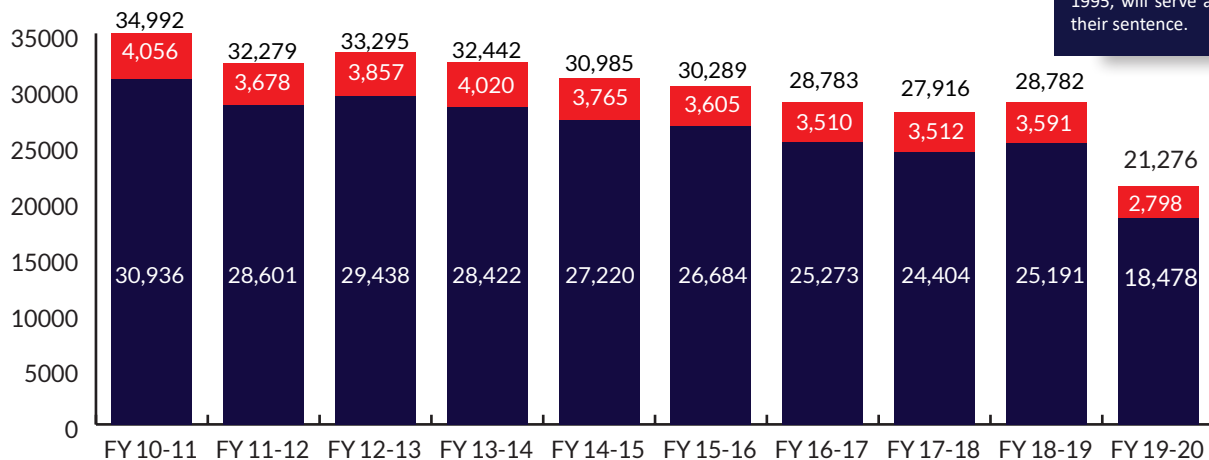
Prior DC Prison Commitments		
0	10,153	47.7%
1	4,926	23.2%
2	2,746	12.9%
3	1,494	7.0%
4+	1,957	9.2%

* Due to rounding, percentages may not total 100%.



** Violent crimes include murder, manslaughter, and violent personal offenses. Sexual offenses, robbery, burglary, theft/forgery/fraud may also be considered violent in instances where actual physical harm or threat of physical harm, or a reasonable probability existed that individual criminal acts could have resulted in unintended physical harm or the threat of physical harm.

INMATE ADMISSIONS OVER TEN FISCAL YEARS



Those who enter prison today for a crime committed on or after October 1, 1995, will serve a minimum of 85% of their sentence.



Female



Male

INSTITUTIONS | INMATE RELEASES

This section includes statistics on the number of inmates who were released from the Florida prison system during the period of July 1, 2019 through June 30, 2020.

- In FY 2019-20, 29,983 inmates were released, a .16% decrease from FY 2018-19.
- Most of the permanent releases were due to expired sentences (18,303 or 61%).
- 17.7% (5,317) were released to conditional release supervision for more serious offenders, and 15.1% (4,521) were released to probation or community control.
- The majority of inmates released in FY 2019-20 were white (14,409 or 46.9%), with Blacks making up 41.8% (12,531), and Hispanics totaling 10.9% (3,279).
- 37.6% (111,259) were between the ages of 35-49 and 33.4% (10,019) were between the ages of 25-34.

RELEASE BY OFFENSE TYPE

Type of Offense	Number	Percent	Avg. Sentence Length in Years*	Avg. Age at Release
Murder, Manslaughter	823	2.7%	20.3	46.4
Sexual Offenses	1,629	5.4%	11.2	45.8
Robbery	2,177	7.3%	9.2	35.6
Violent Personal Offenses	4,638	15.5%	4.1	37.8
Burglary	4,747	15.8%	5.4	36.0
Theft/Forgery/Fraud	4,425	14.8%	2.7	39.6
Drug Offenses	6,911	23.1%	3.4	39.3
Weapons	2,072	6.9%	3.4	34.6
Other	2,561	8.5%	2.9	40.3

* Sentence Lengths of 50 years or longer are coded as 50 years for the calculation of averages.

GENERAL CHARACTERISTICS

Gender		
Male	26,367	87.9%
Female	3,616	12.1%

Race/Ethnicity		
White Male	11,494	38.3%
White Female	2,555	8.5%
Black Male	11,694	39.0%
Black Female	837	2.8%
Hispanic Male	3,071	10.2%
Hispanic Female	208	0.7%
Other Male	108	0.4%
Other Female	16	0.1%

Age at Release		
17 & Under	13	0.0%
18-24	2,871	9.6%
25-34	10,019	33.4%
35-49	11,259	37.6%
50-59	4,105	13.7%
60+	1,716	5.7%

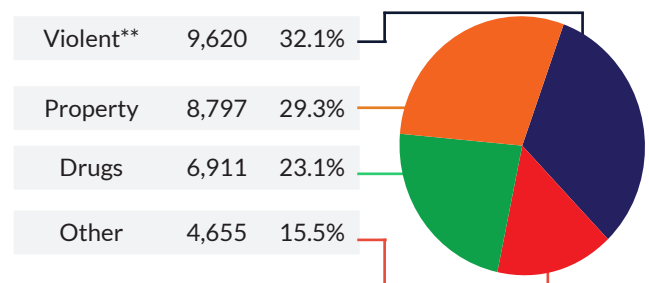
Prior DC Prison Commitments		
0	14,321	47.8%
1	7,126	23.8%
2	3,703	12.4%
3	2,083	6.9%
4+	2,750	9.2%

* Due to rounding, percentages may not total 100%.

FDC defines inmate recidivism as a return to prison, as the result of either a new conviction or a violation of post-prison supervision, within three years of their prison release date. Recidivism is calculated by comparing an inmate's prison release date to the date of readmission to prison over a three-year period.

Recidivism Rates:

- 2012 releases who returned within 3 yrs.: 25.2%
- 2013 releases who returned within 3 yrs.: 25.4%
- 2014 releases who returned within 3 yrs.: 24.5%
- 2015 releases who returned within 3 yrs.: 24.7%
- 2016 releases who returned within 3 yrs.: 25.4%



** Violent crimes include murder, manslaughter, and violent personal offenses. Sexual offenses, robbery, burglary, theft/forgery/fraud may also be considered violent in instances where actual physical harm or threat of physical harm, or a reasonable probability existed that individual criminal acts could have resulted in unintended physical harm or the threat of physical harm.

For more detailed information regarding FDC recidivism tracking, please see the Recidivism Report published on FDC's website at: www.dc.state.fl.us.

INSTITUTIONS | ELDERLY INMATES

Elderly inmates are defined by 944.02 F.S., as “prisoners age 50 or older in a state correctional institution or facility operated by the Department of Corrections or the Department of Management Services.”

ELDERLY INMATES

As required by Section 944.8041, F.S., FDC, in conjunction with the Correctional Medical Authority, annually reports on the status and treatment of elderly offenders within the correctional system.

The elderly inmate population has decreased by 419 or 1.7% from June 30, 2019, (23,946) to June 30, 2020 (23,527). However, this is likely an outlier due to a decrease in the FDC inmate population during the COVID-19 pandemic. From March 9, 2020, to June 29, 2020, the overall inmate population decreased by 5,765 inmates. This reduction was due to operational changes FDC implemented in March 2020, temporarily halting and then allowing a substantially reduced number of county jail intakes. The elderly inmate population has been increasing over the last five years, from 22,458 on June 30, 2016, to 23,527 on June 30, 2020, a 4.8% (1,069) increase overall.

More specifically:

- Most of the elderly inmates in prison on June 30, 2020, were serving time for sex offenses (22.9%), murder/manslaughter (22.8%) or burglary (11.8%).
- 43.5% of the elderly inmates in prison were white male; 39.8% were black male.
- 44.6% of the elderly inmates in prison had no prior prison commitments.
- The 23,527 elderly inmates in prison on June 30, 2020, represented 26.8% of the total inmate population.
- During FY 2019-20, elderly inmates accounted for 59.2% of all episodes of outpatient events, 56.0% of all hospital admissions, and 58.3% of all in-patient hospital days, although they only represented 26.8% of the total prison population.

HEALTHCARE CHALLENGES REGARDING ELDERLY INMATES

As the population of elderly inmates continues to increase, the cost to house and treat these inmates also substantially increases.

The cost of healthcare for the elderly is very high compared to non-elderly inmates for several reasons:

Episodes of outside care for elderly inmates increased from 10,553 in FY 08-09 to 17,168 in FY 19-20, which is generally more expensive than in-house treatment.

In FY 08-09, elderly inmates accounted for 42% of all in-patient hospital days. By FY 19-20, that percentage increased to 58.3%.

Older patients have a longer length of in-patient hospital stay than younger patients. This results in increased costs for hospitalists and other providers (and, in the case of patients who are not housed at secure hospital units, security and transport costs).

GENERAL CHARACTERISTICS

Gender		
Male	22,367	95.1%
Female	1,160	4.9%
Race/Ethnicity		
White Male	10,226	43.5%
White Female	777	3.3%
Black Male	9,368	39.8%
Black Female	309	1.3%
Hispanic Male	2,656	11.3%
Hispanic Female	65	0.3%
Other Male	117	0.5%
Other Female	9	0.0%
Age on June 30, 2020		
50-54	8,007	34.0%
55-59	6,828	29.0%
60-64	4,485	19.1%
65-69	2,321	9.9%
70-74	1,155	4.9%
75-79	496	2.1%
80-84	175	0.7%
85-89	48	0.2%
90-94	9	0.0%
95+	3	0.0%
Prior DC Prison Commitments		
0	10,497	44.6%
1	3,718	15.8%
2	2,657	11.3%
3	2,096	8.9%
4+	4,559	19.4%

* Due to rounding, percentages may not total 100%.

