# STUDY OF OPERATIONS
# OF THE FLORIDA DEPARTMENT OF CORRECTIONS

## NOVEMBER 2015

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November 2015

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# BACKGROUND AND INTRODUCTION

The Office of Program Policy Analysis and Government Accountability (OPPAGA), a joint entity of the Florida Legislature (Legislature), solicited competitive bids in order to award a contract with an independent consultant for a Study of Operations of the Florida Department of Corrections (FDC).

The goal of the solicitation process was to fulfill the requirements of Chapter 2015-232, Laws of Florida (also known as Senate Bill 2500-A) passed during a special 2015 session of the Legislature. The bill states:

"From the funds in Specific Appropriations 2667 and 2668, $300,000 in nonrecurring general revenue funds is appropriated for the Office of Program Policy Analysis and Government Accountability to contract with an independent consultant to study the operations of the Department of Corrections with regard to the incarceration of inmates. The contractor shall identify both positive and negative aspects of the department's operations and shall prepare a report of its findings, including recommendations for improvements. The report shall be submitted to the Governor, the President of the Senate, and the Speaker of the House of Representatives no later than December 1, 2015."

The solicitation sought a consultant to conduct an immediate, thorough, and detailed study of the operations of the FDC with reference to applicable best management practices in the corrections industry. Consistent with the time requirements contained in Senate Bill 2500-A, the final report for this study was required to be submitted no later than November 30, 2015. The following specific operational areas were designated for review:

## Correctional Officer Staffing

- Use of best practices identified for the corrections industry, especially those related to correctional officer screening and recruitment, training, retention, turnover, compensation, officer/inmate interaction, minimum staffing levels, and the use of double shifts and overtime
- Content and implementation of FDC policies and practices for correctional officer screening and recruitment
- Content and implementation of FDC policies and practices for training new correctional officers
- Content and implementation of FDC policies and practices related to correctional officer retention
- FDC correctional officer turnover rates and reasons for turnover by FDC region

- Comparison of FDC correctional officer compensation as compared to compensation for county jail correctional officers in Florida
- Content and implementation of FDC policies and procedures for correctional officer/inmate interactions, including the use of force and incident reporting
- Content and implementation of training provided to experienced correctional officers, including training on officer/inmate interactions and the use of force and incident reporting
- Content and implementation of FDC policies and practices related to the use of minimum staffing levels, including frequency of occurrence by institution
- Content and implementation of FDC policies and practices related to the use of overtime and double shifts, including the amount of overtime paid annually by the FDC for Fiscal Years (FY) 2010/11 through 2014/15
- Any other issues identified as meeting or failing to meet best practices identified for the corrections industry related to correctional officer staffing, with notations of positive and negative findings and recommendations for improvement in needed areas across all correctional officer staffing components

## Security Operations

- Use of best practices identified for the corrections industry, especially those related to security operations
- Organization and structure of security at the institutional level at FDC facilities
- Content and implementation of FDC policies and practices that are designed to ensure correctional officer safety
- Content and implementation of FDC policies and practices that are designed to ensure inmate safety
- Content and implementation of FDC policies and practices related to correctional officer-to-inmate ratios, both in terms of overall ratios and in terms of supervision standards
- Content and implementation of FDC policies and practices related to correctional officer assignments within the FDC institutions
- Any other issues identified as meeting or failing to meet best practices identified for the corrections industry related to security operations, with notations of positive and negative findings and recommendations for improvement in needed areas across all security operations components

### Risk and Needs Assessment

- Use of best practices identified for the corrections industry, especially those related to risk and needs assessment
- Content and implementation of FDC policies and practices related to the use of the risk and needs assessment for inmate security classification during the reception process
- Content and implementation of FDC policies and practices related to the use of the risk and needs assessment for institutional placement decisions
- Content and implementation of FDC policies and practices related to the use of the risk and needs assessment for developing a re-entry plan and making program placement decisions
- Any other issues identified as meeting or failing to meet best practices identified for the corrections industry related to risk and needs assessment, with notations of positive and negative findings and recommendations for improvement in needed areas across all risk and needs assessment components

### Inmate Programs

- Use of best practices identified for the corrections industry, especially those related to inmate programming
- Content and implementation of FDC policies and practices related to the provision of inmate programming
- Inventory and descriptions of all inmate programs addressing inmate rehabilitation (including substance abuse treatment), academic and vocational education, and re-entry, including for each location the program capacity, inmate participation rates, and demographic characteristics of participating inmates
- Program performance information, including completion rates by location and an evaluation of the impacts program participation has on recidivism
- Description of current inmate program funding sources and alternatives
- Any other issues identified as meeting or failing to meet best practices identified for the corrections industry related to inmate programs, with notations of positive and negative findings and recommendations for improvement in needed areas across all inmate program components

On August 20, 2015, a contract was executed between the Florida Legislature, through the Office of Program Policy Analysis and Government Accountability (OPPAGA), and Carter Goble Associates, LLC (CGL) to complete the scope of work as specified in the ITN (intent to negotiate), the addendums to the ITN, and the clarifications reached through the subsequent negotiations. Consistent with the requirements of Senate Bill 2500-A, the draft final report was required to be delivered not later than November 9, 2015, with the final report delivered not later than November 30, 2015. This compressed time schedule for this review determined to a great degree the scope of work and approach that CGL developed to achieve the project objectives.

## CGL Project Approach

*Project Team*

The members of the CGL team assigned to complete the scope of work for this review included six former administrators of major state correctional systems. Their experience includes directing a number of other comparable engagements—including operational analysis for state correctional systems such as Alaska, Ohio, Montana, Maryland, Florida, Virginia, Oklahoma, Colorado, North Dakota, and Massachusetts.

To assist in completion of the tasks required to achieve the objectives of this project, CGL teamed with MGT of America (MGT) of Tallahassee, Florida, and the JFA Institute of Washington, D.C. (JFA).

*Selection of Site Visits*

As specified in the ITN, the project team conducted site visits at a representative sample of the FDC's facilities. Due to the short length of the project schedule, it was critical that a balanced and representative sample of the system as a whole be selected for site visits. The sample included a cross section of facilities from all of the FDC's administrative regions, security levels, and special purpose facilities.

The contract required that CGL propose a plan and tentative schedule for site visits to a representative sample of facilities that, at a minimum, included the following FDC locations:

- Central office in Tallahassee
- At least one of the three FDC regional offices
- At least one reception center
- At least five major institutions, including one in each of the FDC's three regions. (At the inception of this project, the correctional facilities in Florida were divided into three

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regions, with each region having a regional director and support staff providing oversight of between 17 and 20 facilities. Per Governor's Executive Order 15-102, the secretary of corrections was directed to increase the number of regions from three to four, and the fourth region was in the process of being fully implemented at the time of issuance of this report.)

Figure 1: FDC 4-Region Map
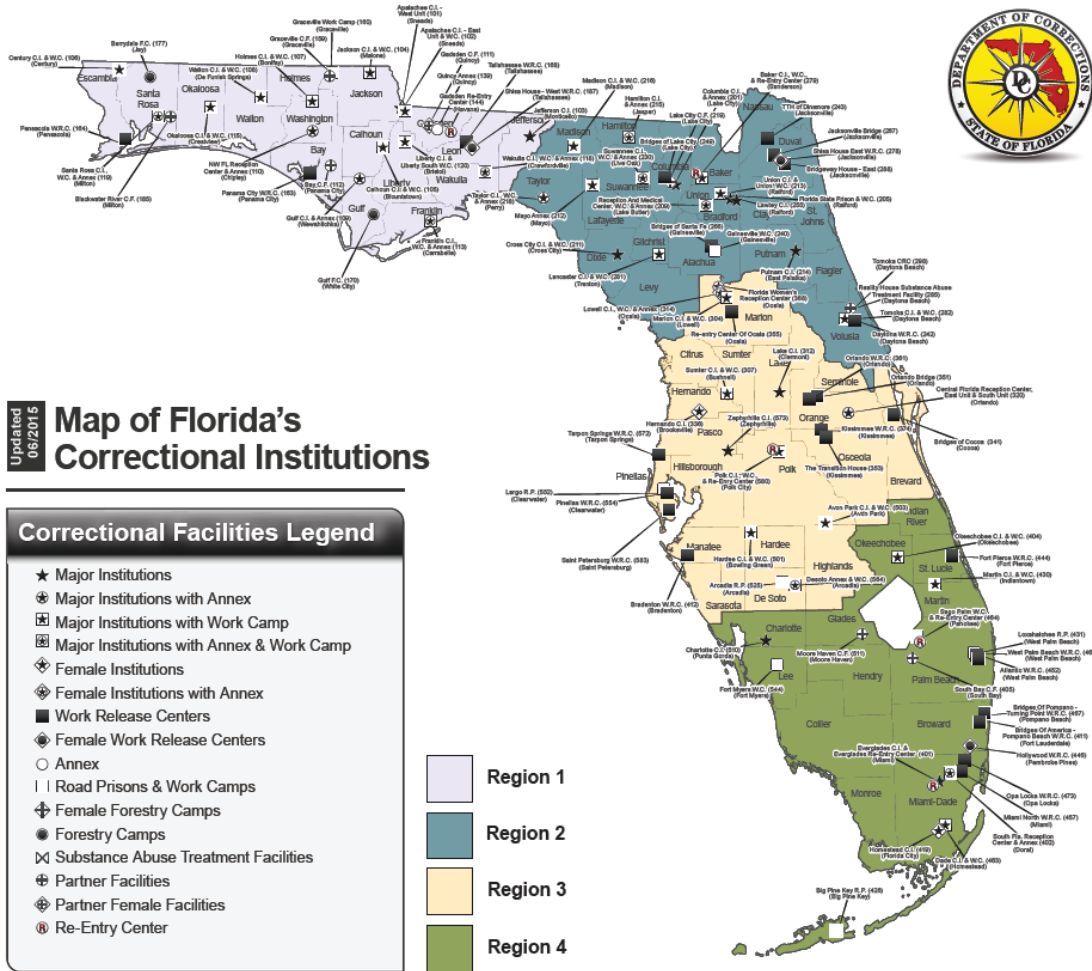


Per the contract, CGL developed and reached consensus with OPPAGA on the specific facilities selected for site visits by the project team. The project team reviewed preliminary data made available by the FDC on the present mission, operational status, and demographics of each facility within the department. Based on this information and discussion with OPPAGA, CGL selected a pool of facilities for review that was also consistent with the requirements noted in the above listing.

The final institutional sites reviewed were as follows:

- Central office in Tallahassee
- Region II regional office in Lake Butler
- Apalachee Correctional Institution
- Northwest Florida Reception Center
- Dade Correctional Institution
- Homestead Correctional Institution
- Everglades Correctional Institution
- Baker Correctional Institution
- Union Correctional Institution
- Lowell Correctional Institution
- Florida Women's Reception Center
- Everglades Re-Entry Center
- Baker Re-Entry Center

In addition to the above, key staff at the Lake Butler Medical and Reception Facility were interviewed.

*Site Visit Protocol*

CGL developed a site visit protocol to assure consistency and standardization of operational analysis. The key elements of the protocol are summarized in the following:

- Review and inspect physical security systems, including an assessment of perimeter fences, intrusion detection systems, lighting, surveillance systems, contraband interdiction systems, and use of "officer alert" technology.
- Determine the effectiveness of the emergency response procedures and protocols in response to critical incidents, including the reporting and follow-up.
- Observe the operational practices of the facility in order to determine how operational policies impact security staffing needs.
- Examine chain of command, reporting relationships, and decision-making authority as it relates to managing effective and efficient facility operations.
- Assess the organization and structure of security at the institutional level at FDC facilities.
- Conduct an efficiency and effectiveness analysis of building custodial services, grounds keeping, and building and grounds maintenance to assess overall facility condition and sanitation.

- Examine the level and content of staff training.
- Review budget management and resource utilization.
- Assess the level of departmental and institutional operational compliance policies and procedures, as well as the overall effectiveness of current policies and practices in assuring effective security.
- Assess the content and implementation of FDC policies and practices that are designed to ensure correctional officer safety.
- Assess the content and implementation of FDC policies and practices that are designed to ensure inmate safety.
- Assess the content and implementation of FDC policies and practices related to correctional officer-to-inmate ratios, both in terms of overall ratios and in terms of supervision standards. This review took into account the implementation of the federally mandated Prison Rape Elimination Act (PREA) standards. PREA was enacted in 2003 to address the sexual assault of inmates while incarcerated. A set of specific PREA-related standards that prisons are required to follow were issued in 2012.
- Assess the content and implementation of FDC policies and practices related to correctional officer assignments within the FDC institutions.
- Review and assess any other issues identified as meeting or failing to meet best practices identified for the corrections industry related to security operations, with notations of positive and negative findings and recommendations for improvement in needed areas across all security operations components.

The overall objective of the site visits was to identify the strengths and weaknesses of FDC institutional operations and security and develop specific recommendations for improving the efficiency and effectiveness of the department's performance.

In concert with the site visits, the project team also conducted an assessment of the program offerings within the department to document the FDC's program resources, use of needs assessment tools, participation levels, and performance, with an emphasis on re-entry programming. Appendices B, C, and D detail the inventory of programs offered in the FDC and provide the following information concerning each program. We note that FDC does not maintain this complete listing of information on all of its funded programs.

- Comprehensive listing of all funded inmate programs offered
- Brief description of each program, including identification of the target population
- Category of program (educational, vocational, treatment, re-entry, etc.)
- Program capacity
- Program location

- Funding source
- Average participation level over past year and identification of whether program is under or over utilized (where available)
- Demographics of participating inmates (where available)
- Completion rates (where available)
- Recidivism statistics relative to program (where available)
- Other comments and/or findings

The project team also reviewed policies and procedures related to re-entry. The review focused on the adequacy and thoroughness of current policies, comparing them with nationally accepted standards and best practices.

An attempt was also made to describe the gap between current program capacities and the initial needs assessments conducted on newly admitted inmates to determine and identify whether the availability of programming slots adequately aligns with inmate needs.

*Interviews*

A key element of the assessment included the interviews of staff at all levels of the FDC in order to understand the operational and managerial issues facing the department. A total of 284 central office managers, regional, institutional, and program staff were interviewed to obtain a broad perspective of the operational approach of the department, the principles and philosophy on which the operational approach is based, and the challenges that staff face in achieving the objectives of the department at all levels. Of this total, 125 correctional officers and sergeants were interviewed along with 24 institutional administrators and 19 central office staff. Staff representing all the major institutional and operational functions at the institutional level were interviewed.

These interviews were supplemented with staff focus group sessions conducted at each facility visited and included institutional officers, civilians, and command staff. These focus groups were designed to identify morale issues and to capture the perceptions of management policies and support of staff.

We also interviewed a large contingent of inmates at every facility we visited. These interviews covered a wide range of topics including access to programming and services, facility operations, and inmate safety and security. Some of the comments and input provided by those interviewed underscored our observations or directed us to issues that needed further review.

*Analysis of Documents and Data*

Analysis of documents and data related to the key issues reviewed was critical to the analysis contained in this report. CGL submitted an initial request of pertinent data, reports, and background materials related to each specific department and facility under review. This initial request included:

- Authorized, budgeted, filled, and vacant positions by facility and position title
- Overtime utilization and expenditures by pay period, function, and shift
- Current and prior year budget and expenditures for each institution by line item and detail object
- Average daily facility population and capacity numbers for the last 12 months
- Demographic data on the present facility population, including offense profile, classification level, age, health status, and other relevant information
- Facility capacity by housing unit classification (segregation, protective custody, witness protection, special needs, satellite facilities, reception, etc.)
- Facility academic, vocational, and treatment programs with current enrollment and staffing
- Number of inmates with no job or program assignment
- Critical incidents (assaults, escapes, disciplinary transfers, etc.) occurring within the last 12 months
- Current master roster
- Current daily rosters for a one-week cycle
- Institutional directives or policies
- Facility physical plant layout and any schematics
- Planned capital projects relating to facility security or capacity
- Training documentation for facility staff
- Facility accreditation reports
- Facility table of organization and command structure, identifying all supervisory positions
- Audits and performance data
- Maintenance expenditures and work order tracking data

The initial request was supplemented through additional document requests as the project review proceeded and additional needs were identified. Appendix A contains a listing of documents reviewed during the course of the review.

## 1.    CORRECTIONAL OFFICER STAFFING

This section of the report examines issues related to the staffing of FDC facilities. This wide range of topics, which includes recruitment, salaries, and staff deployment, are all interconnected to a degree, which makes it difficult to understand them in isolation from each other. For example, salary levels affect turnover, which in turn has an impact on recruitment, which has a direct bearing on training. The common thread, however, through many of the department's staffing issues, is the adequacy of available staffing resources to meet the operational needs of facilities.

The simple fact, as shown in Figure 2, is that despite an uptick in correctional officer staffing in Calendar Year (CY) 2015, the FDC today manages an inmate population that has been largely stable over the last six years with significantly fewer correctional officers than it has used to manage its facilities in the past. As of June 30, 2015, the FDC had 10,973 filled correctional officer positions and 720 vacancies. This compares with 12,099 filled correctional officer positions and 554 vacancies on June 30, 2006. Significant budget reductions beginning in FY 2010/2011 resulted in lower system staffing levels.

Figure 2: FDC Correctional Officer Headcount and Inmate Population, CY 2006-2015
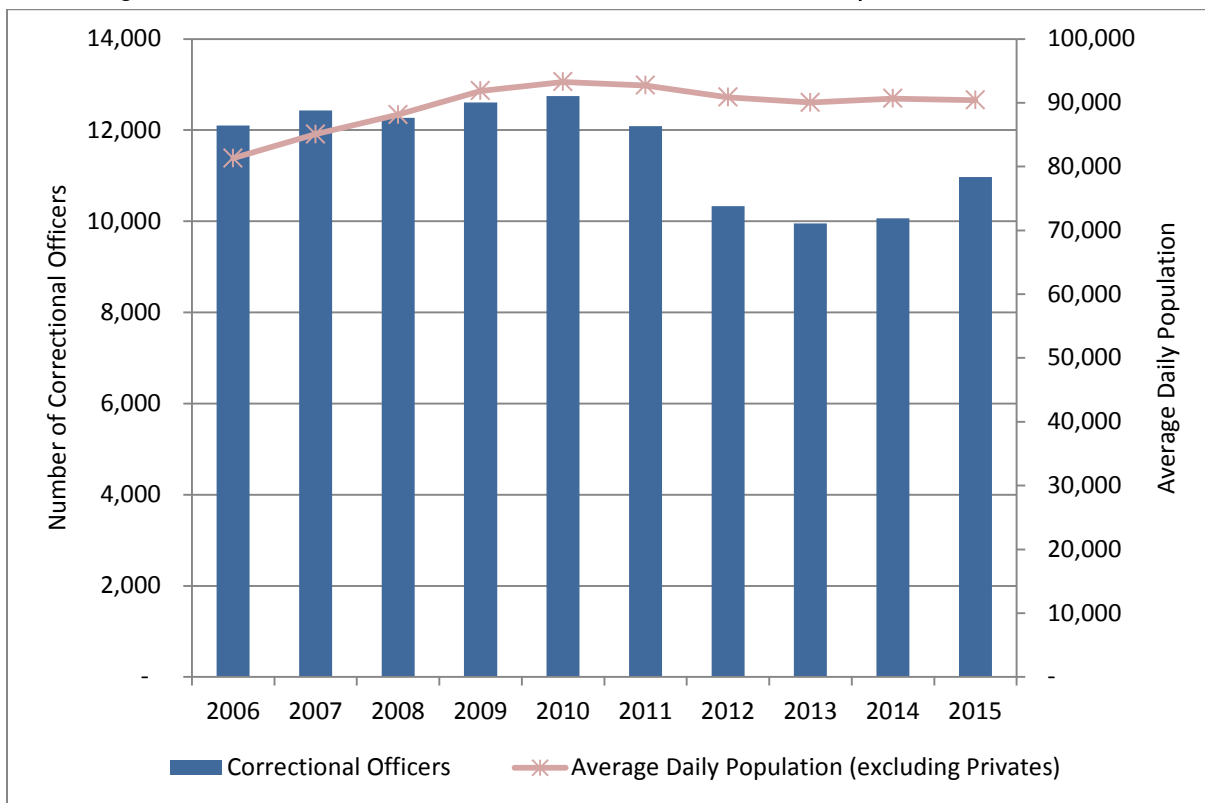
The issue of the adequacy of current facility staffing is outlined through the issues presented in the following.

*Officer Screening and Recruitment*

Correctional officer recruitment and screening is a top-level priority for the FDC. The magnitude of hiring requirements, the dispersion of facilities around the state with widely varying economic and employment environments, and the operational impact of failing to meet facility staffing requirements all combine to make the efficient hiring of new correctional officers a major issue.

FINDING 1-1: Establishment of a statewide office responsible for recruitment and screening has played a major role in improving FDC hiring efficiency.

Over the last four years, the FDC has gradually moved to centralize the correctional officer application process. Historically, each institution has been responsible for recruiting and screening applicants that would ultimately be assigned to work at that institution. Under this system, institutions would post advertisements for correctional officer positions, and applicants would apply directly to every institution at which they wanted to work. This resulted in multiple applications by individuals willing to work at different institutions, all of which were processed in parallel tracks at each facility. The system also required significant administrative work by correctional officers and facility managers in the recruitment and screening process.

Problems with the system include duplicate applications, interviews, employment verifications, and processing among neighboring institutions, redundant administrative activities at multiple facilities, and disparate hiring workloads among facilities related to local issues and needs.[1] Centralized authority for recruiting, screening, and hiring correctional officers is a recognized best practice among state correctional systems for the consistency and efficiency provided by this approach.

While facilities still receive applications and conduct initial screening, the FDC has now established a parallel, centralized hiring office. The revised application process utilizes statewide correctional officer pool advertisements on the state human resources website, People First, one each for certified and non-certified applicants. Use of People First eliminates duplicate applications, as the system only allows one application per advertisement. The advertisement directs the applicant to a prescreening form that includes an initial background review and allows the applicant to indicate a preference of work locations.

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[1] Per Statewide Recruitment Center, September 16, 2015

With this information, personnel conducts the initial background investigation, and if the applicant passes, requests submission of supporting documents and a full employment application. Upon verification of these materials, applicants are scheduled for screening at regional sites that include physical abilities testing and oral interviews. Applicants that pass this stage move on to drug testing and physical exam. Following these actions, FDC central office personnel conduct a final review of the applicant file to assure all documents are present, all pre-employment requirements are met, and set a start date. Institutional placement is based on an established priority system that takes into account specific facility hiring needs.

Since adopting this system in 2012, through September 9, 2015, the FDC has processed 52,687 correctional officer applications. Out of this total, the department screened 41,374 applicants and made 9,609 offers of employment for correctional officer positions. Of these offers, 9,595 were accepted.[2] In aggregate, 18 percent of applications resulted in employment offers. Most recently in 2014, the statewide recruiting office prescreened and processed 7,611 correctional officer applications that were sent to institutions. Virtually all of the correctional officer applicants hired are not certified and require training.

Figure 3 shows the level of application processing, screening, and hiring by region. Region 3 must process a substantially greater number of applications to generate the number of applicants required to keep pace with vacancies. This is a function of both greater staff turnover in region 3 facilities and the fact that only 10.5 percent of the 25,437 applications filed in region 3 resulted in job offers.