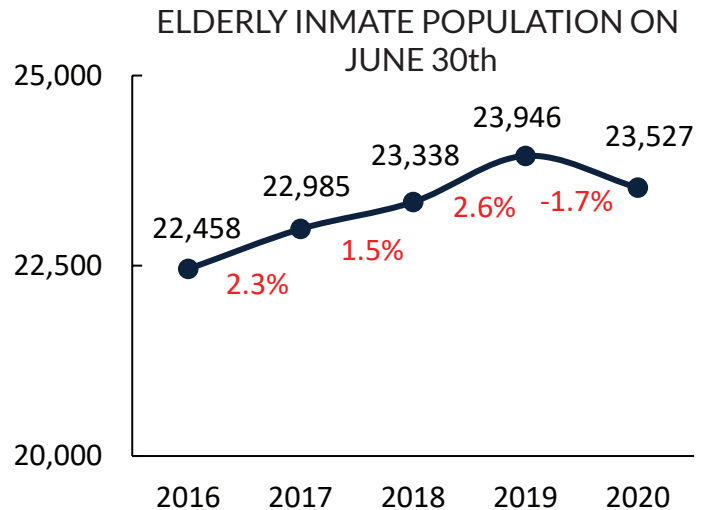
INSTITUTIONS | ELDERLY INMATES

SERVICES AND HOUSING

FDC has a comprehensive system for ensuring elderly inmates receive appropriate medical, mental health, and dental services under a managed care model. All inmates are screened at a reception center after intake from the county jail, to determine their current medical, dental, and mental healthcare needs. This includes assessments for auditory, mobility, vision disabilities, and the need for specialized services. Additionally, FDC has a process for a quarterly review of service plans for impaired and disabled elderly inmates.

Elderly inmates are housed in most of FDC's major institutions corresponding with their custody level and medical/mental health status. Some of the more specific institutional programs and processes tailored to elderly inmates include:

- By Department policy, all inmates (including those aged 50 and older) who have limitations in the performance of activities of daily living are assessed and diagnosed by a physician, provided with a service plan that is designed to meet their medical and mental health needs, and housed consistent with their custody level and medical status.
- Inmates who are blind, deaf, require a walker, or a wheelchair, or who have more specialized housing and/or service needs are assigned only to institutions designated for such custody and care.
- Per policy, each institution has a disabled inmate committee that functions as a multidisciplinary team working together for the development, implementation, and monitoring of an individualized service plan for each disabled inmate. As mentioned above, the committees review service plans for all disabled inmates quarterly, at a minimum.
- Inmates are monitored at regular intervals for chronic illnesses, and, once they turn 50, automatically receive a periodic screening every year (as opposed to every five years before age 50).
- Periodic dental oral examinations are performed annually when the inmate turns 50 (as opposed to every two years prior to age 50).
- Mental health services for elderly inmates include assessment, consultation, and treatment services in order to facilitate the inmate's ability to adequately function in a prison environment. As part of the healthcare screening processes, inmates are examined for signs of Alzheimer's or other forms of dementia.



This situation is not unique to Florida according to PEW Charitable Trust:

"Nearly every state is seeing that upward tick in elderly state prisoners. For state prisons, the consequence of that aging is money, more and more of it every year. Health care for aging prisoner's costs far more than it does for younger ones, just as it does outside prison walls. Corrections departments across the country report that healthcare for older prisoner's costs between four and eight times what it does for younger prisoners."

The cost of providing care to the elderly population is not unique to Florida according to PEW Charitable Trust:

"Bureau of Justice Statistics found, older inmates are more susceptible to costly chronic medical conditions. They typically experience the effects of age sooner than people outside prison because of issues such as substance use disorder, inadequate preventive and primary care before incarceration, and stress linked to the isolation and sometimes violent environment of prison life.

For these reasons, older individuals have a deepening impact on prison budgets. Estimates of the increased cost vary. The National Institute of Corrections pegged the annual cost of incarcerating those 55 or older who have chronic and terminal illnesses at two to three times that for all others on average. More recently, other researchers have found that the cost differential may be wider."

February 20, 2018 Aging Prison Populations Drive Up Costs by: Matt McKillop & Alex Boucher

INSTITUTIONS | ELDERLY INMATES

FDC contracts with a correctional healthcare company, Centurion of Florida, LLC, to provide comprehensive healthcare services to approximately 88,000 inmates statewide. Demand for bed space for elderly inmates with chronic medical needs is very high. Though Centurion is providing care to all elderly inmates, FDC retained responsibility for assigning and transferring elderly inmates with chronic medical needs to specialty beds. This ensures elderly inmates with the highest levels of acuity are placed in the most appropriate setting.

For quality assurance, healthcare procedures and health services bulletins are reviewed annually to ensure they reflect the latest standards of care, with acuity level, age and other factors. Contracted staff are trained on an annual basis to inform them of all recent updates and standards of care. Additionally, FDC has an inmate grievance appeal process established in Florida Administrative Code that allows inmates to submit appeals directly to central office staff. The healthcare grievances are screened by a registered nurse and personally reviewed by the Health Services Director and the appropriate discipline directors for Medical, Mental Health, Dental, Pharmaceutical, and/or Nursing services. This process includes a review of the inmate's health care record to ascertain if appropriate care has been provided.

Currently, the facilities listed below serve relatively large populations of elderly inmates. Housing these inmates separate from the general population reduces the potential for predatory and abusive behavior by younger, more aggressive inmates and promotes efficient use of medical resources.

The Reception and Medical Center has a 120-bed licensed hospital on-site in Lake Butler, Florida, and cares for chronically ill, elderly inmates in different dorms on campus.

Central Florida Reception Center, South Unit, is specifically designated for special needs inmates, including the elderly, as well as palliative care inmates.

Zephyrhills Correctional Institution has two dorms specifically designed for elderly inmates as well as inmates with complex medical needs.

Lowell Correctional Institution has a dorm specifically designated for female inmates with complex medical needs, including the elderly.

South Florida Reception Center - South Unit includes 487 beds for inmates age 50+. F-Dorm at South Florida Reception Center features 84 beds designated for long-term and palliative care. The facility also provides step down care for inmates who can be discharged from hospitals but are not ready for an infirmary level of care at an institution. In January 2021, the 50+ inmate program was moved to Dade CI.

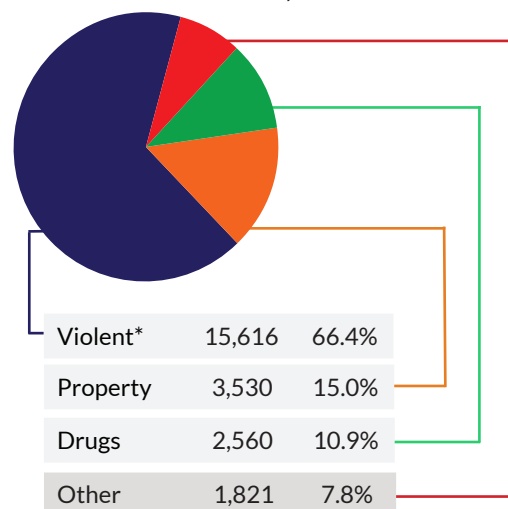
Union Correctional Institution includes 156 beds for inmates age 50+.

FDC has eight (8) Transitional Care Units, which are inpatient mental health units where elderly inmates with impairment in mental and cognitive functioning receive necessary care in a safe and protective environment.

ELDERLY POPULATION BY OFFENSE
TYPE ON JUNE 30, 2020

Type of Offense	Number	Percent
Murder, Manslaughter	5,362	22.8%
Sexual Offenses	5,378	22.9%
Robbery	2,280	9.7%
Violent Personal Offenses	2,307	9.8%
Burglary	2,771	11.8%
Theft/Forgery/Fraud	1,357	5.8%
Drug Offenses	2,560	10.9%
Weapons	486	2.1%
Other	1,026	4.4%

ELDERLY POPULATION BY OFFENSE
TYPE ON JUNE 30, 2020



* Violent crimes include murder, manslaughter, and violent personal offenses. Sexual offenses, robbery, burglary, theft/forgery/fraud may also be considered violent in instances where actual physical harm or threat of physical harm, or a reasonable probability existed that individual criminal acts could have resulted in unintended physical harm or the threat of physical harm.

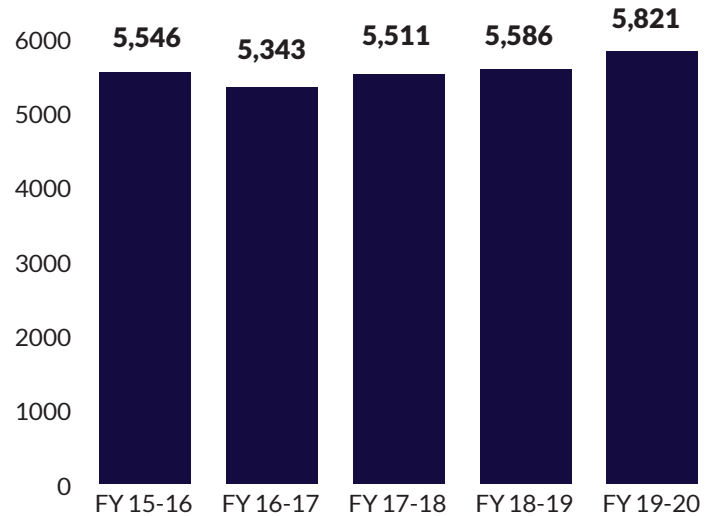
INSTITUTIONS | ELDERLY INMATES

CORRECTIONAL MEDICAL AUTHORITY (CMA)

In its FY 2018-19 Annual Report and Update on the Status of Elderly Offender's in Florida's Prisons, the CMA agrees with national findings.

"Correctional experts share a common view that many incarcerated persons experience accelerated aging because of poor health, lifestyle risk factors, and limited healthcare access prior to incarceration. Many inmates have early-onset chronic medical conditions, untreated mental health issues, and unmet psychosocial needs that make them more medically and socially vulnerable to experience chronic illness and disability approximately 10-15 years earlier than the rest of the population."