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[2] FDC Office of Human Resources Management

Figure 3: Employment Application Processing Per Region, CY 2012-2015
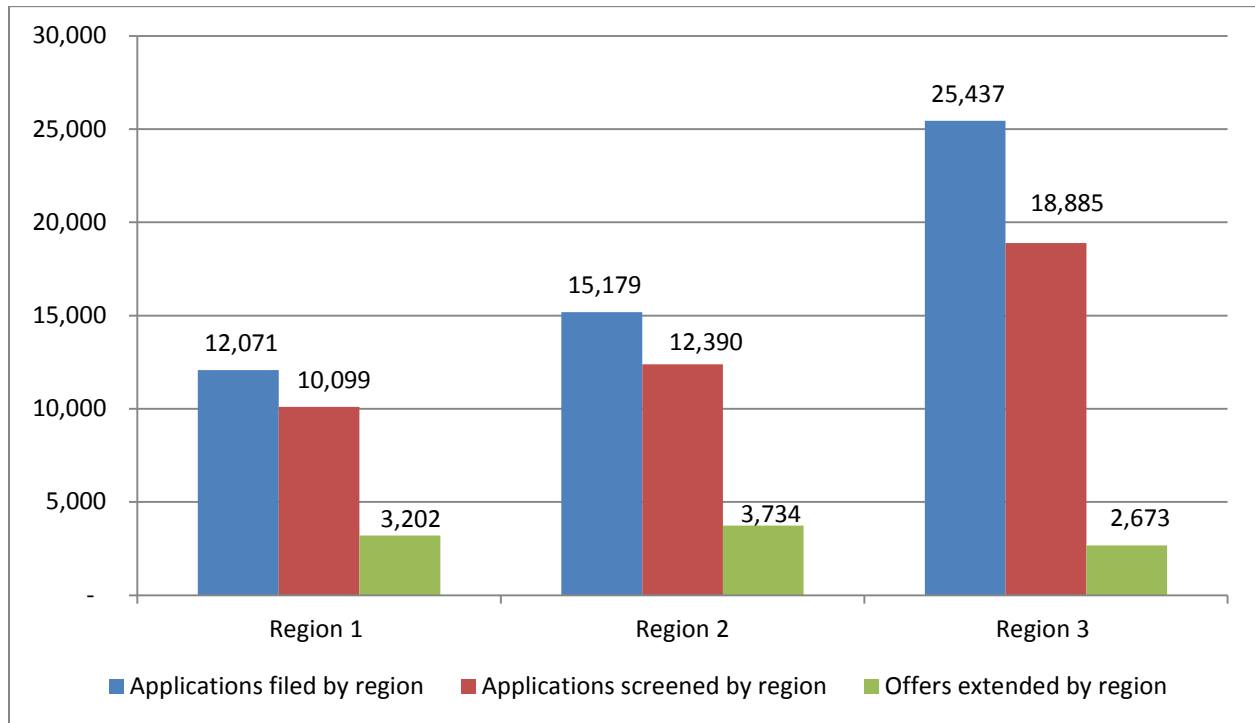


Source: FDC Office of Human Resources Management

**FINDING 1-2:** The FDC correctional officer recruitment and applicant screening process successfully generates sufficient numbers of applicants to fill system vacancies.

Maintaining an adequate pipeline of new hires and expediting the hiring process are key objectives of the centralized applicant hiring screening system. To this end, the department has streamlined its human resource and screening process to expedite the hiring process. In 2015, the average amount of time required to process the applications of the 2,072 correctional officers hired to date, from initial prescreening to actual starting date on the job, was 101 days.[3] Expediting the hiring process to this degree, given this scale of hiring, is exceptional. We are unaware of any large state correctional system that has achieved this level of efficiency in the correctional officer recruitment, screening, and hiring process.

In 2014, the FDC hired 2,908 new correctional officers. This barely kept pace with the 2,897 correctional officer separations experienced by the department that same year. In order to maintain this rate of hiring, the FDC attempts to maintain a pipeline of approved applicants ready for hire. In reviewing snapshot reports of vacancies and screened applicants pending

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[3] FDC Office of Humans Resources Management

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final personnel action prior to hire during calendar year 2014, it appears that Region 3 maintains a pool of 3.8 screened applicants per vacancy approved to fill and that Regions 1 and 2 maintain hiring pools of approximately 1.2 screened applicants per vacancy approved to fill.

In managing this pipeline, the department closely tracks institutional vacancies through the personnel applicant tracking system (PATS). PATS provides correctional officer applicant tracking details and various management reports for personnel, regional directors, regional recruiters, and wardens. Bi-weekly reports document the current number of vacancies in each institution, as well as the number of approved applicants in each stage of the final hiring process (hire date committed, drug test/physical scheduled, human resources documents processed), and highlights those facilities with high vacancy rates and insufficient numbers of applicants in the hiring pipeline. Department management uses the report as an alert to focus recruitment and hiring activity at facilities that are falling behind in filling vacancies.

The department has set a goal for 2015 to accelerate hiring to net an increase of 1,400 correctional officers. Assuming constant attrition levels and the same ratio of applicants-to-job-offers that has existed since 2012, this will require that the department process 23,560 applications for correctional officer positions in 2015. The challenge of meeting this target without completely depleting the pipeline of applicants available to fill vacancies in 2016 is significant.

Recruitment and hiring are strengths of the FDC. Several managers commented that the department does not have a recruitment problem; it has a retention problem. The department has chosen to refine and improve the recruitment and hiring process as the most effective means to maintain authorized staffing levels, despite nearly 3,000 correctional officers leaving the FDC every year. The policies and procedures established by the FDC are sound and well implemented.

*Correctional Officer Compensation*

The average salary of a correctional officer in the FDC is $31,951. New correctional officer trainees start at $2,334 per month ($28,008 annual salary). Upon completion of training and full certification as a correctional officer, they receive an increase in salary of 10 percent, to $30,808 annually. Officers employed in Indian River, Martin, Okeechobee, and St. Lucie Counties receive an additional $1,200, and officers working in Palm Beach, Broward, Dade, and Monroe Counties receive an additional $2,500 for the increased cost of living in these areas. By comparison, Florida Highway Patrol staff receive a $5,000 additional salary differential for employment in these same counties.

**FINDING 1-3:** Correctional officer salary levels have remained stagnant for a number of years.

The system has no means for automatic step increases, absent the automatic increase a trainee receives upon certification as a correctional officer. Officers have not received a general increase in pay in eight years. As shown in Figure 4, although the official salary range for a certified correctional officer extends from $30,808 to $40,803, the average salary for all FDC correctional officers is only $31,951, or 3.7 percent higher than the starting certified officer salary level. As a result, the primary means for staff to increase their level of compensation is through overtime or promotion.

Figure 4: Certified Correctional Officer Salary Range and Actual Average Salary Level
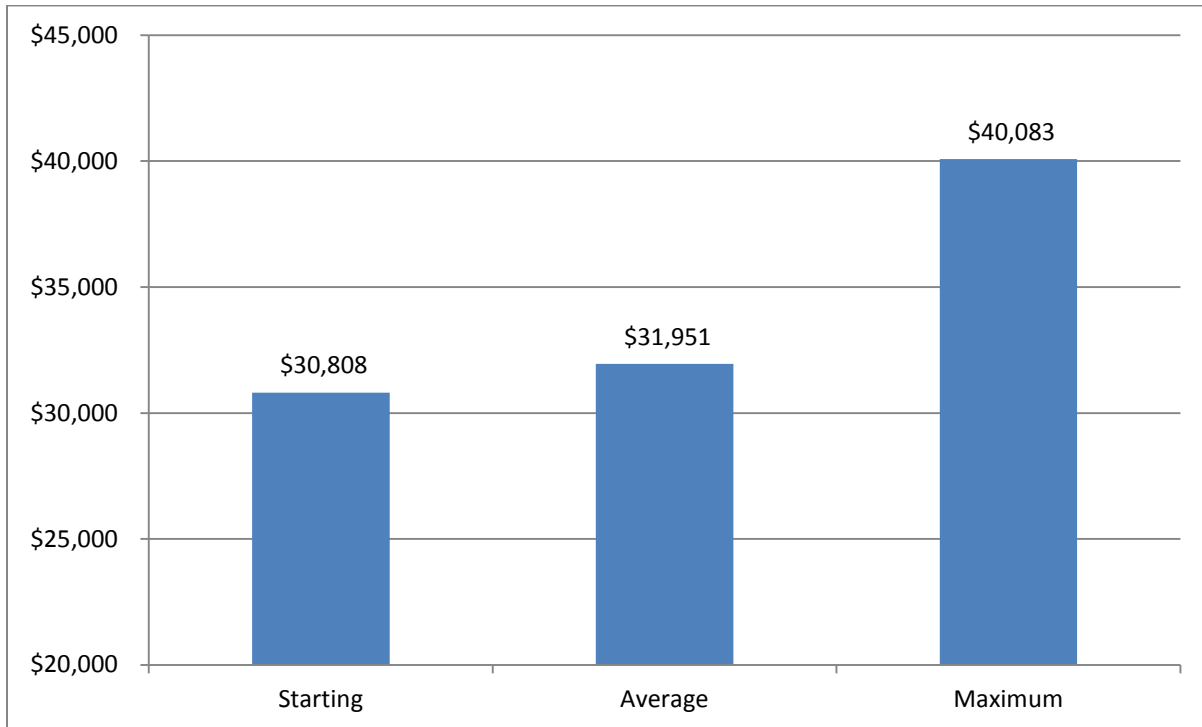


Source: FDC Office of Human Resources Management

**FINDING 1-4:** FDC correctional officer salary levels are substantially below salary levels in other large state correctional systems.

The FDC's starting salary of $28,008 for non-certified correctional officers is far below the levels of most large state correctional systems. Florida has the third largest state correctional system in the U.S., trailing only Texas and California. Of the top 10 state correctional systems by size, the FDC's correctional officer starting salary level ranks 9th, with only Georgia

offering a lower rate of entry pay. California and Illinois provide starting salaries that are 61 percent higher than Florida's. Texas, which has perhaps the most comparable correctional system to Florida among the top 10 systems, provides a starting salary that is 12 percent higher (Figure 5).

Figure 5: 2015 Starting Correctional Officer Salaries, 10 Largest State Correctional Systems
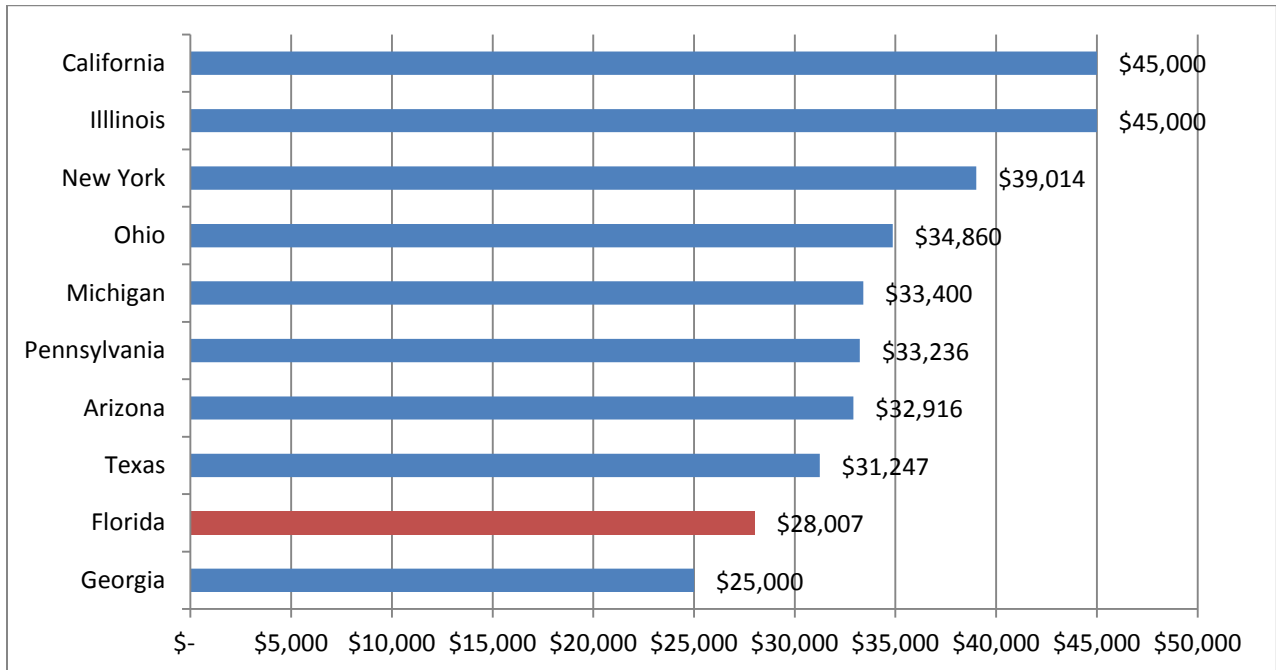


Source: CGL survey of the ten largest state correctional systems

**FINDING 1-5:** FDC correctional officer salary levels are below salary levels for correctional officers employed by large Florida counties.

FDC starting salary levels also lag behind entry level pay for correctional officers in Florida's nine largest county jail systems. The disparity in starting pay ranges from 7 percent in Duval County to a 56 percent higher starting pay in Collier County. On average, starting salaries for correctional officers in these counties are 33 percent above FDC levels (Figure 6).

Figure 6: Correctional Officer Starting Salaries in FDC and Major Florida County Jails
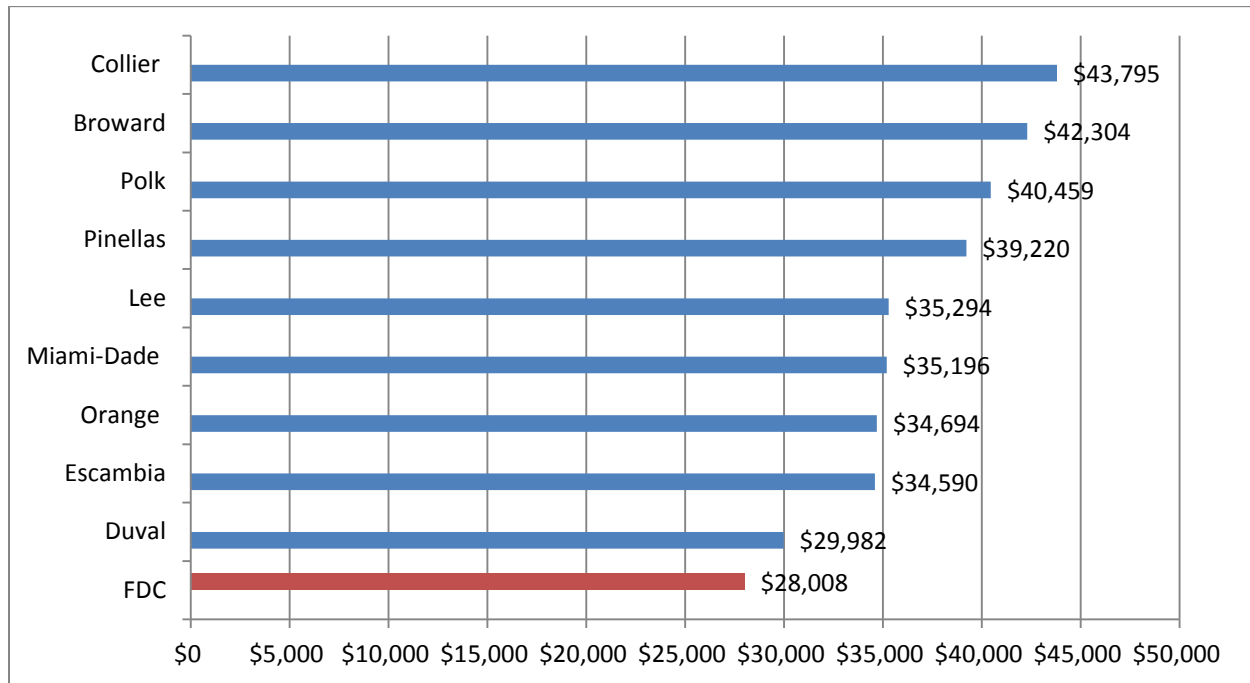


Source: CGL survey of the nine largest Florida counties

This disparity between county and state correctional officer salary levels places the state at a severe competitive disadvantage in recruiting staff and retaining officers once they have been trained and certified. One administrator summarized the current hiring environment as, "Our competition for hiring is Walmart, not other law enforcement agencies."

Although the FDC does not formally keep data on the number of officers who resign their positions to take jobs with county jail systems, anecdotal reports indicate that counties actively recruit new FDC correctional officers once they have attained certification. In effect, the counties use FDC to train their prospective employees. Although the FDC requires an officer to reimburse the state for the cost of training if they leave within two years of attaining certification, in some instances the counties will cover the cost of this reimbursement in addition to providing a signing bonus and a substantial pay increase over state salary levels.

Low salary levels also have an impact on officer morale. Officers in focus groups at every institution visited identified the low level of pay and lack of opportunities for increased salary as major sources of staff discontent. Low salaries contribute to devaluation of the work of a correctional officer, leading to poor work performance.

*Staff Retention*

Low salary levels are a contributing factor in the FDC's rate of correctional officer turnover. High rates of turnover can have a serious negative impact on facility operations by reducing the number of veteran staff available to manage the most challenging post assignments and instead forcing reliance on less experienced officers. A low number of correctional officers with significant work experience will increase operational risk throughout a correctional system. In addition, high turnover increases administrative costs, as the system must continually recruit, hire, and train increasing numbers of staff to offset the large number leaving.

**FINDING 1-6:** The correctional officer turnover rate has grown by 50.4 percent over the last six years.

Turnover rates in the FDC have increased since FY 2009/10 as shown in Figure 7, growing from 11.7 percent that Fiscal Year to 17.6 percent in FY 2014/15. Annual separations have increased by 29 percent over this period and totaled 2,931 in FY 2014/15. The turnover rate has increased substantially more than the actual number of separations due to the decline in the overall number of correctional officers that has occurred in the system during this time period.

Figure 7: FDC Turnover Rates and Separations, FY 2009/10 – FY 2014/15
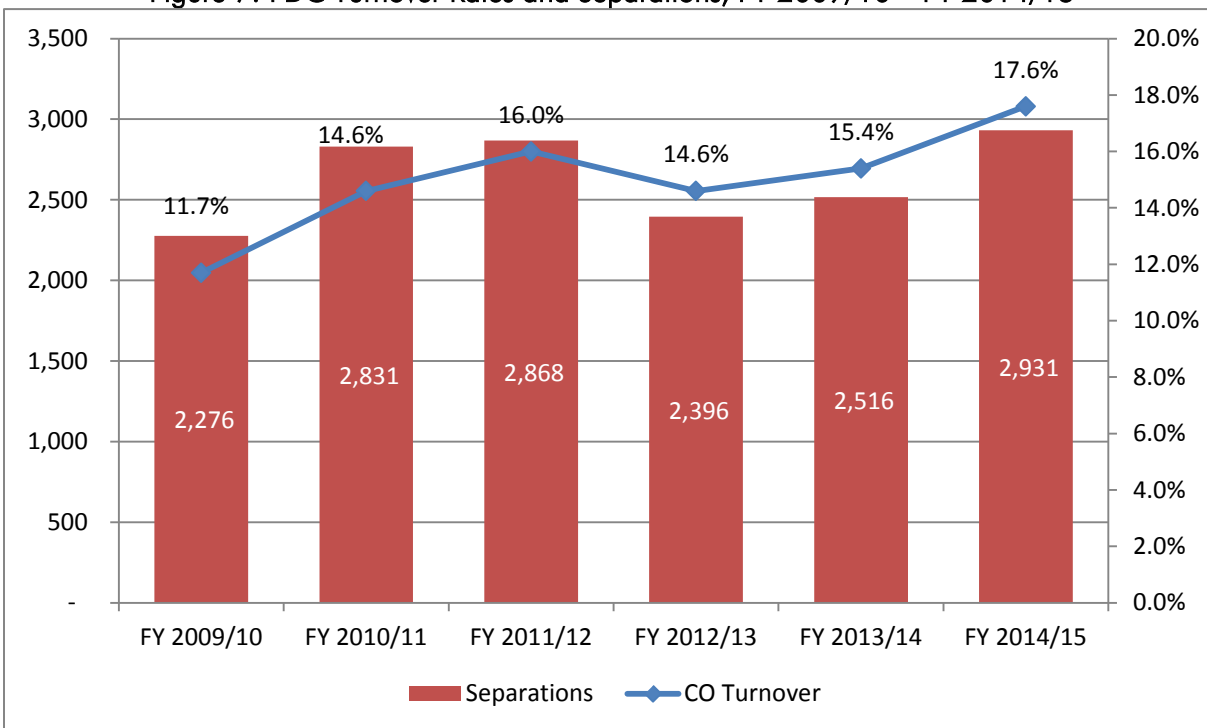


Source: FDC Office of Human Resources Management

With this level of sustained turnover, the overall level of experience in the department's correctional officer cadre is low. Half of the department's correctional officers have less than 3.1 years of work experience.[4] The experience level at the FDC's largest, most difficult facilities is even lower. As shown in Table 1, at 5 out of the 10 largest FDC-operated facilities, half of the staff has less than two years of work experience.

Table 1: Correctional Officer Job Experience: 10 Largest FDC Facilities

|  | Median Years of CO Experience | 09/15/15 Inmate Count |
|---|---|---|
| Okeechobee | 0.77 | 1,616 |
| Columbia Annex | 1.92 | 1,550 |
| Gulf | 3.09 | 1,535 |
| Gadsden | 1.67 | 1,532 |
| Wakulla Annex | 2.15 | 1,496 |
| Dade | 1.35 | 1,478 |
| Martin | 2.35 | 1,460 |
| Everglades | 0.97 | 1,448 |
| DeSoto | 2.81 | 1,428 |
| Santa Rosa | 2.76 | 1,389 |

Source: FDC Office of Human Resources Management

**FINDING 1-7:** Turnover rates are higher in central and southern Florida.

Analysis of patterns of turnover among the different geographic regions where the FDC has facilities shows higher turnover rates in those parts of the state with larger populations, more competition for employment, and higher costs of living. Figure 8 shows the aggregate turnover rate by region from FY 2009/10 through FY 2014/15. Region 1 corresponds to the Florida panhandle, region 2 is northern Florida, region 3 takes in facilities in the central portion of the state, and region 4 is south Florida. While the differences in turnover are not large, they are significant and show higher rates for the southern and central regions of the state, as well as higher turnover rates in northern Florida as compared to the panhandle.

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[4] Source: FDC Office of Human Resources Management report, *CO Experience by class*, August 31, 2015.