ELDERLY INMATE RELEASES OVER FIVE FISCAL YEARS



CHALLENGES FOR THE FUTURE

The average inmate is now over 40 years old, versus 32 years old in 1996. The aging population is estimated to continue to increase at a rapid pace as the next decade approaches. FDC has developed a projection of the elderly inmate population growth based on Criminal Justice Estimating Conference (CJEC) population estimates. Though the projection for growth of the total inmate population is relatively flat over the next five years (a projected increase of 1,314 inmates), the elderly population is expected to increase from 25% of the total population (23,946 as of July 31, 2019) to 29.8% during that same five-year period. This represents an increase of 4,799 inmates, bringing the estimated total of elderly inmates to 28,745 by June 30, 2024.

Section 947.149, F.S., establishes the Conditional Medical Release (CMR) program, which is managed by the Florida Commission on Offender Review (FCOR). Under the current Statute, an inmate must be permanently incapacitated or terminally ill to be eligible for consideration for a CMR. A potential solution to reducing elderly inmate populations would be to add a third category of eligibility, for the infirmed elderly population or inmates with debilitating illness, as many of the aging inmates are also chronically ill. However, one limiting factor to consider is the criminogenic background of the inmate. As of June 30, 2020, 66% of all elderly inmates had been incarcerated for violent crimes. These violent histories may deter any decision for early release.

Until new strategies are implemented to aid in reducing elderly inmate populations, FDC continues to assess the growing need for appropriate bed space for elderly inmates, especially those with complex medical or mental health needs, and implement solutions to meet the demand. FDC has constructed and opened a 598-bed Residential Mental Health Continuum of Care (RMHCC) program at Wakulla Correctional Institution. The RMHCC is an innovative initiative that uses specialized residential mental health units to improve treatment outcomes, promote safety and reduce costs. These specialized units provide protective housing and augmented treatment for inmates whose serious mental illness makes it difficult for them to adjust to the prison environment. The RMHCC uses specialized mental health units for diversion, stabilization, habilitation, and rehabilitation, creating an inter-connected continuum of care at a singular location. This facility includes a Cognitive Treatment Unit where inmates with mild to moderate dementia or traumatic brain injury receive specialized testing and services in a safe environment.

INSTITUTIONS | YOUTHFUL OFFENDERS

Section 958.11 (9), F.S., requires FDC to include in its Annual Report the assignment of youthful offenders (YOs) in its facilities. There are various means by which YOs are categorized within FDC. The assignment of these youthful offenders by facility and category for FY 19-20 is identified in the below table.

Department-Designated Youthful Offender

Section 958.11 (4), F.S., authorizes FDC to classify a person as a YO if they are at least 18 years of age, or have been transferred for prosecution to the criminal division of the circuit court pursuant to Chapter 985. The offender cannot have been previously classified as a YO, cannot be found guilty of a capital or life felony, be older than 24 and cannot be sentenced to more than 10 years.

Department-Declared Vulnerable Youthful Offender

Section 958.11 (6), F.S., authorizes FDC to assign an inmate to a YO facility if their age does not exceed 19 years and if FDC determines that the inmate's mental or physical vulnerability would jeopardize his or her safety in a non-youthful facility. Additionally, the inmate cannot be a capital or life felon.

Court-Ordered Youthful Offender

Section 958.04, F.S., authorizes the court to sentence as a YO any person that is at least 18 years of age, or has been transferred for prosecution to the criminal division of the circuit court pursuant to Chapter 985. The person must have been younger than 21 years of age at the time the sentence was imposed for offenses committed on or after October 1, 2008. Additionally, the offender cannot have been previously classified as a YO, cannot have been found guilty of a capital or life felony, and cannot have been sentenced to prison for greater than 10 years.

Young Adult Offender

Section 944.1905 (5)(a), F.S., mandates that FDC assign any inmate under 18, not meeting the provisions of section 958, to a YO facility. Such inmates are assigned to YO facilities until 18 years of age, but may remain assigned until age 21 if FDC determines that continued assignment is in the best interest of the inmate and the assignment does not pose an unreasonable risk to other inmates in the facility.

Recidivism

Section 958.045(14), F.S., mandates that FDC shall develop a system for tracking recidivism, including, but not limited to, rearrests and recommitment of youthful offenders, and shall report on that system in its annual reports of the programs. Recidivism is calculated by comparing an inmate's prison release date to the date of rearrest or readmission to prison over a three-year period. Youthful offenders were defined as inmates who were less than 21 years of age at admission and were less than 24 years of age at release with a youthful offender provision. This excludes inmates convicted of a capital or life felony offense. Of the 572 inmates released in 2016 who met this criteria, 76.4% were rearrested and 38.5% were returned to prison within three years of release.

Location	Department-Designated Youthful Offenders	Inmates with Emotional/Physical Vulnerability	Court-Ordered Youthful Offenders	Young Adult Offender	Total Population
Central Florida Reception Center - Main	1	0	2	0	3
Lake City Correctional Facility (Private)	454	1	349	15	819
Lowell CI	38	1	13	1	53
Northwest Florida Reception Center - Annex	0	0	1	0	1
Reception and Medical Center - Main	2	0	12	0	14
South Florida Reception Center	22	0	3	0	25
Suwannee CI	32	0	36	8	76
Work Release Centers	16	0	12	0	28
All Other Facilities	57	1	51	10	119
Total	622	3	479	34	1,138

INSTITUTIONS | VIOLENT PREDATORS

In 1998, the Florida Legislature enacted the Involuntary Civil Commitment of Sexually Violent Predators Act allowing for the civil commitment of sexually violent predators. The Act defines “Sexually Violent Predators” as persons who have been convicted of a sexually violent offense and have a mental abnormality or personality disorder that makes them likely to engage in future acts of sexual violence if not confined in a secure facility for long-term control, care, and treatment.

Section 394.931 F.S., requires FDC to compile recidivism data on those referred, detained, or committed to FDC as part of the Sexually Violent Predators Program (SVPP) and include the data in FDC’s annual report. In this instance, recidivism is defined by FDC as the return to prison because of either a new conviction, or a violation of post-release supervision any time after referral to the SVPP.

The SVPP is part of the Substance Use Disorder and Mental Health Program Office of Department of Children and Families (DCF). Individuals with a history of qualifying sexually motivated offenses are referred to SVPP prior to their release from FDC, Department of Juvenile Justice (DJJ), Florida State Hospital, and county jails. SVPP collects all available information about the referred individual's sexual, criminal, mental health, and personal history and determines whether this individual meets the clinical definition as a sexually violent predator as defined by the Act. DCF makes a recommendation to the state attorney regarding whether a petition should be filed to pursue civil commitment. The court determines whether the individual is a sexually violent predator to be committed to DCF.

The following table presents data on those referred, detained or committed to the SVPP by one of the four agencies and tracks those that returned to prison after SVPP referral.

RECIDIVISM OF OFFENDERS REFERRED, DETAINED, OR COMMITTED TO SVPP

Fiscal Year of Release	Referral Source									
	Assistant State Attorney / County Jails		FDC		DJJ		DCF State Hospital		Total	
	No Return	Returned	No Return	Returned	No Return	Returned	No Return	Returned	No Return	Returned
FY 2015-16	170	150	2,497	1,332	14	7	48	6	2,729	1,495
FY 2016-17	169	99	2,555	1,183	10	5	59	4	2,793	1,291
FY 2017-18	153	71	2,746	960	5	0	58	2	2,962	1,033
FY 2018-19	180	50	3,040	658	12	4	81	0	3,313	712
FY 2019-20	178	16	3,520	283	5	0	54	0	3,757	299

INSTITUTIONS | EDUCATION

FDC provides academic education, career and technical education, library services, and life skills programs to incarcerated individuals. The programs are designed to help inmates better themselves and equip them with competencies conducive to successful social reintegration. FDC administers the programs utilizing credentialed, certified teachers, with the assistance of Inmate Teacher Assistants (ITA) and volunteers.

A summary of participants and graduates of these programs are illustrated below. A detailed list of the inmate programs offered through FDC is listed in this report's appendix.

FY 2019-20 EDUCATION, CAREER, AND TECHNICAL CERTIFICATES AWARDED

Type of Award Locations	GED	Vocational Certificates	Industry Certificates	Total
Correctional Institutions	580	1,733	2,475	4,788
Private Institutions	186	634	97	917
Total	766	2,367	2,572	5,705

During FY 2019-20, a total of **17,737** inmates participated in academic education programs and **5,856** inmates participated in career and technical classes.

PARTICIPATION IN CORRECTIONAL EDUCATION CLASSES IN FY 2019-20

Enrollments	Mandatory Literacy (MLP)	Adult Basic Education (ABE)	GED	Career Technical Education (CTE)	Total
Correctional Institutions					
Number of Participants*	7,284	3,320	1,340	3,839	15,783
Number of Completions**	776	186	580	1,130	2,672
Private Institutions					
Number of Participants	1,815	1,713	292	2,029	5,849
Number of Completions**	277	86	186	677	1,226
Total Completions	1,053	272	766	1,807	2,846

*Includes carryover enrollments from FY 2018-19 and new enrollments during FY 2019-20.

*Participants and Completers may be counted across all the programs.

*MLP Participant is defined as an inmate with less than 6.0 TABE score (most recent score upon enrollment), with more than 2 years to be released

*ABE Participant is defined as an inmate with less than 9.0 TABE score (most recent score upon enrollment), with less than 2 years to be released

*GED Participant is defined as an inmate with TABE score between 9.0 and 12.9 (most recent score upon enrollment).

*CTE Participant is defined as an inmate who participated in any kind of vocational or industrial credential programs

**MLP Completer is defined as an inmate with less than 6.0 TABE score who achieved 6.0 or higher TABE score after academic program enrollment during the fiscal year.

**ABE Completer is defined as an inmate with less than 9.0 TABE score who achieved 9.0 or higher TABE score after academic program enrollment during the fiscal year.