Figure 8: Turnover by FDC Region, FY 2009/10 through FY 2014/15
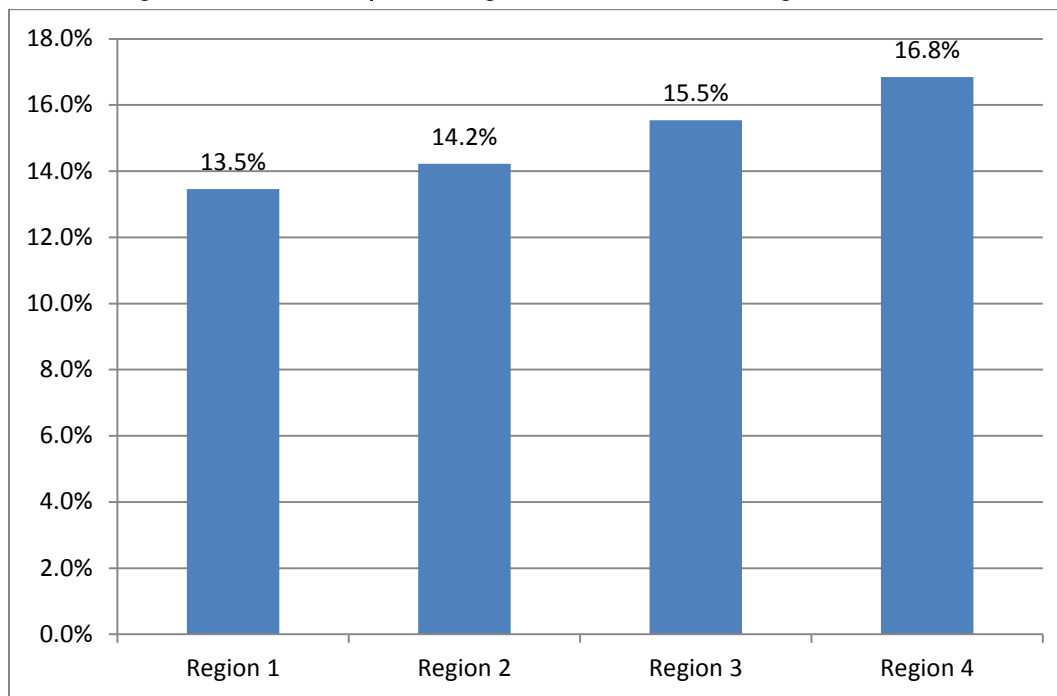


**FINDING 1-8:** Turnover is disproportionately high among new correctional officers.

FDC data indicate that approximately 25 percent of all new correctional officers terminate their employment within 12 months of beginning employment. Within two years, the attrition rate for new officers climbs to 32 percent. According to the FDC, it costs approximately $1,200 on average to train a new correctional officer. Given a projected 3,000 correctional officers trained this year, this attrition rate means that the FDC will spend $900,000 training staff that will not work in the state correctional system for longer than two years.

**FINDING 1-9:** The work assignment practices of the FDC contribute to the assignment of inexperienced staff in the most challenging post assignments.

Most facilities within the FDC have multiple work sites under the jurisdiction of a single warden. In addition to the main unit, facilities often have satellite work camps and re-entry centers. These satellite facilities are smaller and generally have a much less challenging inmate population and work environment. Staff are allowed to transfer to work at these facilities at the discretion of the warden. Such assignments are highly valued and generally go to more senior staff.

The overall impact of this practice, however, is to concentrate the most experienced senior officers at the least demanding work assignments, leaving the new or relatively inexperienced

officers responsible for managing demanding post assignments in the large institutions. Figure 9 compares the relative levels of work experience between correctional officers assigned to large facility main units and their associated work camp facilities. The level of staff experience is approximately five times higher in the work camps as compared to the main units of these facilities. This practice works to the detriment of overall operational performance by misallocating experienced staff resources.

Figure 9: Correctional Officer Years of Experience – Prisons Compared to Work Camps
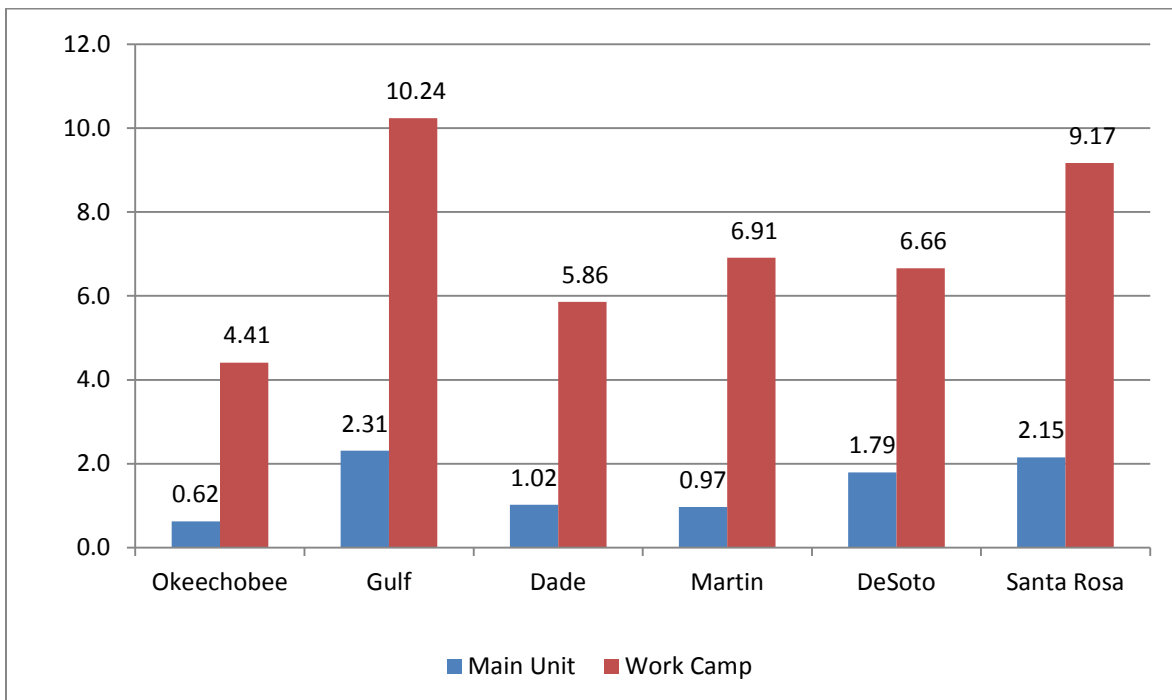
The increased operational stress placed on new staff by this practice may play a role in the high turnover rate for new staff. Turnover rates at the facilities in the above comparison, for example (with the exception of Santa Rosa), all exceed the FDC average of 17.6 percent. The annual turnover rates at Okeechobee, Dade, and Martin are 27, 25, and 26 percent respectively.

RECOMMENDATION 1: Establish a policy to balance the assignment of senior correctional officers and less experienced staff consistent with operational needs.

FINDING 1-10: High turnover rates are correlated with low salary levels.

Analysis of correctional officer turnover and salary levels for large state correctional systems shows that the potential impact of salary levels on staff retention is significant. Figure 10 shows the reported current correctional turnover rates that accompany starting salary levels for the 10 largest state correctional systems. The states with higher starting salary levels have much lower staff turnover rates. All of the states with starting salaries above $33,000 have turnover rates ranging from 5 to 9 percent. As salaries decline, turnover rates increase. Florida has the second lowest starting salary of the top 10 states and the second highest turnover rate (17.6 percent), trailing only Georgia, which has the lowest starting salary ($25,000) and by far the highest turnover rate at 32 percent.

Figure 10: Starting Salaries and CO Turnover – 10 Largest State Correctional Systems
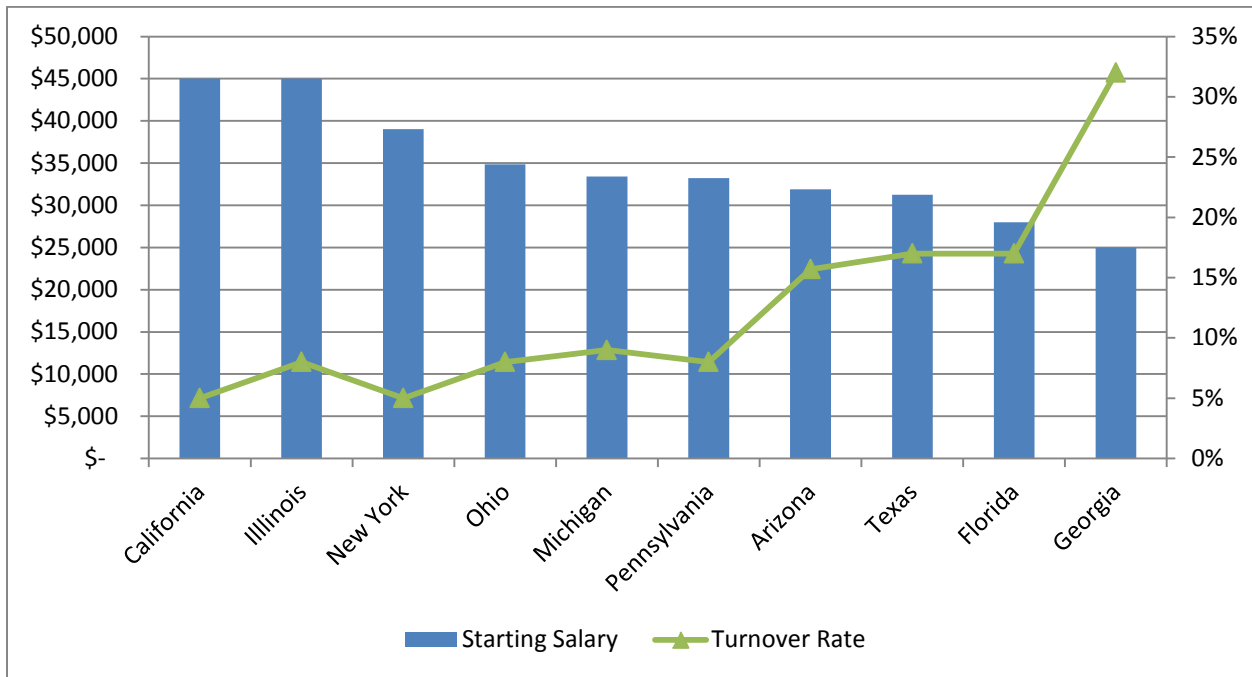


Source: CGL survey of the ten largest state correctional systems

In the context of correctional systems in the southern U.S., FDC salary and turnover rates appear comparatively more positive. Figure 11 shows that in these states, which tend to have much lower correctional officer salaries, the same relationship of salary level to turnover is apparent. In this group of nine southern states, the FDC has the third highest starting salary levels and the third lowest staff turnover rate. It should be noted that many of these systems are experiencing significant operational stress. In recent years, the correctional systems of Mississippi, Alabama, Louisiana, South Carolina, and Georgia have faced major litigation and federal investigations into facility conditions.

Figure 11: Starting Salary and Turnover Rates in Southern State Correctional Systems
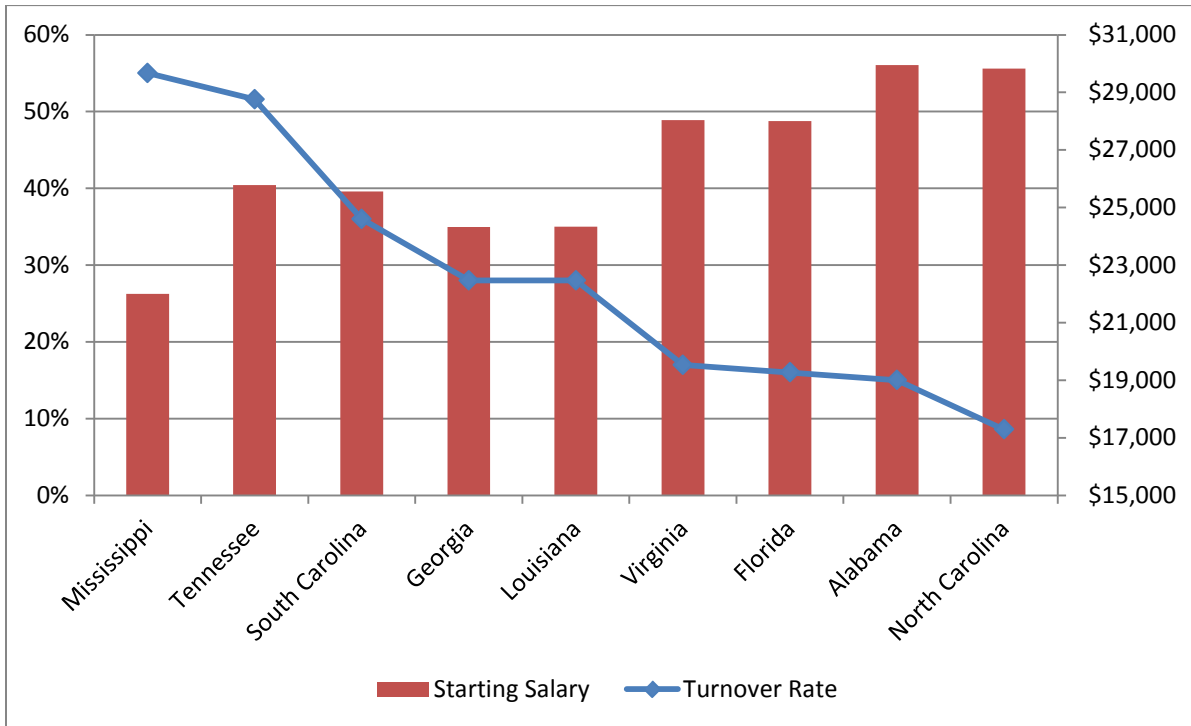


Source: Association of State Correctional Administrators (ASCA) 2014 survey of correctional staff turnover and vacancy

The largest issues in staff retention are the same as those identified with staff morale, the negative impact of low, stagnant salary levels, and working conditions that exacerbate staff stress. Although department policies on post assignments may contribute in part to the job stress inexperienced staff may experience on the job, the larger issue here, as described elsewhere in this report, is staffing levels that require staff to take on very demanding, challenging work assignments with minimal support and/or backup.

The FDC has limited policy tools to address these fundamental issues and improve retention. Facility managers do have the opportunity to reward staff with promotions and reassignments, as described in *Procedure 208.021, Request for Reassignment or Promotion*. Relocation or reassignment to another duty or satellite institution can be an effective incentive for an officer that needs a change in environment. However, rewarding staff through relocation to less demanding facilities can have the unintended consequence of placing the primary burden for operating the FDC's most challenging facilities on relatively inexperienced staff.

Although the rate of turnover diminishes with rank, an agency the size of the FDC will always have substantial opportunities for professional advancement through promotion. Depending

upon their pay grade level, correctional officers may receive an increase in salary of 7.5 - 10.0 percent upon promotion to sergeant. From FY 2012/13 to date, 3,145 FDC employees have received promotions. Figure 12 shows the distribution of promotions in FY 2014/15.

Figure 12: FY 2014/15 Promotions by Rank
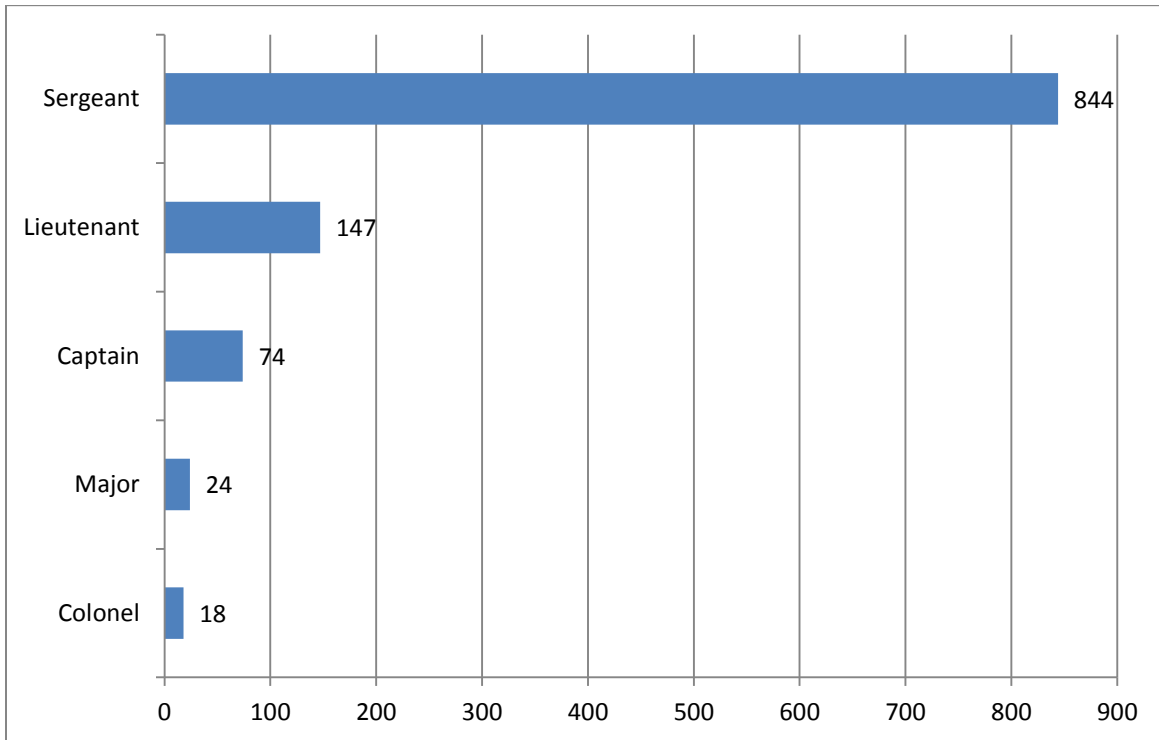
The overall number and distribution of promotions is similar to historical trends, with the exception of promotions to sergeant. The 844 promotions to sergeant represented a 33 percent increase over levels experienced in both FY 2012/13 and FY 2013/14. Insofar as the overall number of sergeants in the FDC was essentially stable during this time, the increase must be attributable to increased sergeant turnover.

FDC policy guiding promotions appears consistent with standard policies in other state correctional systems, with an objective scoring of applicants based on education, work experience, training, performance evaluations, and veterans' preference. The top five candidates for each rank are interviewed and selected by a board composed of a warden, assistant warden, and chief of security. The policy is sound and appears fairly implemented.

*Training*

Pursuant to *Procedure 209.101, Training Requirements*, the FDC Bureau of Staff Development and Training is the designated authority for all department training. The training required and provided is aligned with Florida Administrative Code (F.A.C.), American Correctional Association (ACA) training standards, and FDC supplemental procedures.

The Bureau of Staff Development and Training is responsible for developing and facilitating the FDC's master training plan in addition to processing all training requests, coordinating curriculum development, and maintaining the department's electronic learning management system. Designated staff are assigned to each major work location to assist in ensuring staff are properly scheduled to receive required training.

**FINDING 1-11:** Training for new officers meets recommended professional requirements.

The basic recruit curriculum addresses all key subject matter areas, including officer safety, communications, inmate supervision, use of special equipment, intake and release procedures, management of special populations, defensive tactics, firearms, first aid, and wellness. The program has successfully passed biennial audit by the Florida Department of Law Enforcement. Trainee feedback on the quality of training has been positive. The curriculum is currently under review by FDC management, which may result in modifications to increase the relevance and utility of the training for new correctional officers.

All newly hired employees must complete 40 hours of online orientation training within 30 days of hire. Correctional officer trainees then proceed to basic recruit training, which consists of 420 hours of certified officer training provided by department training academies established at major institutions throughout the state. Training is offered at 25 academies in 22 locations around the state. As of May 2015, approximately 1,500 FDC trainees were enrolled in academies with an additional 1,200 waiting to get in.[5]

Producing enough certified graduates of basic recruit training to address facility staffing needs is challenging. Class sizes in training academies have been increased from an average of 24-30 trainees per class to 36-64, depending upon the availability of space. The FDC also received $500,000 this year in new funding to contract with six community colleges for additional training academies.[6]

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[5] Bureau of Staff Development and Training, September 10, 2015
[6] Ibid.

The new recruit training process has a dropout rate of approximately 18 percent. The most common reasons for termination are inability to pass either the defensive tactics or firearms portion of the curriculum. Much of the orientation in basic recruit training is to ensure that the trainee has the skills and temperament required for the job. As opposed to some state correctional systems that impose more selective standards on the hiring process, the FDC maximizes recruiting and hiring and relies upon the training program to screen out candidates that may not meet department requirements.[7]

**FINDING 1-12:** Training for experienced officers is being provided consistent with established procedures.

A review of FDC training records for 2014 showed that certified correctional officers received an average of 48.4 hours of training. Sample individual training records were reviewed, as well as department-wide staff training records. Individual training records for experienced correctional officers reflected staff had received mandatory in-service training in a manner consistent with the procedures. The only exceptions noted were those staff that had been on extended leave status during the fiscal year. In respect to correctional officers, it was not uncommon to see a 100 percent overall compliance rating for correctional officers at several facilities when extended leave staff were excluded.

The FDC requires 40 hours annually of mandatory in-service training for all certified correctional officers. The number of required training hours is consistent with national standards (ACA). Specific subject matters, including use of force, inmate relations, defensive tactics, and chemical agents, are all considered mandatory in-service training topics required to be provided on an annual basis. Specific inmate relations training included Inmate Manipulation and Contraband, Inmate Discipline, Inmate Grievance Refresher, and Inappropriate Behavior Including Sexual Misconduct. Training is provided through a combination of forums, including classroom setting, firing range, and on-line (electronic). The FDC recently added a training module on de-escalation in response to concern over use-of-force issues.

The FDC maintains documentation of training records in a comprehensive electronic data system referred to as the Florida Department of Corrections Training Database. The system identifies staff by facility, position classification, training requirements, completed training, and the total number of hours completed by subject matter and fiscal year. Designated facility personnel monitor and track the status of training compliance levels at each facility. Sample

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[7] Ibid.

database systems were reviewed and reflected the systems were being maintained on a current basis.

**FINDING 1-13:** Not all facilities have an officially recognized training position.

In some facilities, the assignment of staff to coordinate basic recruit training and annual in-service training is considered a collateral or secondary duty to their main responsibilities. In several cases, these positions may also be listed as a "special assignment" that falls outside the employees' normal duties. In facilities that are part of a correctional complex (multiple facilities), a designated position may be recognized at one facility, while the other facilities meet those responsibilities through secondary duties or special assignments. There was no indication that staff training was negatively impacted by the on-site personnel resources provided; however, the job duties for an institutional training officer should be a full-time assignment. In those institutions without a training position on the roster, the concern is that training is not being given sufficient attention, or that staff in other post assignments are detailed to manage training to the detriment of their official post assignment.

**FINDING 1-14:** Staff records reflect specialized training is provided to experienced correctional officers based on work assignments.

For example, a total of 60,567 hours of training entitled "Critical Thinking during Critical Incidents" was provided during calendar year 2015[8]. Additional examples of specialized training included the following: Verbal and Non-Verbal Components of De-Escalation; Neutralize, Empathize, Actively Listen and Resolve; Supervision of Youthful Offenders, Close Management and Transitional Care Unit, Female Offenders, Confinement Housing, and Special Teams Training.

Additional procedures more specific in nature to staff training and/or specialized training were examined, including in part the following:

- Pursuant to *Procedure 602.022, Special Operations Teams,* specific training requirements are clearly stated in the procedure to maintain status on each specialized team. The training requirements identified in the procedure appeared appropriate.
- Pursuant to *Procedure 602.030, Security Staff Utilization,* it is the responsibility of the chief of security with secondary responsibility to the shift supervisor to ensure that all scheduled in-service and specialized training is recorded in the training section of the

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[8] FDOC Staff Training Data Summary Report.

security staff profile. Specific training requirements are clearly stated and appeared appropriate.

• Pursuant to *Procedure 602.004, Forced Cell Extraction*, the chief of security will ensure a record of each officer who has received the appropriate department approved training in forced cell extractions is maintained. Specific training requirements are clearly stated and appeared appropriate.

**FINDING 1-15:** The training policies and procedures governing the training provided to experienced correctional officers is consistent with state and nationally recognized best practices.

The review confirmed that sufficient procedures were in place and training was consistently provided on an ongoing basis in all key facets, including in the areas of officer/inmate interactions, use of force, and incident reporting.

**RECOMMENDATION 2:** Eliminate the use of classifying facility training responsibilities as "special assignments."

The FDC should review how on-site training responsibilities are being scheduled, managed, and recorded at each facility to determine appropriate staffing allocation. All work locations may not require a dedicated training position.