**GED Completer is defined as an inmate who earned a GED during the fiscal year.

**CTE completer is defined as an inmate who was discharged from vocational or industrial credential programs with "CMP" or "CXS" during the fiscal year

INSTITUTIONS | LITERACY LEVELS

Section 944.801,(3),(g), F.S., requires FDC to include in its Annual Report a summary of change in literacy levels of Correctional Education students during the fiscal year. To that end, this section presents the results of Test of Adult Basic Education (TABE) for CE students. TABE tests administered to students during FY 2019-20 were scored using TestMate and the Advanced Module of the TestMate System (test scoring and reporting system). Inmate names and DC numbers were used to track those who achieved literacy level completions as indicated by their pre-test and post-test assessments during this period.

This summary includes the 3,955 inmate students who, during this period, had matching pre- and post-test assessments in all three of the subject areas: Mathematics, Reading, and Language. The chart below illustrates the academic gains made in each subject in terms of completing at least one or more literacy completion levels. The gains shown below only represent students who completed a TABE pre- and post-test. In terms of Mathematics matching scores, 42.6% of inmate students demonstrated gains of one or more levels. In Reading, 44.7% of inmate students advanced one or more levels. For Language, 45.2% of the inmate students showed academic gains of one or more levels.

AVERAGE GAINS EXPRESSED IN GRADE LEVEL

Pre-test Level (total inmates with both pretest and post-test: 3,955)	Math			Reading			Language		
	Inmates Who Did Not Improve the Level	Inmates Who Advanced One or More Level	All Inmates With Both Pre-and Post-test	Inmates Who Did Not Improve the Level	Inmates Who Advanced One or More Level	All Inmates With Both Pre-and Post-test	Inmates Who Did Not Improve the Level	Inmates Who Advanced One or More Level	All Inmates With Both Pre-and Post-test
ABE Beginning Literacy (0.0-1.9)	173	157	330	164	181	345	350	259	609
ABE Beginning Basic Education (2.0-3.9)	782	677	1,459	763	495	1,258	943	700	1,643
ABE Intermediate Low (4.0-5.9)	1,207	685	1,892	869	630	1,499	774	624	1,398
ABE Intermediate High (6.0-8.9)	469	394	863	783	559	1,342	446	372	818
ASE Low (9.0-10.9)	9	45	54	144	287	431	68	153	221
ASE High (11.0-12.9)	1	5	6	12	59	71	3	21	24
Total	2,641	1,963	4,604	2,735	2,211	4,946	2,584	2,129	4,713

Pretest: most recent TABE test before first enrollment up to 30 days after first enrollment (since 1-1-2019)

Posttest: Highest TABE test taken during FY 2020 (after the pretest and enrollment date)

Advanced One or More Level: Posttest achieved was higher than the pretest scale level; For ASE High (11.0-12.9) group, 'Advanced' means the inmate passed the GED or TABO subject test.

INSTITUTIONS | INMATE DRUG TESTING

Section 944.473 (3), F.S., mandates that FDC report the number of random and reasonable suspicion substance abuse tests administered in the fiscal year, the number of positive and negative results, and the number of inmates requesting and participating in substance use disorder treatment programs as part of its Annual Report.

FDC's Inmate Drug Testing Unit currently oversees the random drug testing program, substance use disorder program drug testing and "for cause" drug testing for all correctional facilities statewide and randomly drug tests thousands of inmates annually.

Inmates are chosen for random and substance use disorder program drug testing based on a random computer-generated selection system. Selection of inmates for "for cause" drug testing is based on reasonable suspicion of involvement with drugs or alcohol.

Drug testing enables FDC to detect and identify inmates using illicit drugs, including abuse of prescription drugs or alcohol. Furthermore, the role of drug testing has been recognized as highly effective in identifying those who have substance use disorder problems, getting inmates into treatment, and monitoring them during the treatment process.

DRUG TEST RESULTS FOR FY 2019-20

Type of Test*	Valid Tests	Negative Tests	Positive Tests	Positive Rate	Drug test Positive					Total
					Alcohol	Cannabis	Cocaine	Opiates	Other	
Random	66,083	65,736	347	0.5%	2	282	24	7	59	374
For Cause	2,268	1,759	509	22.4%	4	217	14	7	292	534

During FY 2019-2020 there were 86 inmates who participated in a substance use disorder treatment course with a positive drug test within a year prior to enrollment; 42 inmates were considered repeat substance use disorder offenders, having 2 or more positive drug tests during FY 2019-2020. Compare this with results from the previous fiscal year in which there were 85 inmates who enrolled in a substance use disorder treatment course with a drug test within a year prior to enrollment and 26 inmates had at least two positive random or for-cause drug tests. One of the more recent substance use disorder problems plaguing Florida institutions is the use of synthetic cannabinoids (K2 or spice), cathinones (bath salts), and opioids such as Fentanyl. Some drug users, especially those undergoing drug treatment or rehabilitation, resort to these synthetic drugs as an alternative to marijuana. K2 and related synthetic substances are considered highly dangerous. Some of the adverse effects associated with these drugs include aggression, mood swings, altered perception, paranoia, panic attacks, heart palpitations, and respiratory complications.

Synthetic drugs have been difficult to control because they can be derived from common household products. Additionally, they are typically blended with other substances or coated on other materials making them almost impossible to identify and to determine their makeup or quantity. Although some synthetics are currently classified as controlled substances, most are undetectable by standard drug testing. Recently, new drug testing kits have become available that are capable of detecting some of the compounds in K2, Spice and Fentanyl through urine or blood testing. FDC currently tests inmate population for K2 both randomly, in instances where there is reason to believe an inmate has used K2 (for-cause testing), and for inmates participating in mandatory substance use disorder programs. To combat the use of synthetic drugs, FDC continues to apply new approaches and technologies to both eliminate the introduction of contraband in the institutions, as well as to detect and treat their effects on inmates.

INSTITUTIONS | SUBSTANCE USE

IN-PRISON

Inmates incarcerated in correctional institutions are screened for substance use disorder treatment needs.

Outpatient - A four to six-month program, depending upon individual treatment need. Outpatient Services provide individual and group counseling for inmates who have substance use disorder issues that are problematic in their life. Outpatient services can be a step-down program for the more intensive Residential Therapeutic Community or an initial program for those whose time is limited for pre-release services and they need other types of services while still incarcerated in order to have the best opportunity of successful reintegration in the community. Groups meet twice weekly with an individual session held monthly, at a minimum.

Intensive Outpatient - A four to six-month substance use disorder intensive outpatient licensed program provided to inmates at designated institutions throughout the state. Treatment occurs for half a day, at least four days per week and inmates participate in a minimum of 12 hours of counselor supervised activities. These activities include group and individual counseling. The inmates spend the remainder of their days performing institutional work assignments.

Residential Therapeutic Community - A nine to 12-month Therapeutic Community (TC) program housed within an institution. The program is divided into four phases. Inmates are housed together in the same dormitory, segregated from non-program inmates. Services are provided in a positive, supportive environment wherein participants share similar problems of chemical abuse and patterns of criminal thinking. They live and work together to change their lives while residing in the therapeutic community. The TC model emphasizes structure, responsibility, credibility, accountability, discipline, consistency and limit setting with consequences.

ON-SUPERVISION

Offenders on supervision also participate in substance use disorder treatment programs in one of the following forms.

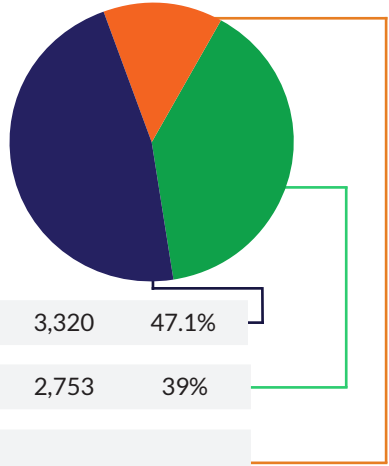
Outpatient - Substance use disorder treatment for offenders who maintain residence and employment in the community. Services provided include assessment, individual, group or family sessions along with drug education classes.

Nonsecure - A six-month residential substance use disorder treatment program consisting of a two-month intensive treatment component followed by a four-month employment/re-entry component.

Secure - This long-term residential substance use disorder treatment program involves a structured environment focusing upon all aspects of substance use rehabilitation including job training and educational programs. This therapeutic community model consists of up to 12 months of intensive treatment and up to six months of an employment and re-entry component.

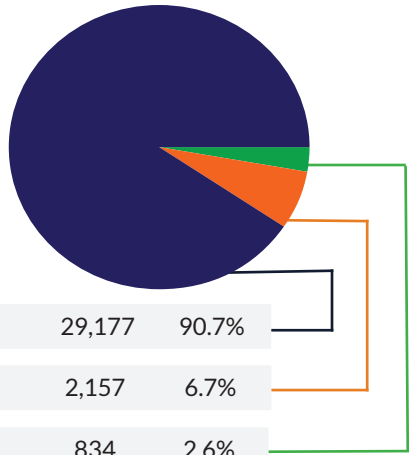
Chapter 944.4731(4) F.S., requires FDC to include in its Annual Report a measure of post release job placement for offenders that participated in Addiction Recovery. The department shall measure offender's employment status one year following completion of the program. In FY 2019-20, 103 offenders completed Addiction Recovery. However, all of the offenders completing the program had less than one year of supervision left at time of program completion. When the offenders completed their term in transitional housing, 22.3% (23 of 103) were employed.

INMATE-BASED SUBSTANCE USE DISORDER PROGRAMS



Outpatient	3,320	47.1%
Intensive Outpatient	2,753	39%
Residential Therapeutic Community	982	13.9%
Total	7,055	100%

COMMUNITY-BASED SUBSTANCE USE DISORDER PROGRAMS



Outpatient	29,177	90.7%
Nonsecure	2,157	6.7%
Secure	834	2.6%
Total	32,168	100%

INSTITUTIONS | RE-ENTRY INITIATIVES

ID CARDS

Pursuant to Section 944.605, (7)(f), F.S., FDC shall provide a report that identifies the number of inmates released with and without identification cards (IDs), specifies any impediments to obtaining IDs, and provides recommendations to improve obtaining release documents and ID cards for all inmates.

A total of 28,473 inmates were released during FY 2019-20. Of this total, FDC was responsible for providing identification cards to 13,919 of the released inmates subject to ID eligibility requirements listed in Section 944.605 (7)(b), F.S.