*Temporary Employment Authorization Assignments*

Newly hired officers, unless previously certified as correctional officers under state regulations, are hired under a category known as temporary employment authorization (TEA) status. An individual remains on TEA status until the candidate completes the basic recruit training program and passes a Florida Department of Law Enforcement-administered certification examination. TEA officers normally work in the institutions while awaiting assignment to the training program. This can take up to six months, but in most cases averages three months before the individual attends the training. Table 2 summarizes the status of the FDC's 1,395 TEAs as of October 30, 2015.

Table 2: TEA Status, October 30, 2015

| | Pending Academy Placement | Pending Academy Completion | Pending Passing Certification Exam | Total |
|---|---|---|---|---|
| TEAs | 540 | 782 | 73 | 1,395 |

Source: FDC Office of Human Resources Management

TEA officers are restricted from working in certain posts, such as perimeter patrol, confinement, and other sensitive posts, because they have not been trained and certified. *Procedure 602.030, Security Staff Utilization,* states that *"officers in temporary employment status (TEA) may be assigned to any post where adequate supervision is provided by an individual holding the rank of at least correctional officer except for those posts specifically prohibited in "Officers in Temporary Employment Authorization (TEA) Status."* The procedure clarifies that adequate TEA supervision does not require constant direct sight and sound supervision by the certified supervising staff member, but must include regular/frequent contact and observation combined with ready availability should the TEA require assistance. As a result, a TEA may be left alone for brief periods, if appropriate, based on security considerations such as the setting (e.g., dormitory or recreation yard), the number of inmates to be supervised, and the custody classification of the inmates to be supervised.

*Procedure 208.016, Officers in Temporary Employment Authorization (TEA) Status,* effective October 8, 2014, outlines procedures and requirements for the utilization of TEA officers and further establishes restrictions on their employment. TEA officers are not required to be firearms certified, must begin their basic recruit training within 180 consecutive days of beginning their TEA status, and must complete the basic recruit training program within 18 months of beginning the training program. TEA staff are restricted from certain assignments, including:

- Tower/vehicles/stationary perimeter posts
- Vehicular gates (may assist in searches of incoming work squads under the supervision of a certified uniformed employee of at least the rank of correctional officer)
- Outside work squads
- Outside inmate transport/medical escort
- Medical isolation/self-harm observation status
- Special housing units
- Canine
- Death row

**FINDING 1-16:** Supervision and assignment of TEAs in institutions is a concern.

Staff at all levels indicated that TEA staff are not presented with sufficient training prior to being placed on post with limited supervision. A TEA essentially arrives at a facility and is assigned to work a post with no preparation other than the general employee orientation training that all new staff are required to complete. Nothing in this orientation adequately prepares a TEA to supervise inmates or function in a security post. At a number of facilities visited by the project team, staff referenced a field training officer program (FTO) that is available for TEAs to participate in. The FTO program involves having an experienced and trained supervising officer work with a TEA to provide guidance and specific training using an on-the-job training methodology. However, this training procedure was not universally followed at the facilities we visited.

Facility supervisors, including wardens, indicated that attempts to establish a field training program for TEA staff have met with limited success. Attempts to provide FTO training are often interrupted by the need for officers to cover other high-priority assignments, such as Level I posts (critical posts such as housing, which must be staffed at all times to assure institutional security). As a result, the training process breaks down and TEAs must function in posts without adequate supervision and in violation of FDC policy. This type of breakdown is primarily attributable to lack of staff, which forces facility managers to maximize use of all of their resources, including TEAs.

In staff focus groups, officers reported that as TEAs they were often assigned to man a housing unit post without adequate supervision. One officer commented "they just threw us to the wolves," when speaking about their placement in sensitive security posts without training and supervision. This practice is in opposition to recognized best practices for training and orienting new staff and represents a risk to operational security and performance.

**RECOMMENDATION 3:** The department should cease the practice of placing untrained officers on posts in the institution without proper orientation, familiarization, and training.

The project team recognizes the pressures caused by understaffing and the need to have personnel available to staff posts in the institution. Regardless of the pressure, utilizing untrained staff can only lead to security violations, dissatisfaction with the job, and contribute to staff turnover. The department should establish, at a minimum, a 40-hour classroom orientation/training designed for correctional officers to familiarize them with important elements of the job prior to basic recruit certification training. The classroom orientation/training should be followed by a mandatory 80-hour on-the-job training program, where the TEA works alongside an experienced and trained field training officer who

processes the TEA through an organized on-the-job training experience. Once the three-week training program is completed, the TEA would be eligible for staffing those posts allowed under current procedures.

*Overtime Management*

In the absence of staff resources available to fill critical posts, facility administrators must rely upon overtime to provide mandatory security coverage. Analysis of correctional officer overtime shows total spending in FY 2014/15 of $18.2 million. The average amount of overtime per officer, per paycheck was 18.7 hours. This corresponded to overtime earnings of $438.69 per paycheck.[9]

Each facility visited by the project team relied upon overtime to staff critical posts. For example, at Apalachee Correctional Institution (ACI), staff recorded a total of 17,857.25 hours of overtime in the first 226 days of 2015. Hours recorded as a result of "shortage of help—meet critical complement" account for 12,087, or 68 percent of this total. For 2015 to-date, the ACI has averaged more than 79 hours of overtime each day, and staff shortages have accounted for 53.5 hours of that amount.

The FDC assigns facility staff to three basic shift schedules: 12-hour shifts which generally operate from 7 a.m. to 7 p.m. for the day shift and 7 p.m. to 7 a.m. for the night shift, every day through the year, 8-hour swing shifts which may operate from 6 a.m. to 2 p.m. and 2 p.m. to 10 p.m. covering times of peak institutional activity, and an 8-hour administrative shift which may operate from 8 a.m. to 5 p.m., five days per week. The highest reliance on overtime usage occurred on the night shifts. During the day, staff from the administrative shift is often used to fill the gaps on day and swing shifts. This option is not available for the night shifts. They must hold over staff until staff from other shifts can be contacted and report to the facility to fill a vacant post.

This type of pattern repeated at the other facilities. Utilization reports documented that overtime levels are, by and large, being driven by the lack of staff available to cover critical posts.

The maximum amount of continuous time an officer is allowed to work under a 12-hour shift system is 16 hours. The project team requested data on the number of specific instances where officers were held over 4 hours past their regular shift to work 16 continuous hours. However, the FDC does not collect this data. We instead asked to sample the number of

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[9] Source: FDC Office of Human Resources Management

times staff were held over their shift in this manner during the month of August at three institutions visited: Lowell, Northwest Florida Reception Center (NWFRC), and Everglades. NWFRC and Everglades showed 11 and 25 separate instances of extended shift overtime during this month; however, Lowell showed much heavier reliance on this practice, with 129 instances of staff held over to 16 hours during the month of August, or an average of four extended shifts each day of the month.[10] Without more data, it is not possible to determine the pattern of this practice throughout the FDC.

Despite the level of utilization, the FDC does make reduction of overtime expense a priority. Facilities take any cash payout of overtime seriously, and there is a concerted effort to make sure they flex out (or adjust out) any overtime earned before it needs to be paid. Any overtime earned in a 28-day cycle that isn't flexed out must be paid out at the end of that cycle. If an employee takes sick leave or vacation leave in the 28-day cycle, any overtime on the books is adjusted out first to get it off the books before sick or vacation time is used. Also, supervisors will tell staff to come in late or take off early to offset the overtime before it needs to be paid. While this practice mitigates the use of overtime, its practical impact is to exacerbate the problem of unstaffed security posts.

*Staff on Non-Inmate Contact Status*

When staff are placed under investigation, they can be placed on "non-inmate contact" until the investigation is finalized. When placed on non-inmate contact, the individual is moved to a post where there is no interaction with the inmate population. Also, the individual could be moved to a different facility to provide further separation or simply placed on administrative leave.

**FINDING 1-17:** The department has a significant number of staff on non-inmate contact status.

The FDC records indicate that 95 staff were on non-inmate contact or on administrative leave at the time of our review. [11] The following details these findings:

- Non-Inmate Contact
  - Seventy-five staff are on non-inmate contact at the facility where they normally work. On average, these 75 staff have been on non-inmate contact for 113 days.

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[10] FDC survey of overtime use at NWFRC, Everglades, and Lowell.
[11] Source: Email and Spreadsheet from FDC dated 9/22/2015

- - Nine staff have been relocated to another facility and placed on non-inmate contact. On average, these nine staff have been on non-inmate contact for 240 days. (Three staff have been on non-inmate contact at another facility for 456 days.)
  - Administrative leave
    - Eleven staff are on administrative leave. On average, these 11 staff have been on administrative leave for 76 days.

In total, the 95 staff on non-inmate contact or administrative leave have been on that status for an average of 121 days.

More than half of the incidents that led to staff being placed on non-inmate contact or administrative leave were the result of some form of use of force.

Based on the number provided, it appears that placing staff on non-inmate contact is preferred over placement on administrative leave. Facility staff indicted that Secretary Jones recently began allowing the placement of staff on non-inmate contact in lieu of placing them on administrative leave. The benefit, they indicate, is having the staff available to work functions such as mail room or control centers that do not come into contact with inmates, thereby helping to alleviate already short staffing levels. They also noted that previously when staff were placed on administrative leave they would brag that they would get a second job and have income. In our opinion, however, if the case is serious enough, staff should not be allowed on any facility grounds. The presence of a staff person under investigation for inmate abuse can be toxic to facility operations and staff morale.

**RECOMMENDATION 4:** The department should not allow staff to work in institutions on non-inmate contact when they are under investigation for serious violations.

*Roster Management*

An operations-based roster management system is in use in the FDC that is designed to establish accountability and provide documentation on how custody staff is deployed. Our review identified consistent use of a roster management system providing custody personnel accountability based on established workload responsibilities. Qualified personnel were sufficiently assigned to manage and maintain the system on a daily basis.

The roster management system has been developed pursuant to *FDC Procedure 602.030, Security Staff Utilization.* The stated purpose of the procedure is *"to establish guidelines for appropriate and efficient use of security staff."*

The procedure describes in detail the authorization required for establishment of post assignments and the development and maintenance of a staffing roster. The entire process is managed through an automated computer application known as RMS (roster management system.) Specific procedures indicate that the FDC Bureau of Security Operations is responsible for developing the post assignment chart for each institution based on the number of authorized and funded security positions. Any changes to the post chart must be approved by the Bureau following a request from the facility warden and chief of security. The roster process is centrally managed and requires that approvals be obtained before making any permanent changes to the staffing roster. Accommodations, however, can be made locally for temporary alterations from the roster for activities known as "special assignments."

The *Security Staff Utilization* procedure, which has an effective date of June 2, 2014, has been developed in a manner consistent with applicable American Correctional Association (ACA)/Commission on Accreditation for Corrections (CAC) standards, state and federal statutes, Florida administrative codes, and the Florida Teamsters Local Union #2011 Security Services Bargaining Unit.

**FINDING 1-18:** The chief of security (COS) of each institution is responsible for allocating positions based upon available personnel. The RMS and associated processes are consistent with national best practices.

The COS is responsible for assigning the security staffing level designation to each post on the master security roster, as well as other administrative functions to include designating gender specific posts, making adjustments to the roster based upon personnel changes, recording extended special assignments and personnel loans, and forwarding the roster to the warden for a quarterly review. The shift supervisor (OIC) serves as a critical support position in managing the daily deployment process. In interviewing OICs in several facilities, they appeared extremely knowledgeable in the use and application of the RMS.

*Minimum Staffing Levels*

Facility staffing is a critical issue that touches all operational aspects of the Florida correctional system. Our reviews in general showed effective policies and management systems that are well-designed to manage a very large, complex system. Staffing levels however, were a significant issue in all facilities reviewed.

**FINDING 1-19:** The span of control of shift supervisors at the larger facilities is excessive.

Shift operations at most facilities consist of one captain serving as the OIC of shift operations. One of the primary characteristics identified in the department's institutional operations is the

consistent application of a wide span of supervisory control. A wide span of control indicates that supervisory staff have a significant number of subordinates they supervise. The primary advantage to using this form of supervisory oversight is that it is initially less expensive to operate the facility.

The current general supervisory practice is to have one OIC assigned, and when there is a specialized housing unit, such as confinement, intake, or mental health, an additional supervisor (lieutenant) is directly responsible strictly for that area. There are exceptions, such as the supervision practice at the Union Correctional Institution where there were several lieutenants assigned to various tasks, including assisting the shift supervisor. At all other facilities visited, an assistant shift supervisor was not assigned.

At the women's reception center in Ocala, for example, there were between 30 and 35 security staff assigned to each of the four 12-hour shifts, and there was no assistant shift supervisor available on any of the four shifts. Based on the workload responsibilities of the OIC, which includes a significant amount of time devoted to accessing automated data systems, providing and reviewing required daily reports, authorizing leave-time, being present during inmate meals, assigning staff to secondary duties and special assignments, conducting employee hearings, and inspecting housing units, there is very little time available to provide staff supervision. There are sergeants available; however, the role of the sergeant is oftentimes that of a lead worker, and at several posts the position is interchangeable with an officer.

The scope of work required of the shift supervisor hampers their ability to meet existing responsibilities while providing adequate staff supervision. Having a highly visible physical presence in the facility is essential and oftentimes impacts operations. When command and supervisory staff become overloaded, operational issues may not be addressed, potential for breaches in security increases, and overall efficiency of the facility may be jeopardized. Proper supervision is critical, especially due to the large number of TEAs filling post assignments in the institutions. This lack of appropriate on-site supervision is more prevalent at the mid-to-large-sized facilities that currently do not have an assistant chief commander position.

**RECOMMENDATION 5:** Conduct an on-site review of the current operational responsibilities of the OIC in relation to the overall shift responsibilities.

**RECOMMENDATION 6:** Based on the results of the review, establish an assistant shift supervisor at recognized facilities either on all four 12-hour shifts or strictly during the 12-hour day shifts.

**FINDING 1-20:** FDC policies and procedures establish guidelines for the appropriate and efficient use of correctional officers.

Our review consistently identified that written policies and procedures were well developed, and staff directly involved in determining correctional officer assignments were extremely familiar with the established procedures.

Security staff deployment is authorized in *Procedure 602.030, Security Staff Utilization,* a policy issued by the FDC Office of Institutions that has an effective date of June 2, 2014. The procedure's stated purpose is *"To establish guidelines for appropriate and efficient use of security staff."* The procedure describes in detail authorization for establishment of post assignments and the development of a staffing roster.

Pursuant to the procedure, the FDC Bureau of Security Operations is responsible for developing a post chart for each institution based on the number of authorized and funded security positions. A post chart as defined is considered "*an actual listing by title of all security posts that are necessary to operate an institution."* Any changes to the post chart must be approved by the Bureau following a request from the facility warden and chief of security. Accommodations are made for temporary alterations from the roster for activities known as either "secondary duties" or "special assignments."

Additional FDC policies and procedures are available that directly impact post assignments, including 208.016, *Officers in Temporary Employment Authorization Status*, 602.050, *Institutions – Security Post Orders,* and 602.036, *Gender Specific Security Positions, Shifts, Posts, and Assignments.* These established procedures further define eligibility and specific duties and responsibilities to be accomplished by the officer.

All the primary procedures related to staff deployment reference compliance with a number of ACA standards, as well as state statutes, the applicable Florida Teamsters agreement, and Florida Administrative Code rules.

**FINDING 1-21:** Current policies, procedures, and department manuals in place consistently incorporated safety features for correctional officers.

These policies have all been established in line with applicable Florida Administrative Code (F.A.C.), ACA standards, Occupational Safety and Health Administration (OSHA) standards, and FDC supplemental procedures. Specific policies and guidelines that directly referenced officer safety were reviewed and included the following:

**FDC master training plan:** Officer safety has been identified as a critical mission of the FDC and is a mandatory subject matter presented during both pre-service and annual in-service training.[12] The FDC annual training assessment survey completed during FY 2015 reported that for the third consecutive year, nearly 90 percent of staff recognized staff training provided promotes employee safety.[13]

**Specific training and post-related procedures that have been established include**: *Procedure 209.101, Training Requirement; 209.004, Field Training Officer Program for Institutions; 209.301, Firearms Training; 602.003, Use of Force Devices, Agents and Munitions; 602.004, Forced Cell Extractions; 602.008, Incident Reports – Institutions; 602.022, Special Operations Teams; 602.024, External Inmate Transport and Security; 602.026, Standardization of Security Equipment; 602.027, Security Inspections; 602.030, Security Staff Utilization; 602.044, Internal Movement and Supervision Requirements; 108.014, EHSO Program, EHSO Manual, and 602.009, Emergency Preparedness.* These procedures were reviewed and found to sufficiently address safety factors consistent with best correctional practices.

Our review revealed that in addition to the mandatory training provided, the FDC has implemented specific training designed to minimize the potential for risk to an officer. Such training being provided focuses on developing advanced skills in crisis intervention, de-escalation, managing a critical incident, and implementing effective countermeasures.

Pursuant to established procedures, the expansive availability of security equipment directly related to officer safety included the use of security surveillance cameras, video recorders, cellular phones for external escort personnel, two-way radios with man-down alarms, physical restraints, special management spit shield, body alarms, and chemical agents for those qualified and assigned to high-liability risk areas. Specific procedures reviewed included *Procedure 602.028, Special Management Spit Shield; 602.044, Internal Inmate Movement and Supervision Requirements; 602.024, External Inmate Transportation and Security; 33-602.203, Control of Contraband; 602.041, Radio Operations; 602.037, Tool Control; 602.023, Personal Body Alarms; 602.018, Contraband and Searches of Inmates; 602.034, Perimeter Security; 602.027, Security Inspections; 602.004, Forced Cell Extraction; 33-602.210, Use of Force; 602.003, Use of Devices, Agents and Munitions, Emergency Plans* and the Environmental Health and Safety Manual. These procedures were reviewed and

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[12] Florida Department of Corrections Master Training Plan, FY 2015/16.
[13] Florida Department of Corrections Master Training Plan, p 3.

found to sufficiently address essential safety factors consistent with nationally recognized best practices.

An ongoing, multi-phase security surveillance camera expansion project was occurring at the time of our review addressing safety features including the increased use of security cameras and monitors, as well as to provide audio enhancement features. In addition, the use of body cameras is being considered in select locations to provide additional supportive documentation and safety for correctional officers.

Assault rates on staff reportedly have been relatively stable during the five previous fiscal years. Based on data provided by the FDC Bureau of Institutional Operations, during the five most recent completed fiscal years the level of assaults on staff has been relatively consistent. The reports reflect the following average number of assaults by inmates on staff per month for each fiscal year: FY 11 (67), FY 12 (62.1), FY 13 (62.4), FY 14 (60.75), and FY 15 (66.2).

The most significant issue that negatively impacts officer safety appears to be lack of staff resources to provide adequate supervision or backup.

**FINDING 1-22:** Facilities generally have only enough staff to fill Level 1 positions in each facility for the 12-hour shifts.

While this finding may be taken to imply facilities have sufficient staff, filling only Level I posts creates serious operational risks if adopted as a long-term pattern for facility staffing. It needs to be clearly understood that Level I posts are considered *mandatory* posts, not the *minimum* number of posts that should be filled. There are Level II posts and other secondary duties that must be performed to ensure the safety and security of facility operations. These include security threat group coordinators, lock and key officers, tool control officers, recruiters, canine officers, and training officers.

Because these posts represent important services and functions, they are typically noted as special assignments on the rosters. The staff members assigned to the special duties are taken from the shift complement, thus reducing the number of personnel available to staff the duty rosters. Staff often referred to this as taking staff "out of hide" as a reference to staff that should be available to be deployed on the duty roster but are redirected to the special duties without being replaced.

All institutions visited by the project team had special assignments. In fact, we were advised that a number of these special assignments are somewhat permanent and mandated by department officials. Although these functions are considered important, they have not been formally approved and budgeted. Therefore, beginning each shift with only enough staff to fill

Level I posts jeopardizes facility security because other needed posts must also be regularly filled.

**FINDING 1-23:** All of the facilities inspected by the project team had at least intermittent issues of operating at or below minimum staffing levels.

Our review consistently identified the lack of available security personnel to fill established posts. It has become routine in many facilities to leave post assignments vacant and rely on overtime due to the lack of on-site staff to meet critical needs.

The FDC provides housing and services to a wide variety of inmates in over 50 major facilities. The specific mission of each facility may vary from re-entry to close custody; the risk and needs assessment for each individual may be different, and the facility designs vary from a single-story open dormitory to multi-level confined units. Facilities housing a large number of inmates classified as community access-minimum generally require fewer staff in the housing units than facilities housing high-risk inmates classified as close custody. As a result of the diverse missions, daily activities involving inmate access and movement procedures throughout the facilities can vary. The type and level of supervision required and the activity levels often impact required staffing levels.

The FDC procedures do not reference specific staff-to-inmate ratios. Because of the different missions of correctional facilities, the variances in the types of inmates housed, and the level of programming and other factors, there is no single staff-to-inmate ratio that is recognized as a national best practice in the industry. There are standards that reference certain posts be filled; however, no specific staff-to-inmate ratios are recommended.

The FDC Office of Institutions has issued "staffing level guidelines" that provide direction to the facilities regarding post assignments and the post level designation that should be assigned to commonly filled posts. The posts are designated based on importance.

- **Level I posts:** Level I posts are those posts considered "critical" for the daily operation of a shift. They are the top priority and are required to be filled even if it requires the use of overtime.
- **Level II posts:** Level II posts are considered "essential" to the operation of the facility, as these posts provide for normal activities and programming to occur in the institution.
- **Level III posts:** Level III posts are considered "necessary" posts, but are typically not filled unless there is an abundance of personnel available.

Supervisor-to-line staff ratios are also not mandated by state or federal law. The FDC procedures do not cite specific ratios required in either procedures or guidelines. Supervisory levels are based on approved post charts developed by the FDC Bureau of Security Operations.

The staffing level guidelines issued by the FDC Office of Institutions provide direction to facility management staff on the designated post level for specific position responsibilities by type of inmate being supervised, shift, and building type. For example, in the guidelines the following is presented: *Shift Supervisor: Level I on all shifts, Control Room Sergeant: Level I on all shifts, Housing Unit Sergeant: Level I on all shifts, and open-bay dormitory/general population: Day Shift Officer 1 (Level I) and Officer 2 (Level III)*[14]. Very seldom are Level III posts filled due to the overall staffing levels available. There is additional reference in the guidelines to staffing levels and post designations for several other posts, e.g., control rooms, housing units, inner perimeter security, food services, vehicle gate, clinic officer, and laundry.

The guidelines provide no allowance for the size of the facility or size of the housing unit. Whether a facility has a capacity of 1500 or 500, the number of internal security Level I posts remains the same. Some housing units may contain fewer than 50 inmates, while others may house over 250[15].

There is, however, allowance provided based on the type of offender being housed. For example, on the 12-hour day shift, if close management/confinement inmates are housed in the building, three Level I correctional officer floor posts are required. This staffing level does not include the officer in the housing unit control room, as that post is considered a separate post assignment. If general population close-custody inmates are housed, only one Level I floor post is required based on the guideline. A review of daily security rosters reflects the same.

Close custody inmates in general population are considered the highest risk general population inmates to house. When secondary duties are taken into consideration and the control room is required to be staffed at all times, the project team observed situations where only one officer was present in a housing unit with over 150 inmates[16]. This practice is inconsistent with recognized best practices in the corrections industry.

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[14] Office of Institutions, Staffing Level Guidelines sheet.
[15] Dade Correctional Center, T- Building capacity is 258.
[16] This situation was observed at three separate FDC institutions.

**FINDING 1-24:** Level I posts are often vacated during the shift, due in part to the level of secondary responsibilities assigned to correctional officers and the number of cases where staff are reassigned to special assignments.

Because of the shortage of staff, which manifests itself with the posting of only Level I positions throughout the institutions, the project team found that staff assigned to housing unit posts are often reassigned from those posts to perform secondary duties or to be assigned to a special assignment. This often leaves only one officer in the unit to supervise a fairly large number of inmates, usually in excess of 100. In a number of the facilities that have enclosed housing unit control centers, the remaining housing unit officer retreats to the control center and supervises the inmates from behind the security barriers of the control center.

We note that determining the adequacy of staffing levels was difficult due to roster practices. Facility rosters typically illustrate that Level I posts are filled and, as a result, it appears at first glance as if inmate supervision is direct and adequate. However, the rosters are misleading, as they suggest that officers are working inside the housing units when, in fact, there are cases where at least one of those officers is not present for a significant portion of the shift. If Level II and Level III positions were staffed and operating, this would not be an issue, as the Level II or Level III post could be reassigned, leaving the housing units with an adequate complement of Level I staff. As a result, the inability to fill Level II and III posts creates a security hazard caused by the understaffing.

These housing unit staff are often reassigned during their shift due to "secondary responsibilities." Secondary responsibilities are duties that are added to an employee's normal responsibilities and often require them to move to a different location in the facility. It is not unusual to have a unit sergeant or a correctional officer away from their housing unit post performing secondary duties for a number of hours during their shift. These secondary duties can include providing recreation yard coverage, movement control, supervision of the dining room, area searches, perimeter checks, staff searches at pedestrian entrances, control room monitoring, suicide observation, inmate transport, canteen supervision, and inmate escort.

Besides secondary responsibilities being assigned to staff, the staffing issue is further complicated by the number of "special assignments" established in the facilities. *Procedure 602.030, Security Staff Utilization*, defines extended special assignments as the "reassignment of an officer to the administrative shift to perform other security related duties or tasks for which there is no post. This assignment will be for a period of 60 days to 365 days." These special assignment positions were seen throughout our facility visits and included positions

such as arsenal sergeant, lock and key sergeant, canine sergeant, work squad sergeant, administrative lieutenant, and work squad lieutenant. The project team found a significant number of staff are reassigned to responsibilities commonly referred to as "special assignments."

To identify the amount to which Level I posts were unmanned, we reviewed FDC Bureau of Security Operations Level 1 unmanned accumulative report as of September 17, 2015. This report revealed the "*Total Instances of Unmanned Level 1 posts from February 2, 2014, to September 17, 2015, was 39,063,*" and the "*Total Unmanned Level I Post hours*" from the same time period was 220,558.83"[17] .

As a specific example, a daily security roster for September 1, 2015, at the Lowell Annex reflected over 110 staff hours were reported as being used during one 12-hour shift to meet either secondary duties or special assignments.[18] The sample is relatively consistent with our findings in most facilities. On that shift at Lowell Annex there were no officers being held on overtime to address these issues, and as a result, staff from existing post assignments were being pulled from their posts to meet those additional duties.

The lack of sufficient posted personnel in the housing units, which becomes more acute when one of the officers is away performing secondary duties or is reassigned to a special assignment, is a cause for concern. With limited housing unit supervision, inmates are presented with frequent opportunities to involve themselves in illicit activity.

**FINDING 1-25:** Lack of civilian personnel exacerbates security staffing needs.

In many jurisdictions, civilian personnel perform ancillary functions unrelated to safety and security that would require the assignment of a correctional officer. Many of the civilian positions have lower salaries than certified correctional officers, and they are not required to attend the lengthy training academy program as well. Our analysis found correctional officers performing a number of civilian functions, including clerical, motor pool mechanic, human resource recruiter, program supervisor, disciplinary report coordinator, Prison Rape Elimination Act (PREA) coordinator, ACA coordinator, administrative assistant, maintenance worker, and caustic manager. At one facility there were five correctional officers performing clerical duties. It was particularly noteworthy to find that staff on the administrative roster are often noted as having a job title, such as utility officer, but function as something different.

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[17] FDOC Bureau of Security Operations, Weekly Level 1 Unmanned Summary Totals, September 17, 2015.
[18] FDOC, Lowell Annex Daily Security Roster, Tuesday, September 1, 2015, Day Shift – B.

**RECOMMENDATION 7:** To determine the number of security staff needed, the department should conduct a comprehensive staffing analysis that includes:

- **Security post analysis:** The first step in any security staffing analysis is to conduct an analysis of each security post to determine whether it should exist and the frequency and duration that it should be filled. The solution calls for conducting an analysis of the posts that need to be staffed to provide appropriate security and a task analysis that examines tasks that need to be performed by correctional officers throughout the institution, hour by hour. A post analysis should address the following areas:

    - Creation of sufficient post assignments to supervise inmates in recreation, work and common areas without relying on pulling housing unit officers off of their posts.
    - Limiting secondary duties for those posts that have responsibility for the supervision of inmate housing units and critical areas of the institution.
    - Creating posts for important specialized duties that must be performed, including tool control officer, key and lock officer, security threat group officer, canine officer, and disciplinary officer.
    - Limiting the number of special assignments to those posts and functions critical to operational effectiveness.
    - Identifying civilian functions that need to be performed and creating civilian positions to perform those duties. Clerical positions, administrative positions, and maintenance positions are better suited for civilian personnel skilled in those areas. This also will increase the use of certified staff in safety and security posts in the institution.

- **Develop accurate relief factor:** Once all correctional officer positions are identified and their assignments, tour of duty, and days off are established, FDC should recalculate the relief factor to ensure coverage of seven-day and five-day posts, etc. The relief factor must account for days off, discharge of benefit leave, military leave, vacancies, and time on the job lost due to training.

- **Develop consistent and complete master roster for each facility:** The FDC Bureau of Security Operations should lead the effort to develop a master roster for each facility, and combine staffing rosters that allow for a visual display of personnel assignments by shift and post, thus accounting for the deployment of all personnel in the institution. The master roster should list all approved posts and personnel assigned to each shift. This document should be updated monthly. All listed posts should account for all

assignments in the institution, and personnel should not be assigned to functions inconsistent with their post assignment unless special circumstances exist.

*Correctional Officer Supervision*

The FDC has the proactive responsibility of developing policies and procedures that clearly direct staff in the performance of their duties. The department not only has the responsibility to develop effective policies and procedures, but also to ensure personnel are properly trained on those policies and procedures. Addressing safety in a correctional setting is paramount and often reflected as a byproduct of fundamentally sound policies, quality training, and sufficiently deployed staffing levels. The development of policies that have been casually or less-than-thoroughly prepared can lead to misinterpretations, inconsistencies, and safety concerns.

## 2. SECURITY OPERATIONS

The findings and analysis that follow are a result of the direct observation of the operation of FDC facilities, interviews with staff, focus groups, and review of institutional data.

*Organization and Structure of FDC Security Systems*

FDC security operations are overseen by an assistant secretary for institutions who reports to the secretary of corrections. The assistant secretary has five main direct reports, four of whom are involved in supervising and managing facility security.

The institutional support section is responsible for security operations, which has as a major component audits and inspections. Each facility warden is supervised by a regional director who is responsible for supervision of the facilities in his/her region.

The regional director reports to the assistant secretary. Each regional director is supported by an assistant regional director, and they are responsible for multiple facilities within their geographic region, including state correctional facilities, private facilities, and work camps. The number of facilities each regional director manages varies, but is between 17 and 20 major correctional facilities.

### Figure 13: FDC Office of Institutions Organization Chart
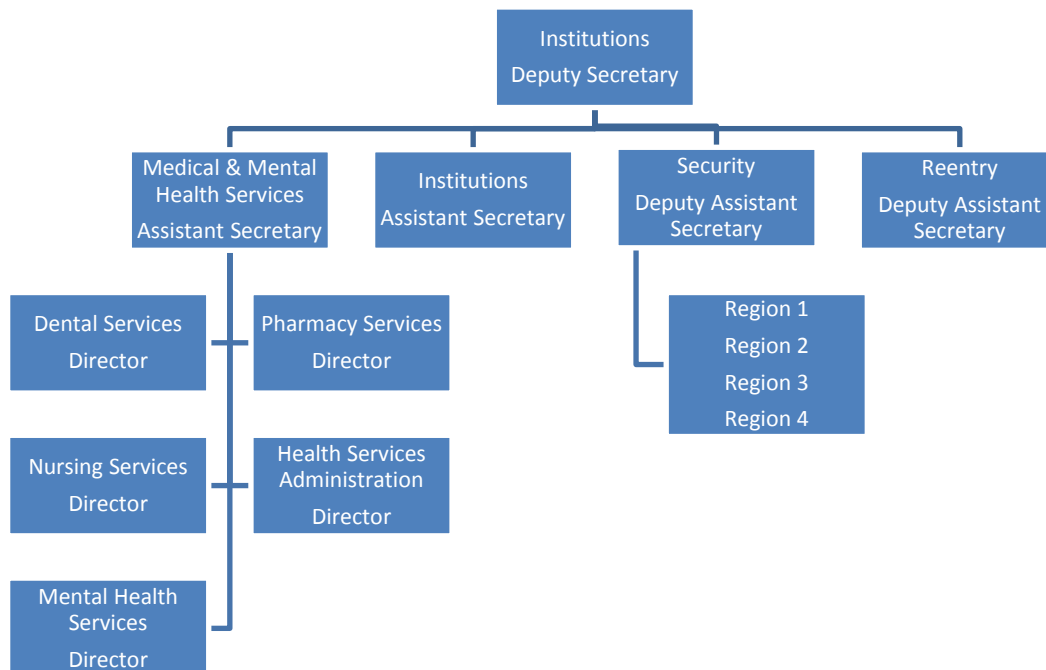


Source: FDC website

The main role of the regional office appears to be as consultants to the facility managers and as facilitators in assisting in resolving issues and problems. The regional office is actively involved in monitoring the performance of the facilities and ensuring compliance with departmental policy requirements. The regional staff work directly with wardens to ensure appropriate follow-up is initiated regarding security inspections and in the development of budgets.

Regional programs staff have no real role in program development and implementation. Program offerings are controlled by the central office with little regional office input. The betterment programs are initiated and encouraged locally at the institutional level.

Regional managers do have input into selection of wardens, assistant wardens, and other command staff. They also conduct the warden's performance evaluations.

The budget is set by the central office. The regional office has some discretionary funds, but does not have the ability to move funds from one facility to another if needed.

The regional office staff includes the assistant regional director and correctional service consultants (CSC) who monitor and assist in operational issues, staffing, etc. The regional warden position is being phased out and converted to a CSC position. Region 2 also has a motor pool supervisor and a maintenance supervisor.

The structure and authority of the regional offices are similar to regional functions found in many state systems. Authority varies from state to state, with some having more direct and autonomous authority over the facilities in the region, while others serve in capacities similar to Florida in that they are consultants and facilitators for assisting the wardens in the resolution of issues and problems and monitor overall performance in relation to departmental requirements.

By executive order, the regional director is also required to visit each facility in the region two times per quarter.

Florida State Law 944.151, Security of Correctional Institutions and Facilities, describes legislative intent regarding correctional institutions security requiring that the secretary of corrections appoint a security review committee to maintain compliance with policy requirements. A summary of the requirements of the law includes the following:

- Establish a periodic schedule for the physical inspection of buildings and structures to determine security deficiencies with emphasis on older facilities that have experienced a significant number of escapes or attempts in the past.

- Conduct or cause to be conducted announced and unannounced comprehensive security audits of state and private correctional institutions.
- Adopt and enforce minimum security standards and policies; annually make written, prioritized budget recommendations to the secretary that identify critical security deficiencies at major institutions.
- Investigate and evaluate the usefulness of the dependability of existing security technology at the institutions and new technology available.
- Contract, if deemed necessary, with security personnel, consulting engineers, architects, or other security experts the committee deems necessary for security audits and security consultant services.
- Establish a periodic schedule for conducting announced and unannounced escape simulation drills.
- Submit an annual legislative budget request outlining critical repairs and security renovation needs.

The typical structure of the security department at the institutions is as follows: Each facility warden is responsible for the security of their institutions. Major facilities have an assistant warden of operations that directly oversees institutional security. A colonel/chief of security reports to the assistant warden and is the uniformed commander of the institution. The colonel directly supervises the shift captains, and the captains are responsible for security staff deployment and supervision of shift activities, which includes supervision of staff and the inmate population. In some cases, a facility major is assigned to the facility in support of the colonel. Lieutenants are assigned to institutions and perform specialized duties in support of the security operation.

*Perimeter Security*

FDC's *Procedure 602.034, Perimeter Security,* provides specific and detailed requirements for perimeter security. Consistent compliance with all perimeter security operational requirements is essential in the detection and prevention of inmate escape attempts from department facilities. The staff members assigned to perimeter security posts are responsible for the prevention and detection of escape attempts and the observation of activities within the secure perimeter, as well as the prevention of outside assaults. There is recognition in the policy that all procedural requirements may not be attainable due to the age and physical condition of the perimeter buildings and fences. Policy components include a description of the configuration of each perimeter by security level of the institution, lighting requirements, condition of fences, secondary power supply, vehicle gate security, inspection requirements, responsibilities of tower staff, roving patrols, and electronic detection.

Each FDC facility has officer(s) on each shift that have specific duties to perform a comprehensive internal check of the interior and exterior of all fences, gates, manhole covers, structures, etc. The project team walked the interior perimeters at a number of facilities with the internal security officers to review the process of conducting perimeter checks. The checks we reviewed were thorough, and facility staff noted any issues found. Each check is logged in a logbook in the master control room. Secure correctional institutions' perimeter security is supported by armed perimeter vehicle patrols at all times and, where applicable, armed towers monitor perimeter security as well.

**FINDING 2-1:** Perimeter security systems are outdated, in poor operational condition, and fencing is in disrepair.

The electronic intrusion detection systems in a number of locations were outdated and either were prone to frequent false alarms or didn't operate as specified. A number of these perimeter detection systems are in the process of being assessed, repaired, and/or replaced. At one facility, an electronic stun fence was also in need of repair or replacement. It also has been noted in a number of department security audits that certain perimeter fencing does not meet department policy specifications, and those issues were noted as being in violation of the policy but requiring new funding. Finally, interior perimeter fencing in some locations was noted to be in disrepair or rusting, and the fence ties used to connect the fabric to the fence poles are domestic ties that can easily be removed and used as weapons. A sturdier metal bracket-type fence tie is better suited for correctional applications. A number of the audits reviewed indicated that funding was needed to address perimeter security issues, but it was unclear if formal funding requests have been submitted.

**RECOMMENDATION 8:** The department should conduct a perimeter security audit of its institutions and develop an improvement and replacement plan to upgrade perimeter security fencing and intrusion detection systems, which are found to be in need of attention throughout the FDC.

*Count Procedure*

The stated purpose of FDC's count procedure (602.006) is "to establish guidelines for the uniform inmate count reporting system, ensuring the accountability of the inmate population within the custody and control of the Florida Department of Corrections." The policy details formal and informal count procedures, as well as emergency counts. There are eight formal counts conducted in any 24-hour period. During hours of movement, a formal count is taken within every 4-hour period. The count system is maintained in the main control room at each facility and count records are kept. Count procedures are detailed and adequate to ensure

accountability. Nationally, the number of counts required at a specific facility varies depending on the physical plant, custody level, mission of the facility, etc. The FDC policy is consistent with national standards.

**FINDING 2-2:** The procedure relating to inmate counts was found to be consistent with national standards and best correctional practice. Count records reviewed at the facilities are properly maintained, and there were no violations of the count procedure observed.

*Tools Control*

The stated purpose of *Procedure 602.307, Tools and Sensitive Items Control,* is "to establish guidelines for the control and management of tools and sensitive items." The procedure specifies the manner in which tools are classified, how inventories are kept, procedures for issuance of tools, procedures for documenting lost tools, and disposal of excess or damaged tools, as well as procedures for managing sensitive items such as dental equipment and hypodermic needles. Procedures are designed to minimize the use of tools as weapons, prevent the use of tools in escape attempts, prevent injury, and provide for a quick determination of tools that are missing. Each institution is required to designate tool control officers under the direction of the chief of security/colonel.

**FINDING 2-3:** The tool control practices observed were found to be generally compliant with department procedure and consistent with national standards and best practices.

Although a full tool control audit did not take place, inventories we spot-checked were compliant with procedural requirements. The tool control officer is typically not a budget position, but a special assignment position.

*Key Control and Locking Systems*

*FDC Procedure 602.039, Key Control and Locking Systems*, provides specific and detailed requirements for the maintenance, storage, and issuance of keys, as well as maintenance of locks. Each facility is required to appoint a key control officer and an assistant key control officer, and they are to be trained according to departmental specifications.

A number of facilities operated with contemporary automated key dispensing systems, which are located in close proximity to the master control rooms and facility pedestrian entrances. In those facilities where the automated system was either not functioning or hadn't been installed, a manual key dispensing process was in place where staff issued keys to employees and logged the transaction to maintain a record of which employee possessed keys, the time they received them, and when they returned them. At each facility, a key control officer was

assigned to manage the key control system. A review was conducted at a number of facilities to examine the key control operations. It was noted that monthly and quarterly audits are conducted and documented, and those records were reviewed by the project team. A selected number of inventories were reviewed and found to be accurate. It should be noted that key control officers assigned are often assigned as special assignment officers and are not noted on the shift roster as permanently assigned. No irregularities of departmental procedures were observed, and the procedure was generally compliant with national standards as we understand them. The key management program appears to be properly managed, and documentation reviewed was in good order.

*Emergency Management*

*FDC Procedure 602.206, Emergency Management*, provides general and specific guidance for the management of disorders. A disorder incident is defined as any assault, bomb threat, employee strike, escape, evacuation, fire, hazardous material or chemical spill or leak, hostage situation, medical emergency, natural or man-made disaster, pandemic, riot or disorder, or any other significant event requiring departure from normal operations. Each facility is responsible for drafting procedures to address the types of incidents noted above.

A total of 12 different emergency plan areas were reviewed by the project team at each facility assessed. The procedures reviewed included bomb threat, computer security, disturbance, employee work stoppage, escape, evacuation, fire, hazardous materials, hostage, medical, natural disaster, and outside assault. The plans were found to be very thorough and provide specific guidance to staff in these 12 emergency areas. A review of the procedures at each institution indicated the warden had approved the policies and submitted them to the appropriate regional office. Procedures were approved at the regional level and forwarded to the FDC Office of Institutions.

**FINDING 2-4:** Departmental approval of the emergency management plans had not occurred in all cases.

**RECOMMENDATION 9:** The department should formally review and approve facility emergency plans and further ensure that proper training is taking place with local law enforcement and agencies providing mutual aid assistance at each site throughout the department.

*Use and Control of Toxics and Hazardous Materials*

The department has adopted an environmental health and safety plan designed to reduce and/or remove potential occupational hazards in the workplace. The program is administered

through the facility environmental health and safety officer (EHSO) and the maintenance and construction superintendent.

The EHSO is responsible for conducting monthly inspections and reporting hazards that need to be addressed. Imminent dangers are to be addressed immediately with facility leadership. The EHSO has the authority to stop any work activity if imminent danger is identified. The EHSO is a full-time position at each institution according to policy, reports directly to the warden, and performs job tasks including monthly inspections, monitoring of daily operations to ensure compliance, investigating and reporting hazards, accidents, fires, lightning, and other damage, conditions, and situations affecting the health, safety, and welfare of employees and inmates. Numerous other duties and responsibilities are listed in Chapter 1 of the EHSO manual.

FINDING 2-5: The facilities reviewed have a designated EHSO as required by department policy.

Procedures reviewed appeared consistent with national standards and the control of hazardous materials and toxic substances were found to be well-controlled based on observations that were made.

The inventory, storage, and issuance process appeared to be in good order. Spot-checks of certain program components found the documentation to be accurate as well. Overall sanitation of the facilities was good, which suggested that cleaning supplies were readily available and the controls in place adequate to meet policy requirements, again based on our observations.

*Critical Incidents Management*

*FDC Procedure 602.008, Incident Reports-Institutions*, requires the documentation of information that is important to the safety and operation of correctional facilities. Per the procedure, an incident *"refers to any unusual occurrence or information received about which formal documentation and notification is indicated. This may include an accident involving possible injury to a person or damage to equipment, a suspicious action or occurrence, or other circumstances which could impact agency operations. The incident may be related to an inmate, an employee, or member of the general public."* The procedure specifies the information to be contained in an incident report and the format to be followed, including specific forms to be used. Incident reports are reviewed by the shift supervisor or department head that completes the initial report disposition on any incident, which is a brief report on the incident. The chief of security is tasked to review the incident report(s) and

notate findings and/or comments. The chief is also responsible for assigning a log number to each incident report. Subsequent to the chief's review, the warden is required to review the incident report and take appropriate action.

Critical incident reviews are conducted on serious incidents. *Procedure 605.008, Critical Incident Reviews,* effective June 26, 2015, outlines procedures to be followed to review serious incidents. A critical incident is defined as "an incident resulting in serious injury or death of an employee or inmate, incidents involving the escape or attempted escape of an inmate from the secure perimeter and any other incident requiring the level of review by the Secretary, Deputy Secretary, Assistant Secretary, or the Regional Directors."

**FINDING 2-6:** The project team's review of recent incidents indicated that the incident report procedure operating pursuant to *Procedure 602.008* is being complied with and incident reports are a critical component of the facility communication system.

Supervisory personnel review incident reports on an ongoing basis to identify operational issues that need to be addressed. Critical incidents, including escapes, serious injury, etc., require the involvement and review of the secretary, deputy secretary, assistant secretary, or the regional directors. These procedures are consistent with national standards and best practices.

The project team did not conduct an exhaustive analysis of incidents that occurred in FDC facilities; however, it is important to note that the number of sexual offenses is a concern that should be assessed closely going forward. As an example, the number of sexual offenses (inmate-on-inmate) alleged in the past 12 months at one correctional facility was 67. This appears to be a relatively high number of sex offense allegations. Staff indicated that the procedures put in place to protect inmates under PREA has resulted in an increase in the number of complaints made by inmates. They further related that some of this is due to attempts by inmates to manipulate the process in order to obtain a transfer to a more desirable facility.

Staff at other facilities also indicated that PREA procedures have resulted in a significant increase in sexual abuse complaints; however, the staff similarly expressed concern that some inmates are using the complaint system to manipulate a change in their status for placement in a facility that they consider preferable to the one they are in.

An additional concern identified was the number of lewd and lascivious acts by inmates towards female officers at a number of the facilities assessed. At one medium-sized correctional facility, from January through September 2015, there were 147 reports of lewd

and lascivious acts towards females, a 100 percent increase over five years ago. This was found at other sites, although not as prominent.

**RECOMMENDATION 10:** The high number of sexual misconduct cases at this facility and others, including both inmate-on-inmate and inmate-on-staff, should be examined more closely going forward, as it appears that the number of complaints/reports are increasing and prevention and prosecution efforts do not appear to be effective in controlling and deterring the misconduct. Investigators should also carefully review and investigate, where appropriate, inmate complaints regarding sexual assault to ensure that the procedures designed to protect inmates are not being abused as manipulation to receive a transfer to a more desirable location.