The total number of inmates released with an ID during FY 2019-20 was 12,099 (86.9%) and the total released without IDs was 1,820 (13.1%). Additionally, of the 1,820 inmates without IDs, 74.5% (1,356) were ID prepared, but unable to acquire an ID prior to release.

ID prepared inmates are those that have obtained and completed all the paperwork necessary to obtain an ID, but were unable to access the Florida Department of Highway Safety and Motor Vehicles FLOW Unit (Florida Licensing on Wheels) identification events held at FDC institutions and privately-operated facilities. Due to the COVID-19 pandemic, the Department of Highway Safety and Motor Vehicles suspended the operation of the FLOW Units.

PARTNER AGENCIES

Pursuant to Section 946.516 (2) F.S., a report on post release job placement and the rate of subsequent contact with the correctional system for those inmates who have participated in the correctional work programs operated by the PRIDE corporation and by FDC shall be included in the Annual Report.

PRIDE is a state-authorized, private, not-for-profit, internationally recognized inmate training company operating general manufacturing and services facilities in correctional institutions throughout the State of Florida. Since 1981, when the Florida Legislature authorized the company to manage and operate the state's correctional industries, PRIDE has trained thousands of prison inmates and has provided them with marketable and accredited job skills.

According to PRIDE's 2019 Annual Report, PRIDE trained 3,291 inmates who worked almost 3.13 million hours in 40 diverse industries, farms, and operations located in 18 correctional facilities. Many of these inmates were trained in modern high technology trades including print and digital information, garments and apparel, furniture manufacturing, vehicle renovation, metal fabrication, as well as dental and optical fields.

Additionally, as provided in its annual report, 94% of PRIDE-trained former inmates were placed into full-time jobs and only 9.9% of PRIDE's former workers recidivate.



Prison Rehabilitative Industries and Diversified Enterprises, Inc. (PRIDE)

PRIDE Enterprises
223 Morrison Road, Brandon, FL 33511
813-324-8700 (phone)
info@pride-enterprises.org
www.pride-enterprises.org

COMMUNITY CORRECTIONS | POPULATION

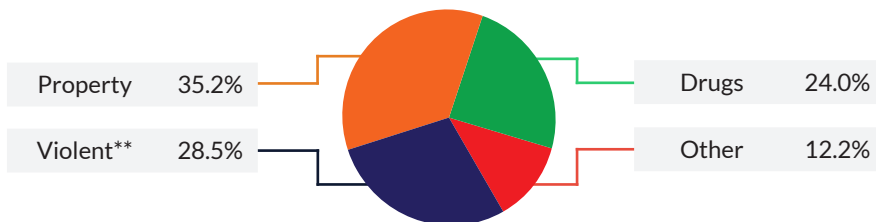
For any specified date, the community supervision offender population consists of ALL offenders actively under supervision and those on supervision but temporarily unavailable for direct supervision because of known and designated reasons.

This section includes statistics on Florida's offender population as of June 30, 2020.

GENERAL CHARACTERISTICS BY OFFENSE TYPE

Type of Offense	Number	Percent	Avg. Sentence Length in Years*	Avg. Age
Murder, Manslaughter	2,681	1.7%	14.8	28.6
Sexual Offenses	7,673	5.0%	10.3	34.9
Robbery	5,195	3.4%	6.6	25.2
Violent Personal Offenses	27,540	17.9%	3.9	33.2
Burglary	15,352	10.0%	4.0	28.5
Theft/Forgery/Fraud	39,805	25.9%	4.3	33.6
Drug Offenses	36,926	24.0%	2.9	33.1
Weapons	5,236	3.4%	3.2	30.7
Other	13,173	8.6%	3.0	36.1

* Sentence Lengths of 50 years or longer are coded as 50 years for calculation of averages.



** Violent crimes include murder, manslaughter, and violent personal offenses. Sexual offenses, robbery, burglary, theft/forgery/fraud may also be considered violent in instances where actual physical harm or threat of physical harm, or a reasonable probability existed that individual criminal acts could have resulted in unintended physical harm or the threat of physical harm.

GENERAL CHARACTERISTICS

Gender		
Male	117,181	76.3%
Female	36,400	23.7%

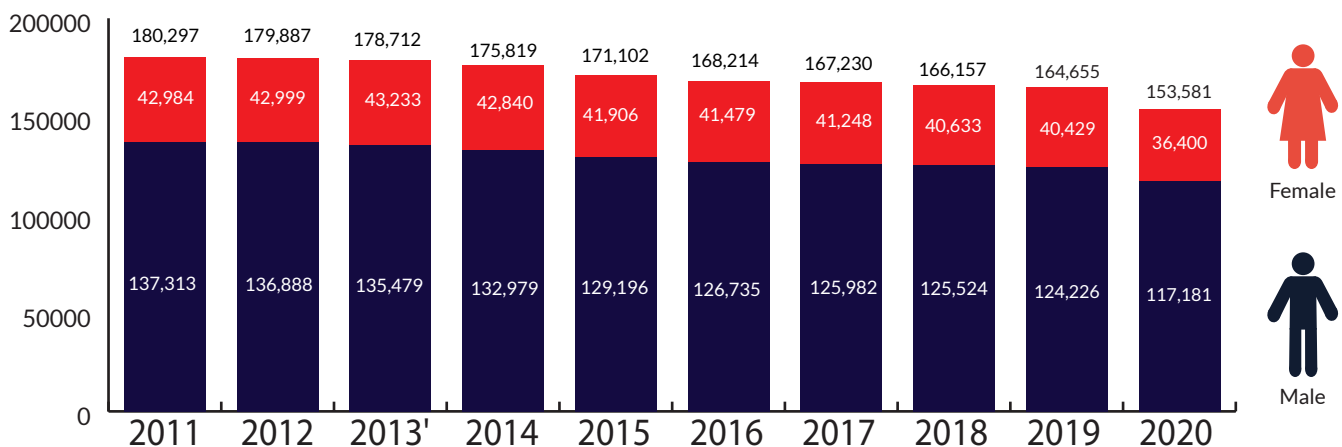
Race/Ethnicity		
White Male	56,107	36.5%
White Female	21,570	14.0%
Black Male	37,292	24.3%
Black Female	10,437	6.8%
Hispanic Male	23,135	15.1%
Hispanic Female	4,188	2.7%
Other Male	647	0.4%
Other Female	205	0.1%

Age		
17 & Under	50	0.0%
18-24	18,239	11.9%
25-34	43,127	28.1%
35-49	52,177	34.0%
50-59	24,079	15.7%
60 and Over	15,909	10.4%

Prior DC Supervision Commitments		
0	91,399	59.5%
1	32,615	21.2%
2	14,192	9.2%
3	7,254	4.7%
4+	8,121	5.3%

* Due to rounding, percentages may not total 100%.

COMMUNITY CORRECTIONS POPULATION AS OF JUNE 30, 2020



COMMUNITY CORRECTIONS | ADMISSIONS

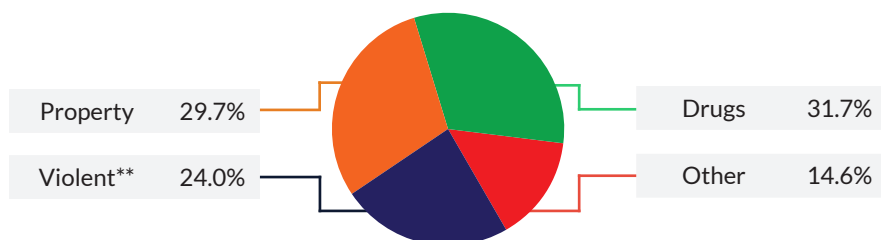
Supervision admissions refer to the number of offenders beginning a new period of community supervision by FDC. This would be the result of a new offense or the revocation of existing supervision followed by an immediate imposition of new supervision. It does not include offenders already on supervision who receive an additional sentence for an offense separate from the one that initially placed them on supervision.

This section includes statistics on the number of offenders who were admitted to the Florida supervision system during the period of July 1, 2019 - June 30, 2020.

GENERAL CHARACTERISTICS BY OFFENSE TYPE

Type of Offense	Number	Percent	Avg. Sentence Length in Years*	Avg. Age at Admission
Murder, Manslaughter	515	0.8%	9.5	43.0
Sexual Offenses	1,431	2.2%	6.5	43.7
Robbery	1,773	2.7%	3.9	34.2
Violent Personal Offenses	11,766	17.9%	2.4	36.3
Burglary	5,770	8.8%	2.7	33.2
Theft/Forgery/Fraud	14,098	21.4%	2.4	35.5
Drug Offenses	20,854	31.7%	2.0	34.7
Weapons	2,723	4.1%	2.3	32.8
Other	6,892	10.5%	2.0	38.0

* Sentence Lengths of 50 years or longer are coded as 50 years for calculation of averages.



** Violent crimes include murder, manslaughter, and violent personal offenses. Sexual offenses, robbery, burglary, theft/forgery/fraud may also be considered violent in instances where actual physical harm or threat of physical harm, or a reasonable probability existed that individual criminal acts could have resulted in unintended physical harm or the threat of physical harm.