*Post Orders*

*Post Order Procedure 602.050, Institution Security Post Orders,* establishes guidelines for the development and implementation of post orders for security posts in the institutions. The procedure also calls for an annual review of these post orders. A post order is described as *"a written order detailing the specific duties and responsibilities to be accomplished by the officer assigned to the security post."* Post orders are considered classified documents, as they relate to the physical security and operational safety of the facility. Post orders are developed at the departmental level and can be modified with additional duties that are specific to the particular institution.

**FINDING 2-7:** The post order policy and process is consistent with national standards, and the post orders themselves reviewed at the institutions are descriptive of duties and responsibilities of the various positions and provide proper guidance for correctional officers.

*Search and Control of Contraband*

The control of contraband is key to the safe and secure operation of a correctional facility and to maintaining the safety and security of staff and inmates. Contraband, such as cell phones, drugs, and weapons, creates a serious risk in an environment where there already is a high potential for violence. Contraband, such as cell phones, can be used to organize crimes in and out of the facility, develop plans for escape, or establish plans to traffic drugs and weapons into the facility. The introduction of contraband into a correctional setting has been established as a felony by Florida Statutes 951.22 and 944.4. As a result, it is imperative that a correctional system make every effort to reduce or eliminate the amount of contraband in its facilities.

*FDC Procedure 602.018, Contraband and Searches of Inmates*, effective March 18, 2015, details the requirements and procedures associated with the search of inmates and areas for contraband. The policy provides guidelines for conducting searches of inmates, their living areas, and their property in order to control the introduction and movement of contraband, as well as to prevent escapes.

*FDC Procedure 602.016, Entering and Exiting Department of Corrections Institutions*, outlines procedures for controlling contraband and searching individuals entering the institution. Staff are required to be searched at a rate of 25 percent of all staff per month, and searches are documented in the Staff Search Log DC-2004. Procedures also require that staff working at the institution are to be subject to a pat search on a random basis, and at least every fifth person attempting to enter the facility is to be searched. Any person refusing to be searched is to be denied entry into the facility. Staff are allowed to carry a number of items into the facility, to include their meals and beverages in approved lunchboxes. Clear plastic lunchboxes are sold in the canteen and are used for this purpose. In addition to the pat searches, all individuals entering the facility are subject to a search for metal, utilizing a standup magnetometer or handheld metal detector. Inmates entering the institution are subject to more extensive search, to include removal of their clothing.

Other areas of contraband control include that all inmate property be inspected for contraband by the property officer before it enters the institution. Correctional officers working housing posts are further required by post orders to conduct searches of inmate property at a minimum rate of 25 percent per month, and the searches are to be logged on Search Log Form DC6-2001. Inmates are also subjected to random pat searches, strip searches, and magnetometer searches.

**FINDING 2-8:** While the FDC does not have complete contraband data, observations, staff reports, and the limited data available show that contraband is a major issue.

The project team requested detailed contraband information from the FDC, and a listing of all contraband incidents by facility was provided. However, the data was not broken down by individual years and was only a cumulative amount of contraband by facility from January 1, 2010, through October 2015. In its present form it did not provide an ability to analyze the data or the trends, if any, over time. It was also reported by the FDC that this data reflected raw numbers extracted from the management information notification system (MINS) and that there may be errors based on data entry. MINS is FDC's automated system for the reporting of incidents and events.

In the absence of detailed system-wide data on contraband that provides the ability to analyze recent trends in incidents of contraband, the project team reviewed the only other reported department-wide source for contraband detection. This information was found on the FDC website, where the FDC Office of Inspector General reported the amount of contraband seized by the inspector general's canine teams and interdiction operations during FY 2013/14 (Table 3).

Table 3

| K9/Drug Interdiction Team Operations | FY 2013/14 |
|---|---|
| Contraband Type Seized | |
| Alcohol (gallons) | |
| Commercial | 21.67 |
| Homemade | 78.31 |
| Drugs (grams) | |
| Marijuana | 2,342.37 |
| Synthetic Cannabinoid | 13,360.65 |
| Cocaine | 54.3 |
| Other | 1,001.0 |
| Prescription drugs (dosage units) | 1,142 |
| Weapons, Cell Phones, Money | |
| Firearms (in vehicles on state property) | 15 |
| Ammunition (rounds, in vehicles) | 1,099 |
| Knives/sharps (entering or inside institution) | 477 |
| Cell phones or parts/accessories | 1,783 |
| Cash (excessive or contraband) | $5,707 |

Source: FDC K9/Drug Interdiction

As a result, the project team had to rely on documentation that was provided by individual institutions. In many cases, the time frame in which the data was collected differed between facilities. At one correctional facility in a 30-day period from September 1 to September 30, 2015, there were 39 weapons and six cell phones discovered. At a different facility in the past 12 months, inmates have been cited for disciplinary reports regarding contraband as follows: 93 cell phone reports, 75 drug offenses, and 30 reports of possession of a weapon. Staff and inmates indicated that cell phones are penetrating the security perimeter at a number of the facilities and are available to inmates. A separate institution reported the following amount of contraband seized during the most recent 90-day period: 8.9 grams of K-2 spice, 1.5 grams of marijuana, 17.01 lbs. of tobacco, and 56 cell phones.

**FINDING 2-9:** While searches are being conducted, the amount is insufficient to control or deter the introduction of contraband.

One important tactic in reducing contraband is the consistent, yet random, search of inmates and individuals entering the facility. Throughout this review, staff indicated that the amount of searches conducted in the facilities has decreased in recent years due to the lack of staff. In its recent report regarding use of force, the Association of State Correctional Administrators (ASCA) noted *"Searches and contraband control was less than adequate because minimal staffing levels does not allow for any searches beyond the three cell searches required of each officer on each shift. As a result, the team found that the facilities were experiencing contraband control issues."*[19] The staffing level findings resulting from this review, as addressed in another section of this report, support ASCA's finding that shifts are frequently being staffed at minimum staffing levels, and secondary duties have an adverse effect on the ability to conduct more frequent and effective searches for weapons and contraband.

**FINDING 2-10:** Staff and visitors entering the facilities are being searched consistent with procedural requirements, and attempts are made to search employee possessions. However, the volume of personal items entering the institution is too great, and the time allotted for the search is insufficient to ensure that the search process is thorough and effective.

In some cases, staff are allowed to enter the institution with certain personal items that are not allowed according to the entrance procedures. During the processing of staff in and out on the evening shift during one of our review visits, the project team observed that some employees appeared to be allowed to enter with personal flashlights and carry them to their posts. The flashlights were of different types and sizes and were not thoroughly searched.

**FINDING 2-11:** Staff reported in interviews and observation of the project team confirmed that insufficient searching is conducted due to the lack of available staff.

Many security employees were reported to have secondary duties, and shifts are frequently being staffed at the minimum staffing requirements. Shakedowns and searches have become an "extra" duty that can only be done when staffing exceeds minimum levels. Additional duties and frequent operations at minimum staffing levels have an adverse effect on the ability to conduct more frequent and effective searches for weapons and contraband.

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[19] Assessment of Use of Force Policies and Practices within the Florida Department of Corrections, Association of State Correctional Administrators, August 31, 2015

**FINDING 2-12:** FDC policy on tobacco use has created a secondary market for the trafficking of tobacco products and for staff to violate policies and become complicit in the supply of contraband.

The FDC smoking policy[20] allows staff to bring in one pack of cigarettes or tobacco per day. For inmates, such products are contraband and highly sought-after items. For employees, these are items that can be easily trafficked with inmates for what was estimated in some locations to be $10 per cigarette. Inmates are not allowed to smoke. During interviews at the facilities visited, it was stated that the tobacco policy has "given license to officers to be corrupt." The smoking policy creates a significant security issue for the management of FDC institutions. The vast majority of systems in the U.S. are now tobacco-free, and any tobacco in the facilities is banned, including access by staff. Such a policy eliminates the introduction of tobacco products into the facilities and eliminates a major source of trafficking.

**FINDING 2-13:** The facilities lack modern scanning technology that permits the identification of potential contraband through a close examination of individuals that are entering the institution and the possessions that they carry.

Only aging metal detectors are deployed in the FDC facilities reviewed, and this equipment cannot detect non-metal items such as drugs or plastic items that could be fashioned into a weapon.

**RECOMMENDATION 11:** Increase security staffing above current minimum levels to ensure that sufficient staff are available to conduct thorough searches of inmates entering the facility, their property, and their living areas.

**RECOMMENDATION 12:** The FDC should conduct a review of contraband flow at all facilities and develop an action plan for increased searches, more effective search procedures, improved supervision of inmates during contact visitation, and the strengthening of entry points where vulnerability is detected.

**RECOMMENDATION 13:** Consider revising the list of allowable items to enter the institution with staff, and reduce the volume of items to make the search process more effective. Limitations and control should be placed on the amount and type of food staff are permitted to bring into the facilities in order to improve the control of contraband.

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[20] Policy 605.005 - Use of Tobacco Products by Employees, Effective March 26, 2014

**RECOMMENDATION 14:**  A comprehensive staffing study should be initiated in order to ensure that sufficient staff are available to conduct thorough searches of inmates entering and moving within the facility, along with their property and their living areas.

**RECOMMENDATION 15:** FDC facilities should become tobacco-free institutions. The presence of tobacco in the institutions presents an unnecessary opportunity for trafficking a prohibited product.

**RECOMMENDATION 16:** The FDC should obtain modern scanners that will more effectively detect and prevent unauthorized items from entering the facility. Use of this type of equipment at entry points and locations within the facility will reduce contraband and improve security. This equipment will likely be an effective deterrent, especially at the minimum-security units where large groups of inmates exit the facility on a daily basis for work details and are likely candidates to introduce contraband into the facility because of their access to the community.

**RECOMMENDATION 17:** The FDC should develop a system to track contraband on a monthly basis by facility.

*Use of Force*

In view of the extensive use of force study[21] completed by representatives of the Association of State Correctional Administrators (ASCA), the project team examined the processes and, in particular, the policies that govern the use of force. We did collect basic information on the number of incidents of use of force as reflected in the following charts but did not extensively review specific cases of the application of use of force within the department. We note that use of force incidents have risen significantly in the first few months of FY 2015/16.

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[21] *Assessment of the Use of Force Policy and Directives within the Florida Department of Corrections,* August 31, 2015, ASCA

Figure 14: Total Use of Force Incidents by Fiscal Year
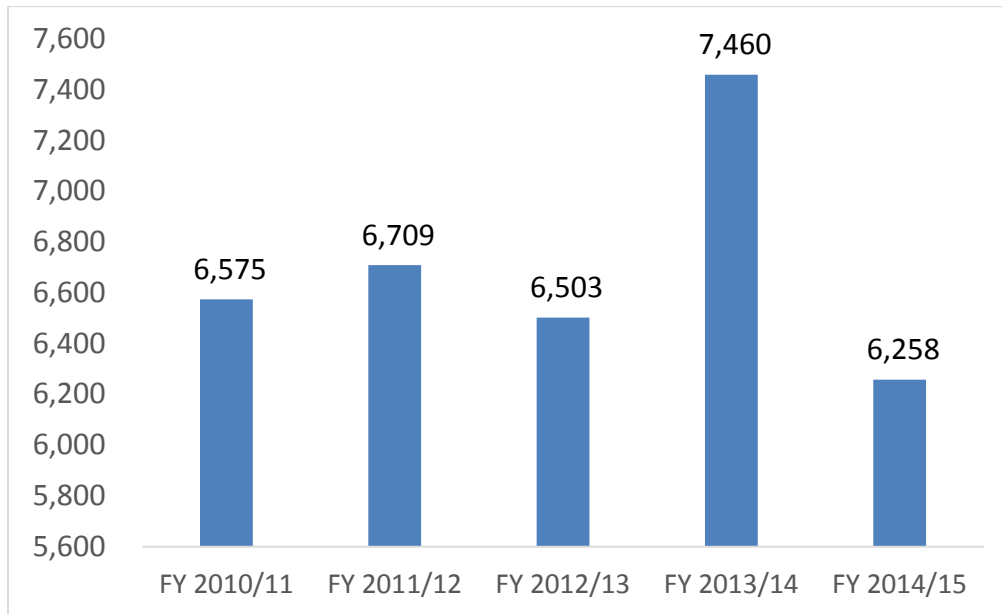


Source: FDC Data provided October 14, 2015

Figure 15: Average Monthly Use of Force Incidents
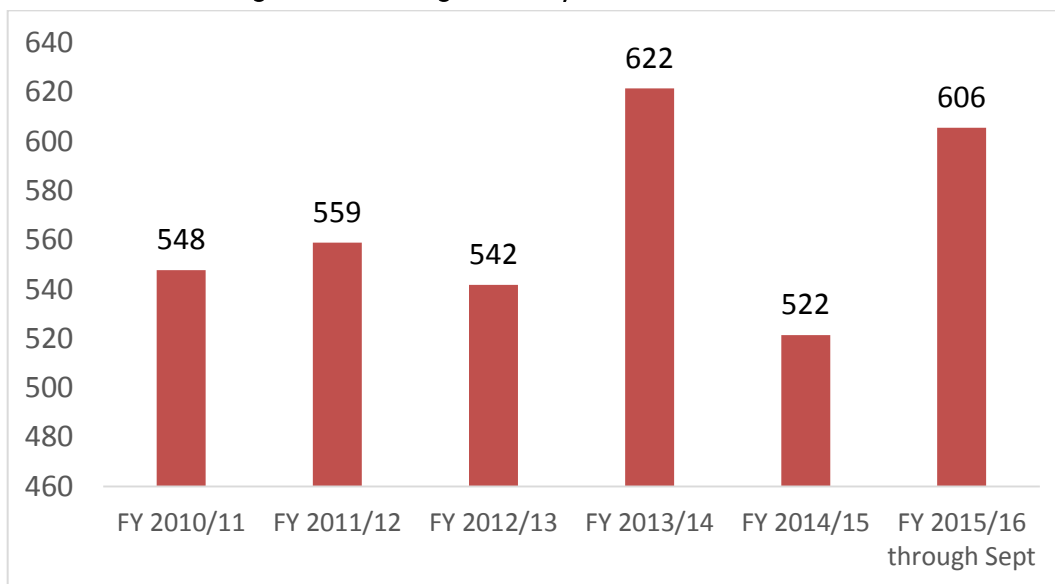


Source: FDC Data provided October 14, 2015

The FDC uses Rule 33-602.210 of the Florida Administrative Code as their official use of force policy. While ASCA noted in their use of force study that FDC's use of force policy "is consistent overall with widely accepted practices of adult correctional agencies nationwide," our review found its content and organization lacks clarity, and staff throughout the department repeatedly indicated that the current policy was difficult to understand.

**FINDING 2-14:** The FDC's use of force policy provides confusing and disparate guidelines for when and how force can be used.

Policies should be written using simple, clear, and concise language that any reader can clearly understand. A policy that is difficult to read or confusing provides little benefit to staff or to the department. The need for clarity is especially critical regarding guidelines for use of force in a correctional setting and should clearly impart to staff when and how force should be used.

The use of force policy is a complex and lengthy document that does not organize guidelines for using force into an easy-to-understand format. In fact, readers must search line-by-line through the 15 pages to find disconnected, non-specific guidance regarding when and how force can be used. The following are some of the use of force guidelines and their location in the policy:

- Page 2 provides initial basic guidance for the use of force:

  "Department staff shall use force, organized or reactionary, only as a last resort when it reasonably appears that all other alternatives are not feasible to obtain compliance with law or administrative rules.... "

- Page 3 provides one of several guidelines for when force with chemical agents can be used:

  "Hands-on physical force shall not be used if injury is less likely to occur by using chemical agents, impact munitions, or electronic immobilization devices."

- A separate section on page 3 provides another guide for when chemical agents can be used:

  "Chemical agents shall only be used when the use of force is authorized and the level of forces is necessary to prevent injuries to staff or inmates including any self-injurious behavior exhibited by inmates."

- Page 5 identifies yet another situation where chemical agents can be used:

"Officers may utilize chemical agents whenever an inmate becomes disorderly or disruptive or does not comply with clear and audible orders that have been communicated to cease such behavior."

- Page 7 provides direction regarding a specific condition when force should not be used:

"Force shall not be used solely as a response to verbal abuse."

- Page 10 provides guidance for use of force to provide medical treatment:

"Officers may use reasonable physical force to restrain an inmate, upon supervision and direction of a physician or medical practitioner for the purpose of providing necessary treatment or for the safety of an employee."

Because these guidelines are strewn throughout the document, a reader cannot quickly open the rule and find clear direction regarding use of force. Additionally, we found that much of the guidance was too broadly written and lacked specific details needed to inform staff of when and how force can be used.

For example, the guidance on page 2 notes force can be used "only as a last resort when it reasonably appears that all other alternatives are not feasible to obtain compliance with law or administrative rules," but never defines what "other alternatives" should be attempted first.

The guidance on page 3 indicating "Hands-on physical force shall not be used if injury is less likely to occur by using chemical agents, impact munitions, or EIDs (electronic immobilization devices)" could be misconstrued by staff and support a broad use of chemical agents in the facilities. In corrections, any use of soft hand control techniques and applying restraints could potentially lead to injury. Therefore, lack of clarity in this language appears to open the door for the wide use of chemical agents.

The direction on page 5 that states that "Officers may utilize chemical agents whenever an inmate becomes disorderly or disruptive or does not comply with clear and audible orders that have been communicated to cease such behavior" seems to conflict with that found on page 2 regarding determining "other alternatives are not feasible" and promotes the use of chemical agents in situations where it may not be necessary by allowing their use as the first resort when an inmate does not comply with an order.

RECOMMENDATION 18: The department should request to revise the current administrative use of force rule or develop its own additional guidance that provides clear and complete

direction to department staff. The policy should be organized in a manner that makes it coherent and understandable. The practice of using policy documents to further clarify and implement the requirement of a rule is a commonplace practice in correctional systems nationally. Sample use of force policies are available from several sources. One firm, LETRA, Inc., has developed a comprehensive model use of force policy that may be available upon request.

In our tours of facilities, it was apparent that the FDC administration had been making a concerted effort to address past use of force issues and the methods with which inmates were supervised. At most of the facilities toured, the project team generally observed appropriate interactions between staff and inmates. However, in a few facilities, we found vestiges of a "boot camp" type relationship between staff and inmates that had negative overtones. This relationship was demonstrated in established practices that included inmates being required to turn away from staff and face the wall when staff passed by, and inmates being required to stand at attention outside their cell every time a staff person entered the wing of their cell-house. This last issue occurs regularly throughout the day because housing unit staff are required to conduct wing checks every hour between 5 a.m. and 11 p.m. Therefore, on a normal day, the inmate would be required to step out of the cell and stand as many as 19 times per day.

**RECOMMENDATION 19:** The "boot camp" style interactions with inmates, while subtle, are unnecessary and should be ceased as they support a negative culture and environment that can lead to increased safety issues.

*Security Threat Groups*

Security threat groups (STGs) pose a serious security risk in correctional facilities. These organizations can take control over facility operations by trafficking contraband, exploiting vulnerable inmates, ordering assaults on other inmates and staff, and disturbing facility schedules and events. The presence of STG inmates in a facility can be detrimental to inmate safety, as gang members often extort, threaten, or assault rival gang members or inmates that are unaffiliated. If not identified and controlled, STGs have been known to organize major disturbances and riots. It is, therefore, imperative the correctional system first accurately identify those inmates who are members of STGs so that they can be appropriately monitored and controlled.

*FDC Procedure 108.011, Security Threat Management Program,* identifies that offenders can be designated as confirmed, suspected, or potential STG members. The policy defines each designation as follows:

- Confirmed STG member: Refers to an inmate or offender identified by the security threat intelligence unit (STIU) as a member of an STG.
- Potential STG member: Refers to an inmate or offender who has the potential to become an identified member due to suspected security threat, individual, or STG activity.
- Suspected STG member: Refers to an inmate or offender who is suspected of being a security threat individual or STG member and is monitored by the STIU with the assistance of the security threat group coordinators pending identification.

*Procedure 108.011, Security Threat Groups Management Program,* effective May 14, 2014, establishes guidelines for the identification and tracking of individuals and groups affiliated with STGs through the collection of valid and credible intelligence. The policy calls for the assignment of STG coordinators at each institution who are responsible for assessing STG training needs, coordinating STG intelligence information, and communicating that information to the central office STIU, a branch of the FDC Office of Inspector General. Department strategy calls for facility coordinators to gather intelligence on STGs and individuals who are suspected or confirmed members of an STG. The STIU is further responsible for recommending management strategies to manage STG information and activity.

**FINDING 2-15:** The allocation of part-time institutional staff to STG responsibilities is inadequate to ensure that gang identification and management strategies are in place to reduce gang influence and provide for inmates' safety in the institutions.

System-wide STG coordinators are performing their assigned duties on a part-time basis. Documents provided to the project team indicated that there are 29 positions that are filled through the unfunded special assignments that are designated by the department. However, institutional STG coordinators reported that they had secondary duties that reduced the time they had available to gather STG intelligence at the facilities. One STG officer interviewed indicated that 25 percent of his time is related to STG activities, as he is also responsible for managing the inmate drug testing program, supervising the FTO program, and other duties as assigned. A second STG coordinator is a transportation officer, who also estimates that 25 percent of his time is spent on STG duties. At one larger facility the STG coordinator is also the sergeant of the confinement unit. Information obtained from other facilities also reveals that STG coordinators are generally assigned part-time to STG duties and fulfill this capacity less than 25 percent of the time. This is insufficient, particularly in the larger, more secure facilities, and is considered less of an issue at minimum and re-entry facilities.

The absence of dedicated STG staffing is likely to contribute to an under-reporting of inmates that belong to gangs. As noted in a separate section of this report, there are only core programs slots for about 14 percent of the overall inmate population in FDC. At a large facility with a population of close to 2,000 inmates, the STG coordinator stated that there were 55 confirmed and 75 suspected gang members in that facility. Staff interviewed indicated that the number of gang members is considerably higher, but the resources allocated to STG intelligence gathering are insufficient to capture the information needed to confirm additional gang members. This information was reported to the project team throughout our analysis. The presence of undetected gang activity can adversely impact inmate safety.

**RECOMMENDATION 20:** Additional resources dedicated to STG management are needed at the institutions. STG coordinators should be appointed full-time to monitor gang activity, collect/analyze gang intelligence, and identify STG members. In the larger institutions that are experiencing gang issues, a single STG coordinator will not be sufficient to manage this process, but will likely require appointing a team of STG coordinators.

*Technology to Support Security Operations*

With the rapid adoption of technology in our society, the development and use of specialized technology in correctional systems has grown to the point where it can play a vital role in improving the security and management of a facility's operation. Correctional systems have found that new technologies, including digital camera and recording systems, enhanced body scanners, and fence detection systems, can enhance the security of the system.

The adoption of new technology in the FDC has occurred at a very slow pace. For many years, limited funding has reduced the department's ability to purchase new technology or to even maintain existing aging technology.

**FINDING 2-16:** Historically, FDC has deployed a very limited amount of technology to support its security needs. The use of technology in FDC is minimal and has only recently begun to be upgraded.

For a long period of time, any technology that has been in place within FDC facilities was deteriorating. Included in these were a meager amount of video surveillance camera systems, faulty fence detection systems, and aging man-down alarms.

*Video Surveillance Systems*

Video surveillance systems in correctional facilities can serve as a complementary means to monitor inmates and improve facility safety and security. In tandem with the proper deployment of staff, video surveillance systems can extend the amount of area under visual coverage, improve visual evidence, reduce serious incidents, and better observe inmate behavior. Advancements in this technology in the past 10 years have further improved video resolution, recording capabilities, and monitoring access.