GENERAL CHARACTERISTICS

Gender		
Male	48,541	73.7%
Female	17,281	26.3%

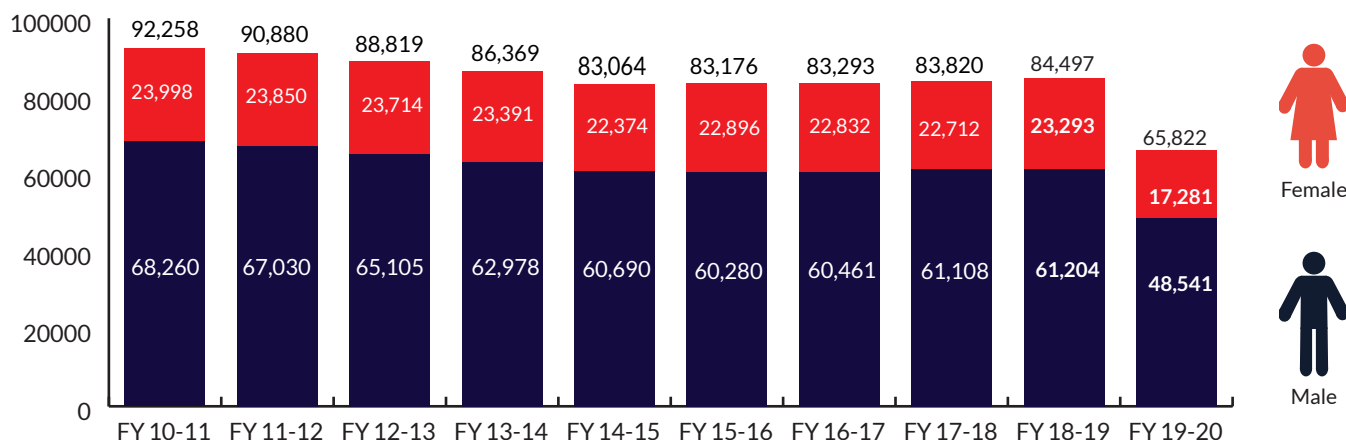
Race/Ethnicity		
White Male	24,144	36.7%
White Female	10,927	16.6%
Black Male	16,613	25.2%
Black Female	4,490	6.8%
Hispanic Male	7,491	11.4%
Hispanic Female	1,767	2.7%
Other Male	293	0.3%
Other Female	97	0.1%

Age at Admission		
17 & Under	101	0.2%
18-24	12,681	19.3%
25-34	22,423	34.0%
35-49	21,063	32.0%
50-59	6,811	10.3%
60+	2,743	4.2%

Prior DC Supervision Commitments		
0	33,170	50.4%
1	15,220	23.1%
2	7,654	11.6%
3	4,259	6.5%
4+	5,519	8.4%

* Due to rounding, percentages may not total 100%.

COMMUNITY CORRECTIONS ADMISSIONS OVER TEN FISCAL YEARS



COMMUNITY CORRECTIONS | RELEASES

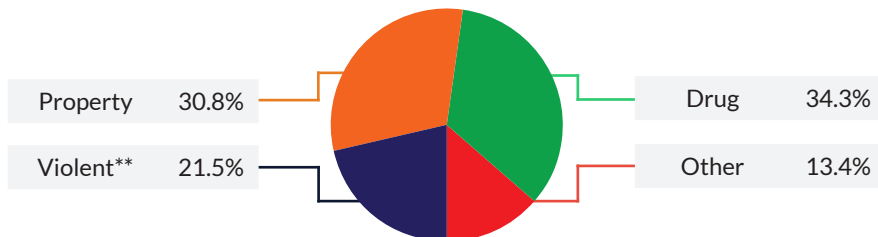
The community supervision release population consists of all offenders permanently removed from FDC from a specific term of supervision due to satisfaction of sentence, a pardon, return to another state, death, revocation, or other court action. The following tables and charts detail the characteristics of offenders who were released from Florida supervision system from July 1, 2019 - June 30, 2020.

- The number of offenders released from community supervision in FY 2019-20 decreased from the previous year, from 84,836 in FY 2018-19 to 75,939 in FY 2019-20.
- Approximately 51.6% of releases had no prior state of Florida community supervision.
- The majority of community supervision releases were between the ages of 25-49 (67.1%).
- 34.3% of community supervision offenders released had drug offenses.

GENERAL CHARACTERISTICS BY OFFENSE TYPE

Type of Offense	Number	Percent
Murder, Manslaughter	505	0.7%
Sexual Offenses	1,349	1.8%
Robbery	1,765	2.3%
Violent Personal Offenses	12,430	16.4%
Burglary	5,983	7.9%
Theft/Forgery/Fraud	17,640	23.2%
Drug Offense	26,077	34.3%
Weapons	2,808	3.7%
Other	7,382	9.7%

* Sentence Lengths of 50 years or longer are coded as 50 years for calculation of averages.



** Violent crimes include murder, manslaughter, and violent personal offenses. Sexual offenses, robbery, burglary, theft/forgery/fraud may also be considered violent in instances where actual physical harm or threat of physical harm, or a reasonable probability existed that individual criminal acts could have resulted in unintended physical harm or the threat of physical harm.

GENERAL CHARACTERISTICS

Gender		
Male	54,850	72.2%
Female	21,089	27.8%

Race/Ethnicity		
White Male	27,550	36.3%
White Female	13,061	17.2%
Black Male	18,159	23.9%
Black Female	5,664	7.5%
Hispanic Male	8,824	11.6%
Hispanic Female	2,232	2.9%
Other Male	317	0.4%
Other Female	132	0.2%

Age at Release		
17 & Under	22	0.0%
18 - 24	12,783	16.8%
25 - 34	26,651	35.1%
35 - 49	24,307	32.0%
50 - 59	8,406	11.1%
60+	3,770	5.0%

Prior DC Supervision Commitments		
0	39,181	51.6%
1	17,916	23.6%
2	8,534	11.2%
3	4,498	5.9%
4+	5,810	7.7%

* Due to rounding, percentages may not total 100%.

A LOOK AT FY 2019-2020 | BUDGET

FDC's Annual Budget for FY 2019-20 was over \$2.7 billion and can be broken down into the following categories:

TOTAL OPERATING EXPENDITURES

Security & Institutional operations	\$1,697,599,729	64.8%
Health Services	\$568,200,209	21.7%
Community Corrections	\$220,430,463	8.4%
Education & Programs	\$74,777,308	2.9%
Department Administration	\$59,812,308	2.3%
Total	\$2,620,820,017	100%

FIXED CAPITAL OUTLAY

Category	Expenditures
Construction/Maintenance	\$23,559,093
Debt Service	\$40,636,487
Total Fixed Capital Outlay	\$,64,195,580

OTHER REVENUES COLLECTED

Collections	Amount
Cost of Supervision Fees ¹	\$19,005,250
Restitution, Fines, Court Cost ²	\$47,306,748
Subsistence and other Court Ordered ²	\$19,699,938
Inmate Bank ³	
Deposits	\$145,822,678
Disbursements	\$143,328,285
Total Assets	\$19,722,931
Other Activity	
Revenue from Canteen Operations ⁴	\$34,595,845
Inmate Telephone Commissions	\$0

¹ All funds are deposited into General Revenue (GR).

² These fees are dispersed to victims, courts and any entity determined by the court.

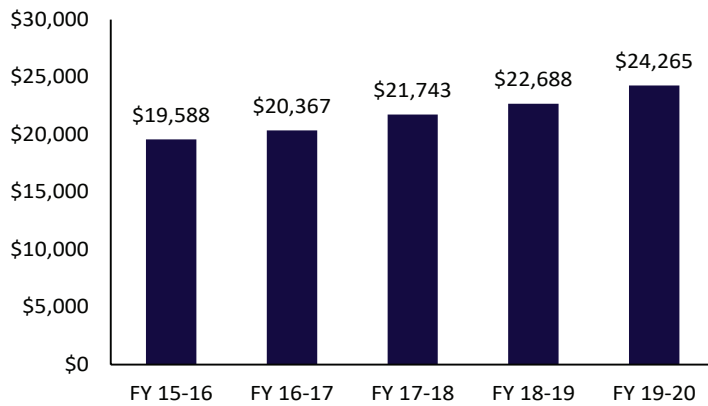
³ Inmate banking funds are for inmate use. FDC does assess a transaction fee.

⁴ These funds are deposited into GR. FDC retains an administrative fee on this program.