With the requirements established by PREA, the importance of visually monitoring nearly all areas of a correctional facility has grown. Modern monitoring systems use Internet Protocol (IP) camera technology, where video from digital cameras can be sent and received through a computer network and the Internet. This technology ensures that anyone on the system with Internet access and appropriate approval can access those cameras and recordings.

Until recently, the few existing video surveillance cameras in FDC were not functional or had limited placement and poor resolution. However, knowing that video surveillance could reduce the number of serious incidents in a facility and enhance the department's ability to thoroughly investigate incidents, FDC developed a multi-year plan to install new cameras and digital video recorders (DVRs) in key areas of every facility. The following are the three currently identified phases of their video surveillance installation program:

- Phase I: Installation of cameras, audio recording sensors, and DVRs at all major facility special housing and confinement units. Additionally, a select number of facilities were designated to have cameras installed in general population housing. Phase I has been completed, and 3,402 cameras and 457 DVRs were installed.
- Phase II: Phase II is currently underway and will complete camera and DVR installation in all housing units in the FDC. The $1.7 million funded for this phase will result in the additional installation of 584 cameras and 48 DVRs.
- Phase III: Phase III is currently in the planning stage and would involve the identification and placement of cameras and DVRs in key areas other than housing units, including food services, chapel, recreation yards, industries, education, laundry, and barbershop. Additionally, the goal will be to place the system on the Internet so that cameras and DVRs can be remotely accessed by authorized staff. The number of additional cameras and DVRs to be deployed for this phase has not yet been determined. Likewise, the department has not estimated a cost associated with this phase.

The cameras and DVRs that have been installed as part of this program are not currently connected across an IP network. As a result, if supervisory staff needs to review a recorded event, in most cases they must do so in the control room of the housing unit where the incident occurred. The project team identified concerns that supervisory staff must sit in a housing unit control room to replay audio and video from incidents while subordinate staff are present in the area manning the control room post.

*Body Scanners/Metal Detectors*

As noted in the section regarding the security vestibule used for processing of staff and visitors entering the facilities, only metal detectors are currently used in the screening process. Metal detectors only detect metal—they cannot detect weapons made from plastic or ceramics, nor can they detect explosives, or liquids, or drugs. As a result, the benefits of metal detector use are very narrow.

*Perimeter Technology*

Fence detection technology can improve a facility's perimeter security while reducing the need for staff to man external guard towers. The project team found fence detection systems in some facilities to be obsolete and faulty, thereby increasing the opportunity for a successful escape or penetration into the facility. For example, at one facility the perimeter fence detection system is old and has extensive false alarms that render it ineffective. At another facility visited, the microwave security system between the double fences is prone to frequent false alarms, each of which must be checked by the roving patrol after being notified. This system requires regular, ongoing maintenance. Additionally, we were informed the "stun fence" located at a secure unit inside a major facility is subject to frequent failures and is becoming increasingly more difficult to repair due to the unavailability of parts.

*Body Alarms/Body Cameras*

The department issues body alarms to staff that allow them to either press a button or pull on an attached lanyard as a method to sound an alarm in the event of an emergency. The body alarms found at the facilities visited were problematic and many were over 10 years old. The facilities noted they are constantly attempting to repair failing body alarms, but the process is complicated by the fact that parts are difficult to find and can take months to receive. The department has developed a plan to replace all body alarms over a five-year period. For this upcoming budget cycle the department has submitted a request for $1,050,000 to replace approximately one-quarter of the body alarms in the system.

Body cameras have taken on increased importance to law enforcement agencies across the country, as police try to ensure the consistent practices of their staff and document the behavior of employees and arrestees. However, the use of body cameras is not yet widely found in correctional systems. FDC is considering the use of body cameras and plans to pilot a study for effectiveness and benefits of using the devices widely in the system in the near future. It was reported that currently the department is in the fact-gathering stage and no schedule for testing or implementation has been developed.

It is very apparent that the FDC has recently begun making concerted efforts to improve the technology used in its facilities. Additionally, it is also clear that technology enhancements have not been made for a considerable number of prior years. However, there remains more to be accomplished, and the following represent our recommendations:

**RECOMMENDATION 21:** Continue the installation of the video surveillance systems at the facilities, and ensure that authorized supervisory staff will be able to access the cameras and recordings from remote locations.

**RECOMMENDATION 22:** Purchase and pilot-test enhanced scanning technology at select facilities to replace the use of metal detectors.

**RECOMMENDATION 23**: As part of a perimeter security review, develop a comprehensive assessment of the functionality of current fence detection systems, and begin replacement of those that are no longer effective or unable to be repaired.

**RECOMMENDATION 24:** The legislature should consider funding to begin replacing aging body alarms. Also, continue with plans to pilot-test body cameras.

Technology cannot only improve security, but it can also increase efficiency and accountability. For example, electronic timekeeping systems can improve the accuracy of processes associated with time and attendance, as well as enhance timekeeping efficiency. Since 2011, the Legislature has been requesting FDC install an electronic timekeeping system. Up until recently, very little action has been taken by the department to meet these requests. However, in the FY 2014/15 budget, the FDC requested $10 million to begin implementation; $5 million was eventually appropriated by the Legislature to the department.

A vendor, Kronos, has been selected to manage the project schedule, and staff report that timekeeping began piloting user acceptance testing (UAT) early this summer at three correctional facilities: Marion Correctional Institution, Lowell Correctional Institution, and Florida Women's Reception Center. UAT is typically the last phase of the software testing

process in which users test the software to make sure it can handle tasks required in real-world scenarios. These facilities planned to go live with full use on October 23, 2015.

The next group of facilities to have the electronic timekeeping system installed has not been identified, but FDC administration indicated the goal is to have the system fully installed by the end of the fiscal year. The project team inspected the system at Lowell Correctional Institution and received mixed feedback from staff concerning its implementation. One concern that is still being worked out is the need for supervisory staff to override the system in instances when an employee clocks in or out more than seven minutes before or after their shift. Staff are to be paid overtime if they work seven minutes over their allotted shift schedule.

**RECOMMENDATION 25**: Develop an electronic timekeeping implementation plan with Kronos, the firm contracted to install and implement the electronic timekeeping system.

*Gatehouse Security Vestibule Operation*

Most of the facilities inspected have a small security vestibule in their gatehouse/control center that serves as a security screening checkpoint for staff and visitors entering the facility. The physical size of the vestibules is very small and increases the potential for contraband to be smuggled into the facility, as well as delays staff arriving for shift work to reach their post on time.

The vestibule sizes vary slightly, but are approximately 150 square feet and directly adjacent to the main control center. This checkpoint is the singular point where those entering the facility are required to consent to a search and pass through a metal detector. In addition to the metal detector, a fold-up table is typically used where those entering could empty their pockets and other items for search. Also, a pat-down of a rotating number of people entering is performed based on a random schedule.

**FINDING 2-17:** The extremely small size of the vestibule creates a number of issues for the facilities.

Only a few individuals can enter at a time. The small size of the room restricts the number of persons that can enter to between two and four. At shift change, a large number of staff entering the facility causes a backlog due to the small size of this checkpoint. In fact, staff had to arrive as much as 30 minutes early to make sure they could be processed through the security vestibule in time to be on post as required. Staff routinely reported that the size of the vestibules often resulted in staff being late to their post and necessitated overtime being paid to those staff whose relief was delayed.

The space provided in the existing vestibules is too small to separate individuals into sterile and non-sterile areas. The following graphic shows how a physical plant for a security checkpoint should be arranged to ensure proper search procedures with a walk-through metal detector:

Figure 16: Proper Traffic Flow for Security Checkpoint
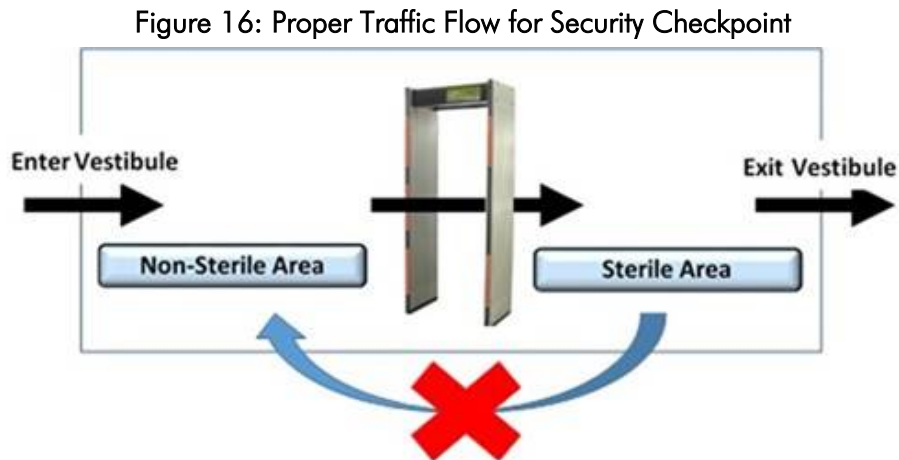


As shown, individuals should progress in a linear manner through the room. Upon entering the room they are in a non-sterile area prior to any search and any use of the metal detector. After they have turned over items in their pockets or anything carried on-person for search, they are to progress through the metal detector. Once they have cleared the metal detector, they should remain in the sterile area until the search is completed and their personal items returned to them. They should never be allowed to step back in the non-sterile area where other staff entering the vestibule may be located. Unfortunately, the small size of the space in this vestibule does not allow the separation of a non-sterile and sterile area. Individuals who have progressed through the metal detector must walk back in the non-sterile area where other persons who have yet to be searched are located. This creates the potential for contraband to be passed back and forth to undermine these search procedures.

**RECOMMENDATION 26:** The department should develop plans to modify the physical plant facilities to improve the space associated with security screening of staff and visitors. The enhanced space and process should clearly separate non-sterile and sterile areas of the procedure. Additionally, the department should pilot the use of more advanced scanning technology in its facilities in an effort to reduce the introduction of contraband.

*Duty Warden Tour Requirements*

The visibility and presence of administrative staff in the facility can play a key role in ensuring policies are being followed. One of the best methods to ensure appropriate interactions

between staff and inmates, to verify facility schedules are operating on time, to confirm inmates have full access to programs and services, and to validate that policies are being followed, is for the facility administrative staff to regularly be in the areas where staff and inmates are located. This includes housing units, medical/mental health units, programs areas, dining halls, and recreation areas. This "management by walking around," strategy has been found effective in maintaining a safe and secure facility, as supervisory staff are constantly inspecting, observing, and (if necessary) correcting facility operations.

Typically, the warden of the facility is the senior-most person responsible for making key decisions, monitoring and supervising facility operations, and managing responses to serious incidents. However, wardens are not on call 24 hours a day, seven days a week. Most state correctional systems identify the other senior staff (known as duty wardens) at the facility to share responsibilities during the times the warden is not on grounds. Per *FDC Procedure 605.002, Duty Wardens*, duty warden responsibilities are typically shared between the warden, assistant wardens, correctional officer chiefs, institutional correctional services administrators, and/or classification. These individuals rotate "duty" on a weekly basis. During the week each is assigned as a duty warden, they are responsible for taking calls from the facilities during off hours, touring the facility, visiting each shift, and in some cases positively identifying inmates who are to be released.

**FINDING 2-18:** *Duty Warden Procedure 605.002* is vague and does not specifically require comprehensive facility tours by duty warden staff, nor does it require documentation of duty warden tours.

The duty warden procedure provides guidelines for "designation, responsibilities, and training of Duty Wardens." This review found the required responsibilities of duty wardens limited, especially in regard to their tours and presence in the facility. Section 3(c) of the policy identifies the following tour requirements for duty warden staff:

> "Physically tour the institution to include the following areas as indicated, as part of Duty Warden responsibilities:
>
> - Food service (at least once during weekend/holiday)
> - Confinement (A Duty Warden will be present on a holiday or weekend day to conduct seventy-two [72]-hour confinement reviews pursuant to 'Administrative Confinement,' Rule 33-602.220, F.A.C., if delay of the review would violate the established time limits.)
> - Mental health units (at least once during weekend/holiday)

- Visiting parks (shall be visited at least one [1] day during normal visitation hours)
- Infirmary (at least once during weekend/holiday)
- Visits to satellite centers under the facility will be determined by the Warden, but will occur not less than once per week and can be scheduled during the workweek (visits during evening and midnight shifts are strongly encouraged)
- Areas where inmates have been placed on suicide observation (at least once during weekend/holiday)
- Program areas i.e., substance abuse, education, and transition (scheduled during the workweek)."

Additionally, the procedure requires each duty warden visit each shift during their rotation.

Most of the specific requirements only address duty warden tour requirements for weekends or holidays. There are few requirements for tours during the week, and no requirements for duty wardens to tour and inspect general population housing areas where most of the inmate population is located. Additionally, there are no requirements for duty warden rounds to be documented. For the majority of our facility visits, it appeared that duty warden staff had a regular presence inside their facility. However, documentation of duty warden tours was minimal or non-existent. Per best practices, areas where inmates are regularly present, including housing units, confinement, kitchens and dining rooms, health care units, mental health units, recreational areas, vocational, maintenance, and industry buildings, should be visited at least every two days by duty warden staff. Other areas such as towers, perimeter, administration buildings, chapels, warehouses, and commissaries should be toured every three days excluding weekends and holidays.

**RECOMMENDATION 27**: The department should develop a more prescriptive duty warden policy that identifies the frequency with which each building should be inspected and that creates a requirement for a more detailed log documenting these inspections.

*Movement Control Center Gate ("Center Gate")*

Each of the facilities inspected had internal security fencing and gates that separate inmate housing from program and service areas. The area near the gates is considered a "checkpoint" and is used as a staging/holding area for inmates moving to a different section of the facility. This location in the facility is commonly referred to as the movement control center gate ("center gate"). When efficiently operated, the use of internal fencing and gates for the purpose of controlling inmate movement throughout the facility is recognized nationally as a positive element of internal physical plant design.

**FINDING 2-19:** Movement control center gate procedures result in extended waiting periods for inmates and create potential safety concerns as a result of increased idleness and the mixing of diverse populations. Our observations found procedures at the center gate frequently resulted in delayed access to program services.

Pursuant to *FDC Procedure 602.044, Internal Inmate Movement and Supervision Requirements,* a policy has been established to provide guidance and direction in the control and management of internal movement within the secure confines of facility perimeters. A combination of escorted movement, direct supervision, mass movement, and a "pass" system is applied at each facility. The internal movement written procedures identified in the policy are consistent with national best practice procedures when properly applied. The application of the procedures with the practice of using the "center gate" as a checkpoint during peak movement times often results in extended waiting periods for inmates and potential safety concerns as a result of increased idleness and mixing diverse populations, frequently resulting in delayed access to program services. The most significant waiting periods occur during the day shift when inmate movement and facility activity levels are at their highest.

Project team observations at the facilities found that in excess of 100 inmates often wait as long as 30 minutes for access through this checkpoint. Staff at multiple facilities reported that during peak periods the waiting time ranges from 15 minutes to an hour, depending on the efficiency in movement and delivery of services. This extended duration can create security risks, as well as delay access to programs and services.

Delays often occur during meal periods and may continue throughout peak movement periods. A secondary peak period that often results in extended waiting periods near the center gate occurs after the morning meal count clears. General population inmates scheduled to attend programing, sick-call, work assignments, and classification from all housing units converge on the center gate. Call-out sheets, movement passes, and work assignment rosters are all required to be reviewed prior to the inmate being authorized to proceed through the gate. When one officer is assigned to the gate, passes are required to be checked and frequent searches are to be conducted. As a result, the movement process can take time. In addition, when count is cleared late, program participation may also be delayed.

For example, a movement sheet from August 19, 2015, was reviewed that reflected inmates were "released from housing unit on call-outs" at 8:41 a.m. According to the facility activity sheet, education programs are scheduled to start at 8:30 a.m. Considering the inmates left the housing unit at 8:41 a.m. and had to be staged and processed at the center gate prior to

proceeding to the education area, participation in educational programming was delayed. Staff interviewed reported the delay is a common occurrence. During this time period the routine practice of staging, mixing populations, and extended waiting in an open area near the center gate occurs.

This practice creates other concerns, including:

- Inmates affiliated with opposing security threat groups (STGs) may be staged together for extended periods of time.
- During the waiting period, inmates assigned to external work details resulting in community access may be called to the center gate and mixed with inmates not approved to work in the community. Some facilities process the outside work detail inmates through an alternate gate.
- In many facilities (not all), there is no seating available in the staging area. The staging area is an open area located in the immediate vicinity of the center gate. Delays can be extensive, and the number of inmates waiting can be high.

This movement practice and the institution's ability to monitor inmate movement was further impaired by our finding that many of the existing video surveillance cameras placed along walkways and designed to provide remote video surveillance of the staging areas were not operational.

**RECOMMENDATION 28**: Evaluate the appropriateness of increasing the number of recognized post assignments at the center gate during peak movement periods.

**RECOMMENDATION 29:** Enhance the coordination of movement through the center gate by reviewing existing activity schedules for possible adjustments and re-evaluating the current efficiency levels of delivery of services.

*Facility Physical Plant Conditions*

A poorly maintained correctional facility can create security and safety issues for staff and inmates, as well as a work environment that is not conducive to good performance. Deteriorating security fences and fence detection systems can increase the potential for escapes. Leaking roofs can create health hazards of mold and mildew and may render some spaces inappropriate for use. Lack of repair of showers, toilets, and sinks creates health and hygiene risks for inmates. In all, a correctional system that does not promptly address serious physical plant issues presents to its staff and inmates a lack of concern for the environment they must work and live in.

**FINDING 2-20:** Many facilities are in poor condition. The correctional facilities reviewed have experienced years of neglect, and the Legislature has recently appropriated funding to begin repairs.

The department reports having over 4,000 buildings and 20 million square feet of space that must be maintained. The average age of the facilities in FDC is over 30 years and, as a result, many of the existing systems are well past their useful life. Specifically identified in the FDC priorities for the coming year is the need to repair 140 roofs, as well as upgrade electrical and utility distribution at higher-risk facilities. This review of facilities found that up to one year ago many facilities had seriously deteriorated and were not being properly maintained.

It was evident from our facility inspections that only in the past year have funding allocations begun to address the extreme maintenance issues that are facing the department. At several of the facilities visited it was apparent that significant progress has only recently been made in making needed repairs to the physical plant. However, there still exists a large backlog of unfunded maintenance needs and many issues that will require significant future funding. The following are examples of what was found:

- The medical unit at one large facility was closed after completion of roof repair when it was discovered that the previous roof leaks had permeated the building to the point that mold and mildew growth had caused the building to be uninhabitable. The facility currently must use a makeshift four-bed infirmary on grounds or transfer inmates in need of medical care to other facilities.
- The stun fence surrounding a high-security housing unit is obsolete and repair parts are unavailable.
- The main electrical feed into one institution is teetering on the brink of failure.
- The perimeter fence detection system used by one of the facilities visited is old, deteriorated, and no longer useful.
- Multiple roofs are leaking and need repair across all facilities visited, and evidence of patching and re-patching was apparent. At one facility, 22 roofs were leaking and water stains were noted throughout the interior of buildings.
- At a female facility, a substantial roof leak has existed in the chapel for some time. A portion of the chapel is now cordoned off and is unusable due to falling ceiling materials caused by the leak.

**RECOMMENDATION 30**: The Legislature should consider appropriating additional funds to continue efforts begun during the last year to fully repair and maintain its correctional facilities.

*Security Audit Process*

Correctional system accountability can be maintained through a thorough and consistent inspection process. FDC *Policy 602.040, Operational Review and Self-Audit System for Correctional Institutions*, effective November 26, 2014, and *Policy 602.055, Unannounced Security Audit System for Institutions,* outline the specific requirements designed to meet statutory mandates. The FDC has established comprehensive inspection practices that are based on Florida State Law 944.151, which states that the FDC shall be responsible for the security of correctional institutions and facilities. To comply with the law, the secretary of corrections is required to appoint a security review committee which shall, at a minimum, be composed of the inspector general, the statewide security coordinator, the regional security coordinators, three wardens, and one correctional officer. The security review committee is required to:

- Establish a periodic schedule for the physical inspection of buildings and structures of each state and private correctional institution to determine security deficiencies.
- Conduct or cause to be conducted announced and unannounced comprehensive security audits of all state and private correctional institutions.
- Investigate and evaluate the usefulness and dependability of existing security technology at the institutions and new technology available and make periodic written recommendations to the secretary on the discontinuation or purchase of various security devices.
- Contract, if deemed necessary, with security personnel, consulting engineers, architects, or other security experts the committee deems necessary for security audits and security consultant services.
- Establish a periodic schedule for conducting announced and unannounced escape simulation drills.

Per FDC policy, facilities are regularly audited to measure their performance against required policies. Specifically, an operational review takes place at each facility every other year. The procedure establishes guidelines for conducting these reviews, as well as providing for guidance to departmental personnel on conducting institutional security self-audits on the off years or every other year. The self-audits are required, and the regional directors are responsible for ensuring compliance with the policy.

*FDC Procedure 602.027, Security Inspections,* effective June 17, 2014, outlines procedures for institutions to conduct security inspections of the facility. This policy is also promulgated in compliance with Florida Statute 944.151, Security of Correctional Institutions and Facilities. This procedure also requires that the chief of security conduct at least one security system check per month.

**FINDING 2-21:** The comprehensive inspection process devised by FDC represents a best practice, and the department should be commended for its thoroughness and staff's commitment to correcting findings.

A few areas of concern exist:

- The review of documents associated with the inspection process indicated that there were a number of findings where state funds are required in order to correct an identified deficiency. In these cases, the action plan simply stated "this is a funding issue and cannot be corrected at the institutional level." No further action was taken.

  As an example, in one case a specific finding was reported that the outer perimeter fence posts were severely rusted, thus weakening the structural integrity of the outer perimeter fence. Another area of noncompliance was reported that lighting along the perimeter was insufficient.

  The facility management's response in both of these instances deferred action to correct the deficiencies because of funding issues. A response that this cannot be corrected at the institutional level should be immediately followed up with a formal funding request or indication that emergency repairs are required and are being taken. This is a material weakness noted in the audit process, where funding difficulties halt further action to address the problem.

- The process results in a review of written policies but does not address systemic issues that may be facing the facility. As a result, facility compliance measures how well a facility meets requirements but may not be a good measure of overall facility performance or security. As much as this process is effective in meeting what it is required to do, there appears something more needed that will allow the department to more quickly discover and respond to some of the issues found during this review. Examples of issues that would not be necessarily addressed by the inspection process include the contraband issues stemming from the smoking policy, lack of a unified approach to STGs and the probable underestimation of the number of STG group members, lack of appropriate scanning equipment to reduce the contraband being

brought in the facilities, consistent issues with attempts to adequately staff the facilities, and the large number of PREA complaints.

RECOMMENDATION 31: While the inspection process appears to thoroughly document FDC facility compliance with policy, some additional tasks should be implemented. These include:

- Findings that cannot be corrected without additional funding need to be followed up with a request for funding to the appropriate authority.
- Notations on how compliance was achieved should be documented.
- The department should establish an action committee to confront major facility issues that are not addressed as part of the inspection process.

*FDC Vehicle Fleet*

FINDING 2-22: The department's vehicle fleet Is aging and unreliable.

The need to transport inmates in a correctional system is constant, and the reason for these moves can be many, including transporting to another facility so that an inmate can access programming that better meets their needs, transfers for disciplinary reasons, transporting inmates from the reception and intake centers to their permanent facilities, moving inmates in need of medical care to outside hospitals, and transporting work crew inmates to communities and areas where they perform services.