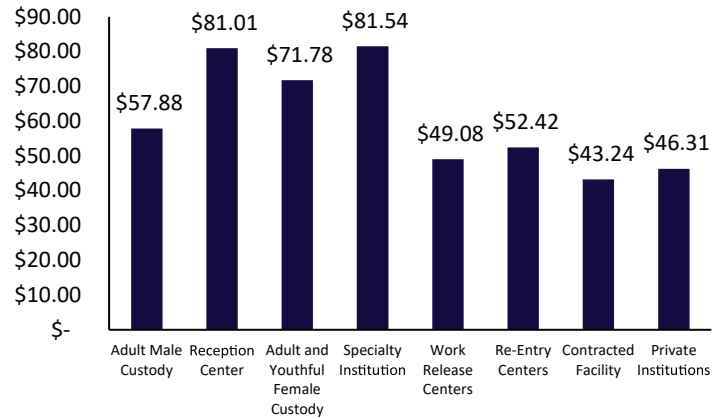


A LOOK AT FY 2019-20 | BUDGET

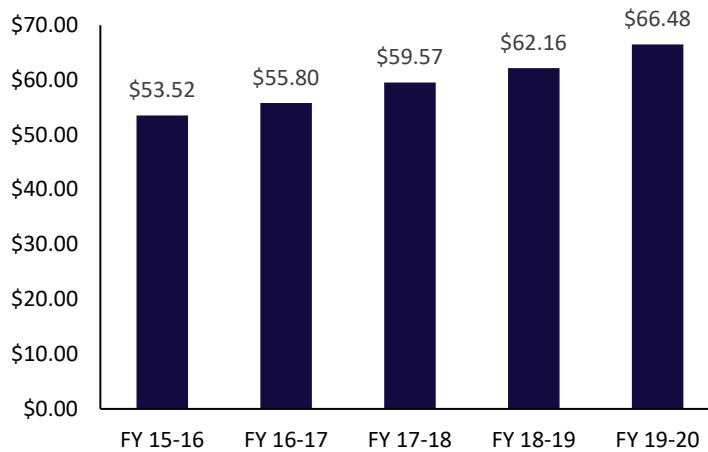
Annual Cost to House an Inmate



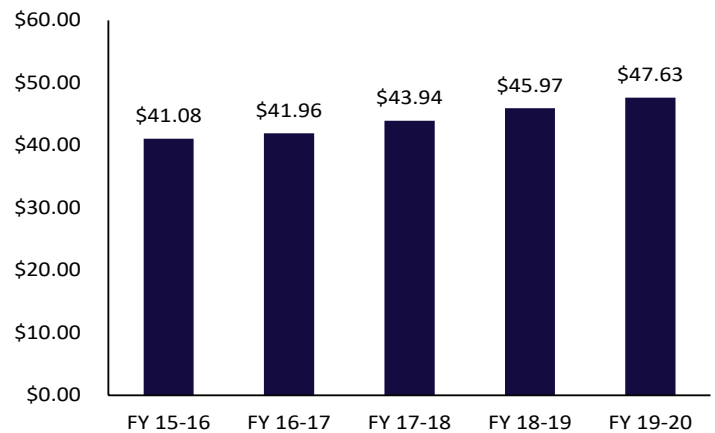
Inmate Cost Per Day by Facility Type



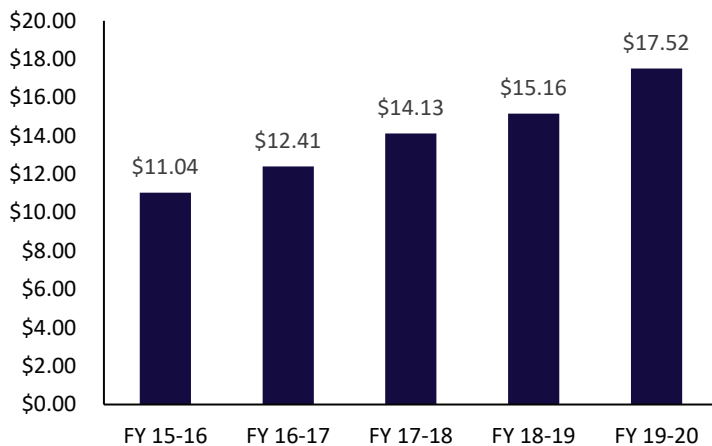
Inmate Costs Per Day



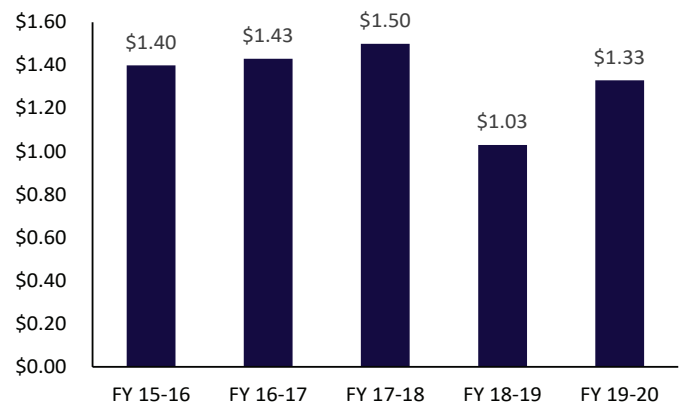
Portion of Daily Cost for Security Operations



Portion of Daily Cost for Health Services



Portion of Daily Cost for Education Services



INSTITUTIONS | INMATE PROGRAMMING

Academic & Special Education:

ASE = Academic Education Program staffed to provide special education services to disabled students

AGE= Adult General Education Program

AE= Academic Education Program for open-population inmates

ITA = Academic Education Program for open-population inmates staffed by one Academic Teacher and Inmate Teaching Assistants

LEA = Academic Education Program operated by local education Department

CE = Contractor Operated Academic Education Program

CF = Child Find reception processing

CM = Close Management education including academic, special education and voluntary literacy as appropriate

T1 = Title I Program

Department special education staff provide appropriate services to all verified special education inmates at work release centers.

Career & Technical Education: Number of programs offered at facility

Re-Entry: X = 100-Hour Transition Course or approved equivalent taught at facility.

Substance Abuse: SA = Screening Assessments; 1 = Intensive Outpatient; 2 = Residential Therapeutic Community; 3 = Outpatient Aftercare/Intervention; A = Aftercare; O = Outpatient; P = Prevention.

Chaplaincy Services: FCBP-Faith and Character Based Programming, PWO-Primary Worship Opportunity, RES-Religious Education Studies, CL-Chapel Library, SM-Sacred Music, SPE-Special Events, Religious Holy Days, and Seminars, CC-Contracted Chaplaincy, GD - Faith and Character Based Dorm Graduate

All correctional institutions provide General Library and Law Library programs. Department special education staff provide appropriate services to all verified special education inmates at work release centers.

LEGEND:

* = Female Facility;

(R)=Re-Entry Center

CI=Correctional Institution

BTU=Basic Training Unit
(Boot Camp)

CRC=Contract

Community Release Center

RC=Reception Center

WC=Work Camp

WRC=Work Release Center

INMATE PROGRAMS AS OF JUNE 30, 2020

Correctional Facilities	100-Hour Transition	Academic & Special Education	Career & Technical Education	Chaplaincy Services	Substance Abuse
Apalachee CI East	X		1	PWO, RES, CL, SM, SPE, FCBP	
Apalachee CI West	X	ITA		PWO, RES, CL, SM, SPE	
Atlantic CRC *	X			RES	
Avon Park CI	X	ASE, T1	4	PWO, RES, CL, SM, SPE	1, 3, P
Baker CI & WC	X	ITA, LEA	4	PWO, RES, CL, SM, SPE	1, O, P
Baker Re-Entry Center (R)	X	ITA	2	CC	2, P
Bartow CRC (TTH Bartow)	X	CE		RES	3
Bradenton Bridge *	X	CE			3
Bridges of Jacksonville	X	CE			3
Bridges of Orlando	X	CE			3
Calhoun CI	X	AGE	2	PWO, RES, CL, SM, SPE, FCBP	
Central Florida RC	X	CF		PWO, RES, CL, SM, SPE	SA
Central Florida RC East	X	ITA		PWO, RES, CL, SM, SPE	
Century CI	X	ITA		PWO, RES, CL, SM, SPE, FCBP, GD	1, 2, O
Charlotte CI	X	ASE, T1, CM	2	PWO, RES, CL, SM, SPE, FCBP	1, O, P
Cocoa CRC (Bridges of Cocoa)	X	CE		RES	3

INSTITUTIONS | INMATE PROGRAMMING

INMATE PROGRAMS AS OF JUNE 30, 2020

LEGEND:

* = Female Facility;

(R)=Re-Entry Center

CI=Correctional Institution

BTU=Basic Training Unit
(Boot Camp)

CRC=Contract

Community Release Center

RC=Reception Center

WC=Work Camp

WRC=Work Release Center

Correctional Facilities	100-Hour Transition	Academic & Special Education	Career & Technical Education	Chaplaincy Services	Substance Abuse
Columbia Annex	X	ASE, LEA,T1	1	FCBR, PWO, RES, CL, SM, SPE	1, O, P
Columbia CI	X	ASE, T1	2	PWO, RES, CL, SM, SPE	
Cross City CI East Unit	X	ITA			
Cross City CI	X	ITA	3	PWO, RES, CL, SM, SPE	
Dade CI	X	ITA		PWO, RES, CL, SM, SPE	
DeSoto Annex	X	ASE, T1	3	FCBR, PWO, RES, CL, SM, SPE, GD	1
Dinsmore CRC (TTH of Dinsmore)	X			RES	3
Everglades CI	X	ITA	1	FCBR, PWO, RES, CL, SM, SPE	1, O, P
Everglades Re-Entry Center (R)	X	ITA	2	CC	1, O, P
Florida State Prison	X	ASE, CM		PWO, RES, CL, SM, SPE	P
Florida State Prison West	X	ITA	2	PWO, RES, CL, SM, SPE	
Florida Women's RC	X	CF		PWO, RES, CL, SM, SPE	SA
Franklin CI	X	ITA	1	PWO, RES, CL, SM, SPE, FCBR, GD	P
Ft. Pierce CRC	X			RES	
Gadsden Re-Entry Center (R)	X	ITA	2	CC	1, P
Gulf Annex	X			FCBR, PWO, RES, CL, SM, SPE	
Gulf CI	X	ITA	1	PWO, RES, CL, SM, SPE, FCBR	
Hamilton Annex	X	AGE	1	PWO, RES, CL, SM, SPE, FCBR	
Hamilton CI	X	AGE	2	PWO, RES, CL, SM, SPE, FCBR	
Hardee CI	X	CM, ITA	1	PWO, RES, CL, SM, SPE	
Hernando CI *	X	ITA	1	FCBR, PWO, RES, CL, SM, SPE, GD	
Hollywood CRC *	X			RES	
Holmes CI	X	ASE, T1	3	PWO, RES, CL, SM, SPE, FCBR, GD	
Homestead CI *	X	AGE	3	PWO, RES, CL, SM, SPE	1, O, P
Jackson CI	X	AGE, T1	1	FCBR, PWO, RES, CL, SM, SPE, FCBR, GD	
Jacksonville Bridge	X	CE			

INSTITUTIONS | INMATE PROGRAMMING

INMATE PROGRAMS AS OF JUNE 30, 2020

LEGEND:

* = Female Facility;

(R)=Re-Entry Center

CI=Correctional Institution

BTU=Basic Training Unit
(Boot Camp)

CRC=Contract

Community Release Center

RC=Reception Center

WC=Work Camp

WRC=Work Release Center

Correctional Facilities	100-Hour Transition	Academic & Special Education	Career & Technical Education	Chaplaincy Services	Substance Abuse
Jefferson CI	X	ITA	1	PWO, RES, CL, SM, SPE, FCBR	1, O, P
Kissimmee CRC	X			RES	
Lake CI	X	ASE, ITA		PWO, RES, CL, SM, SPE	
Lake City CRC (Bridges of Lake City)	X			RES	3
Lancaster CI & WC	X	ASE, T1	4	FCBR, PWO, RES, CL, SM, SPE	1, P
Lawtey CI	X	ITA	3	FCBR, PWO, RES, CL, SM, SPE, GD	
Liberty CI	X	ITA	1	PWO, RES, CL, SM, SPE, FCBR	
Liberty CI Quincy Annex	X	ITA	1	PWO, RES, CL, SM, SPE	
Lowell Annex *	X	ASE, T1, CM	1	FCBR, PWO, RES, CL, SM, SPE	1, 2, O
Lowell CI, BTU & WC *	X	ASE, ITA, T1	5	PWO, RES, CL, SM, SPE	2, O, P
Madison CI	X	AGE	1	PWO, RES, CL, SM, SPE, FCBR	1, O, P
Marion CI	X	ASE, T1	3	FCBR, PWO, RES, CL, SM, SPE	1, 2, O, P
Martin CI	X	AGE		PWO, RES, CL, SM, SPE, FCBR	
Mayo Annex	X	ITA	1	PWO, RES, CL, SM, SPE	
Miami North CRC	X			RES	
New River CI	X	CM, AE, ITA		FCBR, PWO, RES, CL, SM, SPE, FCBR	P
Northwest Florida RC	X	ITA	1	PWO, RES, CL, SM, SPE	SA, 1, O, P
Northwest Florida RC Annex	X	CF		FCBR, PWO, RES, CL, SM, SPE, GD	
Okaloosa CI	X	AGE		PWO, RES, CL, SM, SPE, FCBR	
Okeechobee CI	X	ITA	3	FCBR, PWO, RES, CL, SM, SPE, GD	1, O
Opa Locka CRC	X			RES	
Orlando Bridge	X	CE			
Orlando CRC *	X			RES	3
Panama City CRC	X			RES	
Pensacola CRC	X			RES	

INSTITUTIONS | INMATE PROGRAMMING

INMATE PROGRAMS AS OF JUNE 30, 2020

LEGEND:

* = Female Facility;

(R)=Re-Entry Center

CI=Correctional Institution

BTU=Basic Training Unit
(Boot Camp)

CRC=Contract

Community Release Center

RC=Reception Center

WC=Work Camp

WRC=Work Release Center

Correctional Facilities	100-Hour Transition	Academic & Special Education	Career & Technical Education	Chaplaincy Services	Substance Abuse
Pinellas CRC *	X			RES	
Polk CI	X	AGE	5	FCBR, PWO, RES, CL, SM, SPE, GD	1, 2, O, P
Putnam CI	X	ITA		PWO, RES, CL, SM, SPE	
Reality House	X	CE			3
Reception & Medical Center	X	ASE, CF, ITA		PWO, RES, CL, SM, SPE	SA
Reception & Medical Center West	X	ITA		PWO, RES, CL, SM, SPE	
Reentry of Ocala CRC	X			RES	3
Sago Palm Re-Entry Center	X	ITA	3	RES	1, O, P
Santa Fe (Bridges of Santa Fe)	X	CE		RES	3
Santa Rosa Annex & WC	X	ITA	2	PWO, RES, CL, SM, SPE	1, O, P
Santa Rosa CI	X	ASE, CM		PWO, RES, CL, SM, SPE	P
Shisa West CRC *	X				3
South Florida RC	X	CF		PWO, RES, CL, SM, SPE	SA
South Florida RC South	X			PWO, RES, CL, SM, SPE	
St. Petersburg CRC	X			RES	
Sumter CI, BTU, & Annex	X	ASE, CF, T1	4	PWO, RES, CL, SM, SPE	
Suncoast CRC *	X	CE		RES	3
Suwannee Annex	X	ASE, T1	1	PWO, RES, CL, SM, SPE, FCBR	
Suwannee CI	X	ASE, CM, T1	1	PWO, RES, CL, SM, SPE, GD	1, O, P
Tallahassee CRC	X			RES	
Tarpon Springs CRC (TTH Tarpon)	X			RES	3
Taylor Annex	X	ITA	1	PWO, RES, CL, SM, SPE	
Taylor CI & WC	X	ITA	1	PWO, RES, CL, SM, SPE, FCBR, GD	
Tomoka CI	X	ITA	2	FCBR, PWO, RES, CL, SM, SPE, GD	
Tomoka CRC (285)	X	CE	1		3
Tomoka CRC (290)	X	CE	1		3
Transition House Kissimmee	X	CE			3

INSTITUTIONS | INMATE PROGRAMMING

INMATE PROGRAMS AS OF JUNE 30, 2020

Correctional Facilities	100-Hour Transition	Academic & Special Education	Career & Technical Education	Chaplaincy Services	Substance Abuse
Union CI	X	CM, ASE, ITA		FCBR, PWO, RES, CL, SM, SPE, GD	
Wakulla Annex	X	ITA		FCBR, PWO, RES, CL, SM, SPE	
Wakulla CI	X	ITA	1	FCBR, PWO, RES, CL, SM, SPE, GD	
Walton CI	X	ITA	2	PWO, RES, CL, SM, SPE, FCBR	
West Palm Beach CRC	X			RES	
Zephyrhills CI	X	ITA		PWO, RES, CL, SM, SPE	

CAREER AND TECHNICAL EDUCATION PROGRAMS BY FACILITY

LEGEND:

* = Female facility

Facility / # of Programs	Career and Technical Education Programs
Apalachee CI - East (1)	(1) Carpentry
Avon Park CI (4)	(1) Marine Technology Services, (2) Cabinetmaking, (3) Graphic Communications and Printing, (4) Welding Technology
Baker CI (4)	(1) Cabinetmaking, (2) Masonry, Brick and Block, (3) Plumbing Technology, (4) Pre-Apprenticeship Electricity
Baker Re-Entry Center (2)	(1) Electricity, (2) Heating, Ventilation and Air Conditioning
Calhoun CI (2)	(1) Digital Design, (2) Landscape Management
Charlotte CI (2)	(1) Masonry, Brick and Block, (2) Environmental Services
Columbia CI (2)	(1) Technology Support Services, (2) Electricity
Columbia Annex (1)	(1) Masonry, Brick and Block
Cross City CI (3)	(1) Automotive Collision Repair and Refinishing, (2) Cabinetmaking, (3) Technology Support Services
DeSoto Annex (3)	(1) Building Construction Technology, (2) Masonry, Brick and Block, (3) Welding Technology
Everglades CI (1)	(1) Barbering
Everglades Re-Entry Center (2)	(1) Building Construction Technology, (2) Pre-Apprenticeship Electricity
Florida State Prison - West (2)	(1) Electrical, (2) Masonry
Franklin CI (1)	(1) Plumbing Technology
Gadsden Re-Entry Center (2)	(1) Electricity, (2) Heating, Ventilation & Air Conditioning Technology
Gulf CI (1)	(1) Heating, Ventilation & Air Conditioning Technology
Hamilton CI (2)	(1) Cabinetmaking, (2) Masonry, Brick and Block
Hamilton CI Annex (1)	(1) Technology Support Services
Hardee CI (1)	(1) Carpentry
Hernando CI * (1)	(1) Web Development

INSTITUTIONS | INMATE PROGRAMMING

CAREER AND TECHNICAL EDUCATION PROGRAMS BY FACILITY

LEGEND:

* = Female facility

(#) = DC-operated career and technical education programs

Facility / # of Programs	Career and Technical Education Programs
Holmes CI (3)	(1) Automotive Collision Repair and Refinishing, (2) Technology Support Services, (3) Welding Technology
Homestead CI * (3)	(1) Automotive Customer Services Advisor, (2) Technology Support Services, (3) Cosmetology
Jackson CI (1)	(1) Building Construction Technology
Jefferson CI (1)	(1) Electricity
Lancaster CI (4)	(1) Marine Technology Services, (2) Commercial Foods and Culinary Arts, (3) Environmental Services, (4) Masonry, Brick and Block
Lawtey CI (3)	(1) Drafting, (2) Heating, Ventilation & Air Conditioning Technology, (3) Landscape Management
Liberty CI (1)	(1) Masonry, Brick and Block
Lowell CI * (5)	(1) Cosmetology, (2) Technology Support Services, (3) Equine Care Technology, (4) Commercial Foods and Culinary Arts, (5) Advanced Manufacturing
Lowell CI Annex * (1)	(1) Masonry, Brick and Block
Madison CI (1)	(1) Commercial Foods and Culinary Arts
Marion CI (3)	(1) Heating, Ventilation & Air Conditioning Technology, (2) Electricity, (3) Water/Wastewater Treatment Technologies
Mayo Annex (1)	(1) Energy Technology/Electronics Technology
Northwest FL Reception Center (1)	(1) Electricity
Okeechobee CI (3)	(1) Advanced Manufacturing, (2) Logistics/Warehousing, (3) Entrepreneur
Polk CI (5)	(1) Marine Technology Services, (2) Business Computer Programming, (3) Plumbing Technology, (4) Advanced Manufacturing, (5) Pre-apprenticeship Construction
Quincy Annex (1)	(1) Culinary Arts
Sago Palm WC (R) (3)	(1) Wastewater Treatment Technology, (2) Heating, Ventilation & Air Conditioning Technology, (3) Plumbing
Santa Rosa Annex (2)	(1) Commercial Class "B" Driving, (2) Plumbing Technology
Sumter CI (4)	(1) Marine Technology Services, (2) Energy Technician, (3) Administrative Support Specialist, (4) Landscape and Turf Management
Suwannee CI (1)	(1) Landscape and Turf Management
Suwannee CI Annex (1)	(1) Plumbing Technology
Taylor Annex (1)	(1) Carpentry
Taylor CI (1)	(1) Plumbing Technology
Tomoka CI (2)	(1) Masonry, Brick and Block, (2) Building Construction & Design Technology
Tomoka CRC-285 (1)	(1) Food Safety Management
Tomoka CRC-290 (1)	(1) Food Safety Management
Wakulla CI (1)	(1) Web Development
Walton CI (2)	(1) Carpentry, (2) Heating, Ventilation & Air Conditioning Technology

FLORIDA DEPARTMENT OF CORRECTIONS

Office of Strategic Initiatives
501 South Calhoun Street
Tallahassee, FL 32399-2500



Visit us at:
fdc.myflorida.com



Follow us on Twitter:
[@FL_Corrections](https://twitter.com/FL_Corrections)



Like Us on Facebook:
[FLCorrections](https://www.facebook.com/FLCorrections)



Watch us on YouTube:
[MyFloridaDOC](https://www.youtube.com/MyFloridaDOC)