Corrections professionals understand that transporting a group of inmates outside of the confines of a secure facility creates substantial security risks to the staff, inmates, and the communities in which the transport occurs. One issue that can seriously jeopardize the security of a transport is an unreliable vehicle. A breakdown of a 40-passenger bus on the side of a busy highway creates substantial security concerns for the staff and those in the area As a result, any fleet used by a correctional system must be operable and in good condition.

The department reports having nearly 3,000 vehicles with an average age of 16 years and average mileage of nearly 160,000. Nearly 75 percent of those vehicles meet the state eligibility for disposal. Virtually all of the 43 transport buses used by FDC exceed the state disposal criteria, and they average 16 years of age and over 300,000 miles. A major contributor to this issue is the fact that the FDC has not had funding to replace aging vehicles. In fact, most of the vehicles brought into the fleet were used. In the last 5 years, the department has added a total of 308 vehicles onto its fleet. At this pace, it would take the department 49 years to completely replace its fleet. Unfortunately, only a few of the 308 vehicles obtained by the department were new, with the majority being from federal and state

surplus and inter-agency transfer. Figure 17 shows that over the past 5 fiscal years, 81 percent of the total vehicles the department acquired were used.

**Figure 17**

## CONDITION OF FDC REPLACEMENT VEHICLES
## FY 2010-11 THROUGH FY 2014-15
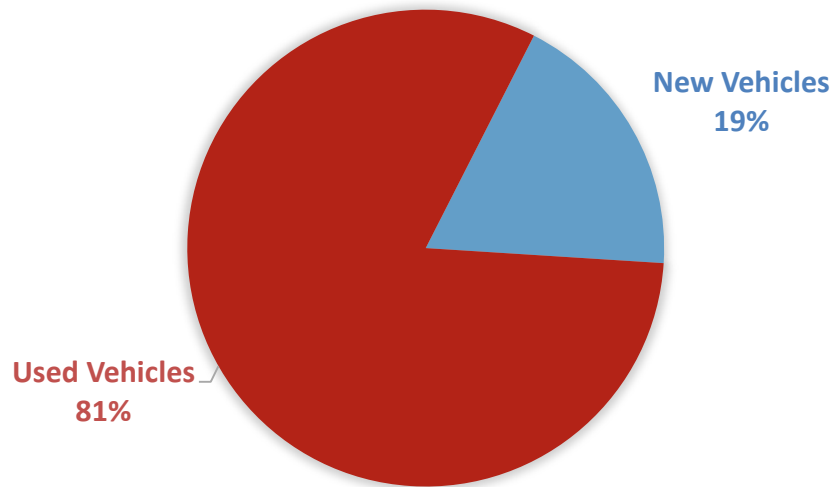


Source: FDC Office of Budget and Financial Management

Our inspections of vehicles used for transport at several facilities noted many that were deteriorating, difficult to maintain, and past their useful life. Physical observation of the vehicles found significant rust, which partially is due to the high levels of air moisture in Florida. FDC staff have gone to significant effort to try to adequately maintain vehicles that should have long-since been retired, but funding needs to be provided to ensure that vehicles will function appropriately while transporting inmates across the state.

**RECOMMENDATION 32:** The Legislature should consider appropriating additional funds to replace aging buses and transport vehicles.

## 3.    POPULATION MANAGEMENT AND INMATE RISK AND NEEDS ASSESSMENT

### Population Trends

The State of Florida inmate population has seen an overall increase in the adult daily population over the last 10 years by an annual average of 1.7 percent per year. This growth has not been consistent throughout the 10-year window, but rather concentrated heavily between 2006 and 2010. As seen in Table 4, the adult inmate population has seen steady increases through 2011 when the population reached a 10-year high of 102,319. Since 2011, however, the adult inmate population has alternated between years of decline and flat population levels. Growth in the first six years of the time period examined totaled 17,418 offenders, or an average annual increase of 3.2 percent per year. In the most recent four years, however, the adult inmate population declined by 2,269 offenders for an average annual decrease of -0.6 percent per year. In the most recent year, 2015, the inmate population decreased by 892 offenders, or -0.9 percent.

### Table 4: Florida Department of Corrections
### Annual Average Daily Population for FY 2004/05 – FY 2014/15

| June Each Year | Population | Yearly Percent Change |
|---|---|---|
| 2005 | 84,901 | |
| 2006 | 88,576 | 4.3% |
| 2007 | 92,844 | 4.8% |
| 2008 | 98,192 | 5.8% |
| 2009 | 100,894 | 2.8% |
| 2010 | 102,232 | 1.3% |
| 2011 | 102,319 | 0.1% |
| 2012 | 100,537 | -1.7% |
| 2013 | 100,884 | 0.3% |
| 2014 | 100,942 | 0.1% |
| 2015 | 100,050 | -0.9% |
| **10-Year Change** | | **1.7%** |
| **5-Year Change** | | **-0.4%** |

Source: Criminal Justice Estimating Conference Work-Papers 7/28/2015

Admissions to correctional facilities over the previous 10 years show an overall decline, particularly after 2008. It should be noted the substantial decrease in admissions between

2008 and 2010 can be attributed to the ending of "zero-tolerance[22]." For this reason, admissions data is examined for the most recent five-year period beginning FY 2010/11. The rate of decrease in admissions in the most recent five years (-3.4 percent per year) far exceeds the rate of decrease in the inmate population (-0.4 percent per year).

Correspondingly, the length of stay (LOS) in correctional facilities has risen from just under 30 months on average in 2008 to almost 40 months by 2015. This LOS is well above the national average of 30 months reported by the Bureau of Justice Statistics. If Florida had an LOS that approximated the national average of 30 months, its inmate population would be approximately 80,000. The longer LOS also explains to a large degree Florida's significantly higher incarceration rate of 522 per 100,000 population versus the U.S. state incarceration rate of 416 per 100,000.[23]

The 10-year increase in LOS can be attributed to longer sentences being imposed by the courts that began in 2006 and continued through 2013. It can be noted that approximately 1,350 life-sentenced offenders are admitted every year, and the housed lifer population has doubled since FY 2007/08 to over 15,000 in FY 2014/15.

**Table 5: Florida Department of Corrections**
**Annual Admissions, Population, and Calculated LOS: FY 2004/05 – FY 2014/15**

| July 1 – June 30 FY | Admissions | Population | Calculated LOS |
|---|---|---|---|
| 2004-05 | 34,129 | 84,901 | 29.9 |
| 2005-06 | 36,772 | 88,576 | 28.9 |
| 2006-07 | 39,200 | 92,844 | 28.4 |
| 2007-08 | 42,279 | 98,192 | 27.9 |
| 2008-09 | 40,050 | 100,894 | 30.2 |
| 2009-10 | 37,794 | 102,232 | 32.5 |
| 2010-11 | 35,627 | 102,319 | 34.5 |
| 2011-12 | 32,598 | 100,537 | 37.1 |
| 2012-13 | 33,516 | 100,884 | 36.1 |
| 2013-14 | 32,882 | 100,942 | 36.8 |
| 2014-15 | 31,581 | 100,050 | 38.0 |
| **10-Year Change** | -0.6% | 1.7% | 2.5% |
| **5-Year Change** | -3.4% | -0.4% | 3.3% |

Source: Criminal Justice Estimating Conference Work-papers held 7/28/2015
Length of Stay calculated using Admissions x LOS-population formula

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[22] In 2003, the FDC implemented a "zero tolerance policy" where probation officers were required to formally report all technical violations the courts. In 2004, the department extended this policy to all other offenders under community supervision. In 2007 the FDC rescinded the policy.
[23] Carson, E. Ann. September 2015. Prisoners in 2014. Washington, DC: U.S. Department of Justice, Bureau of Justice Statistics, p. 8.

## Projection Methodology

The State of Florida utilizes an in-house methodology for producing inmate population forecasts that is run by the Florida Office of Economic and Demographic Research (EDR). The forecasts are prepared on a regular basis, but there is no specific time frame for producing new forecasts. Most recently there have been three conferences held each year. There are four principals for each conference, which consist of professional staff members representing the State of Florida Governor's Office, Senate, House of Representatives, and the Legislative Office of Economic and Demographic Research. The FDC used to be represented by a principal, but that has been discontinued for some time.

A wide array of criminal justice trends are reviewed at each conference. A formal forecast is prepared by the Legislative Office of Economic and Demographic Research. Taking into account all of the trends presented and context of the historical numbers, a final forecast is selected and issued. Documentation, results, and a video of the conference is posted on the EDR's website.

## Recidivism

The FDC publishes a comprehensive recidivism report on an annual basis. This and other reports are prepared by the FDC Bureau of Research and Data Analysis. In addition to reporting an overall recidivism rate, the report also identifies those factors that are shown to have an independent effect on recidivism rates.

### Definitions of Recidivism

Criminologists have used three measures for calculating state prison recidivism rates: (1) re-arrest, (2) reconviction, and (3) return to state prison. Of the three, state correctional systems typically report on the number and percent of prisoners released who return to state imprisonment within a one-, two- or three-year period. The other two measures (reconviction and re-arrest) are more difficult to measure, as they require matching an inmate's identity to the state or national criminal history data systems.

A few states (Texas, California, and Florida) and the U.S. Department of Justice, Bureau of Justice Statistics (BJS) are able to report on the percentage of released inmates who have been arrested and/or convicted of a new crime. In order to make these calculations, the state correctional agency must have access to the state's criminal justice database so it can identify arrests and court dispositions of those arrests within the state.

As noted above, in the past year the FDC has been able to develop the capacity to compute all three measures of recidivism (re-arrest, reconviction, and re-admission to prison). However, the annual reports have only been able to show re-admission to prison rates.

*Trends*

The most recent FDC recidivism report was published in June 2015 and covers inmates released between 2006 and 2013[24]. Figure 18 is taken directly from the 2015 FDC recidivism report. It shows that since 2006, the overall recidivism rate has declined from 33 percent to 26 percent. The report also identifies those factors that are associated with higher or lower recidivism rates. Multivariate analysis is completed in all of the FDC recidivism reports to identify which inmate attributes have a direct and independent impact on recidivism rates. Some of the more significant factors that were found to have an independent effect on recidivism are as follows:

1. Gender (females have lower rates)
2. Offense (those convicted of drugs, murder, and manslaughter have lower rates)
3. Age at release (older inmates have lower rates)
4. Post-release supervision (those with no release supervision have lower rates)
5. Prior prison commitments (those with fewer or no priors have lower rates)
6. Custody level (low-custody inmates have lower rates)
7. Prior drug history (inmates with no drug history have lower rates)
8. Visitation (inmates receiving visits have lower rates)

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[24] *Florida Prison Recidivism Report: Releases from 2006 to 2013.* June 2015. Tallahassee, FL: Florida Department of Corrections.

Figure 18. FDC Return to Prison Recidivism Rates
2006-2010 Permanent Releases
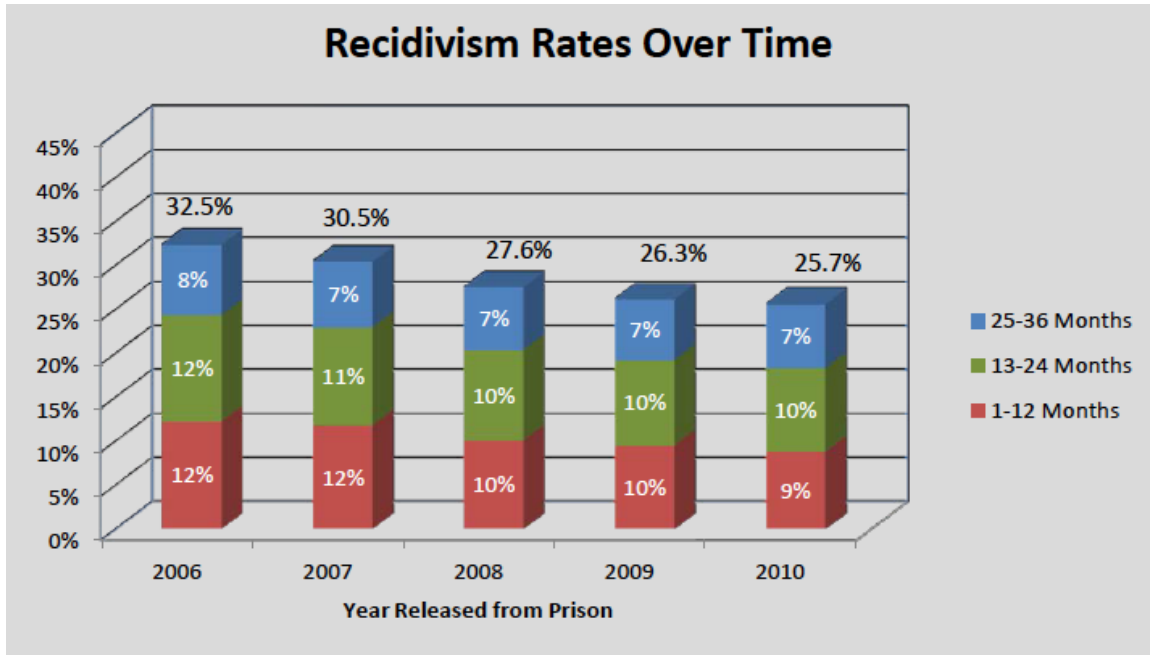


Source: FDC Florida Prison Recidivism Report: Releases from 2006 to 2013, p.5

One factor that was tested by the FDC and was not found to have an impact on lowering or increasing recidivism rates was the length of imprisonment. In other words, whether an inmate served one, two, three, or more years, there was no associated reduction or increase in the recidivism rates. This finding is consistent with other research studies that found amount of time served is not a predictor of recidivism.[25]

The FDC researchers also looked at the impact of obtaining a GED/high school certificate, receiving a vocational certificate, or change in Test for Adult Basic Education (TABE) scores. When these factors were added to the statistical model, only higher TABE test scores were shown to reduce recidivism.

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[25] *Recidivism of Prisoners Released in 1983.* April 1989. Washington, DC: Bureau of Justice Statistics, U.S. Department of Justice. *Recidivism of Prisoners Released in 1994.* June 2002. Washington, DC: Bureau of Justice Statistics, U.S. Department of Justice. *2014 Outcome Evaluation Report.* July 2015. Sacramento, CA: California Department of Corrections and Rehabilitation.

*Comparison to Other States*

The BJS has been publishing national prison recidivism studies since 1985. The most recent study was released in 2014 and provided detailed data on recidivism rates for prisoners released in 2005.[26] That report showed that 49 percent of the national sample returned to prison within three years, which compared with the Florida rate of 33 percent for the same year of releases (2005)[27]. Although the Florida rate is 16 percent lower than the overall U.S. rate, there are at least two caveats that need to be addressed.

First, the national rate is heavily skewed by California, which constitutes 26 percent of the national release sample. This means that any national rate of recidivism will be heavily influenced by the performance of California inmates. This issue takes on greater significance when one notes that California has had a very high recidivism rate (well over 60 percent) due to its well-known policy of returning parolees to prison for technical violations. When California's inmates are excluded from the national statistics, the three-year return-to-prison rate drops to 40 percent—or just 7 percent above the Florida rate.

Second, inmates discharged without any parole supervision will have significantly lower return-to-prison rates than inmates placed on parole, as they cannot be returned for a technical violation. The majority (63 percent in FY 2013/14) of inmates are released from Florida facilities with no supervision.[28] This skews Florida's recidivism rate downward compared to other states that have a higher percentage on supervision after release. For example, in Florida, inmates released to supervision in 2010 had a return-to-prison rate of 39 percent. So, for a direct comparison between Florida and the U.S. rates, one would have to control for the influence of California and the fact that 63 percent of Florida's inmate releases have no supervision. All of these factors suggest that Florida's lower return-to-prison recidivism rate is more a reflection of its unique sentencing structure rather than its nature and form of imprisonment and/or the delivery of rehabilitative services.

*FDC's Declining Recidivism Rate*

Regardless of these issues that can complicate comparisons with other states, it is true that the Florida return-to-prison rate has declined 6.5 percent since 2006 (from 32.5 percent in 2006 to 25.7 percent in 2010). There are a number of factors that could have contributed to this

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[26] *Recidivism of Prisoners Released in 30 States in 2005: Patterns from 2005 to 2010.* April 2014. Washington, DC: Bureau of Justice Statistics, U.S. Department of Justice.
[27] *Florida Prison Recidivism Report: Releases From 2006 to 2013.* June 2015. Tallahassee, FL: Florida Department of Corrections.
[28] http://www.dc.state.fl.us/pub/annual/1314/stats/im_release.html

decline that cannot be thoroughly tested by looking only at the attributes of released inmates. For example, there is the overall declining crime rate in Florida and elsewhere in the U.S. that could be serving to reduce recidivism rates. Additionally, the FDC has been implementing re-entry programs and attempting to link an inmate's risk and needs levels to the appropriate services. At this point, we do not know why the return-to-prison rate has declined.

The preferred measure for recidivism should be re-arrest rates, which negates the biased effects associated with a return-to-prison rate. Based on the newly implemented recidivism data file developed by Professor William Bales of Florida State University and the FDC, the re-arrest rate for all crimes is 69 percent, which is virtually the same rate reported by the BJS since 1989. So, while return-to-prison rates are low and have declined, the percentage of inmates re-arrested after release is comparable to the U.S. rates, which have not declined. (Table 6).

**FINDING 3-1:** The FDC does produce a high-quality report on FDC's recidivism rates based on a three-year return-to-prison measure. That measure is incomplete (does not incorporate re-arrest rates) for assessing trends in the FDC recidivism rates over time and with other states. Previous reports were unable to use a three-year re-arrest rate which can now be used to make a more complete assessment of trends in the FDC recidivism rates over time and with other states.

**FINDING 3-2:** Using the recently implemented re-arrest rate suggests that the FDC recidivism rate is comparable to other states and is not declining.

**FINDING 3-3:** There is considerable research validated by the FDC (and others) that the length of imprisonment has no impact on recidivism rates.

**FINDING 3-4:** The primary incarceration factors that reduce recidivism are the number of family visits and low custody at release.

**RECOMMENDATION 33:** The FDC should incorporate the use of the re-arrest measure in subsequent studies of recidivism and their evaluations of programs.

Table 6. Comparisons of Florida and National Recidivism Measures

| 3-Year Recidivism Measure | Pew | BJS | Florida |
|---|---|---|---|
| Return to Prison | 43% | 50% | 33% |
| Excluding CA | 37% | 39% | NA |
| Re-Arrest | NA | 68% | 68% |

Sources: Pew Center on the States, *State of Recidivism: The Revolving Door of America's Prisons* (Washington, DC: The Pew Charitable Trusts, April 2011); FDC and FSU Partnership Project dated 10-27/2015

## Reception and Intake Process

The reception process was observed at two facilities: the NW Florida Reception Center and the Lowell Reception Center. In addition, staff at the Lake Butler Reception and Medical Center were interviewed relative to the process.

The reception processing of an inmate can be completed in 5 to14 days; however, an inmate is typically not transferred to their permanent facility for four to six weeks. The initial reception process includes the initial medical and mental health exams, dental, mental health evaluations, drug screening assessment, TABE testing, and a classification interview. Intake inmates have follow-up medical and mental health visits within 14 days of entry. The intake processing schedule as reported in documents received at the reception centers is as follows:

Day 1: Intake

- Interview by team officer: Initial interview is conducted and entered into CARP (computer assisted reception process), verifying the identity and physical characteristics of each inmate to include social security number, true name, date of birth, height, weight, tattoos, scars, and other identifying marks. The inmate is also examined for any tattoos that are related to an STG.
- Receipt of property: Property staff takes possession of each inmate's personal property and monetary funds.
- Receiving staff ensure the inmate is in compliance with grooming standards.
- Inmate showers and is issued standard inmate clothing and linens.
- Initial health screening: Medical staff conducts an initial health screening on each reception inmate.
- Fingerprinting: Inmate is fingerprinted using the biometric identification system.
- Inmate is interviewed for demographic information.
- Photograph/ID card: Digital photograph is taken and inmate is issued an FDC identification card.

- Inmate is given initial inmate orientation.
- Inmate is given Prison Rape Elimination Act of 2003 (PREA) orientation.
- Inmate is interviewed by classification staff in order to obtain their sexual risk indicator (SRI).
- Inmate is given assigned bunk number as well as their schedule for the remainder of the reception process.
- Process is begun to ensure inmate has or can be provided some form of identification to be used upon release.

Day 2: Dental/Mental Health/ Test for Adult Basic Education (TABE)

- Inmate is given initial dental exam.
- Inmate is given mental health assessment.
  - Mental health testing (orientation, behavioral health, and BETA-III.
  - Behavioral health scoring from support staff, usually immediately after it is administered.
  - Elevated behavioral health scores (9 or above) are forwarded to the unit.
  - Initial suicide profiles, if behavioral health scores are elevated, are completed; those with elevated behavioral health scores are escorted to the unit by security.
  - If an inmate is a suicidal/homicidal risk, they are immediately referred to the psychiatrists.
- TABE testing for standard basic education levels is administered. Consultation with inmates under 22 years of age is conducted to determine if there exists a special education status (Child Find). GED or high school diploma verification is completed.

Day 3: Medical

- Inmate is given initial physical exam.
- Inmate is scheduled for any required medical follow-up on days 3-14 and to be seen by a clinician within 14 days; if on medications to see a psychiatrist within 10 days
- If not on any medication, inmate must be seen within 14 days by a psychiatric specialist.

Day 4: Classification Interview

- Classification interview is conducted.
- Arrest history: Staff enters complete arrest history for each inmate and compares with CCIS (comprehensive case information system) for accuracy, noting, and documenting any open capias/warrants.

- Initial risk assessment is conducted.
- Inmate management plan is prepared.
- Internal management and housing level review release plan is developed.
- Inmate personal background is entered into CARP.
- Inmate work skills are identified.
- Development of a release plan begins.
- Transition goals are identified.
- Inmate file is reviewed denoting any high profile cases, need for special review, existence of outstanding detainers, past arrest records, escape history, STG involvement, military history, special education history, employment record, work skills, programs recommended, victim notification needs, and any outstanding financial obligations.
- File audit is conducted.

Day 5: Psychological Assessment/Medical Appointment

- Mental health intake psychological screening report is entered in CARP (DC4-644).
- WASI (Weschler Abbreviated Scale of Intelligence) is administered for inmates below 76 on BETA-III (MHTST).
- Initial suicide profile is completed, if suicidal history (no mental health service provider needed in CARP on day 5).
- Inmates who are referred to the psychiatrist are seen by day 10 for their MHPER to assign a grade.
- All other screenings, including the WAIS-III (Wechsler Adult Intelligence Scale) if WASI is below 76, need to be completed by day 14.
- Follow-up with medical, if needed.

While this process is scheduled to be completed in five days, staff reported at all three facilities that inmates stay in reception facilities for between four and six weeks before transfer to their permanent facilities. Staff reported this was due a number of issues, including the time needed to complete the paperwork process and required signatures. They also stated that rarely did bed-space limitations at the permanent facilities play a factor in the time inmates spent in reception.

As noted in the classification section of this report, the CINAS is used to identify the needs of inmates in FDC. The CINAS is then used as part of the automated inmate ranking system (AIRS) to rank inmates for placement in core programs (education, vocational, and substance abuse treatment). A ranking is not done on an inmate if he or she has more than 36 months

to serve, or less than 4-12 months based on the program that one is applying for. At any given time, approximately 6,750 inmates have an academic ranking, 6,735 have a vocational program ranking, and 10,612 have a substance abuse program ranking.[29]

While it would appear that CINAS should be conducted as soon as possible and as part of the reception process, it is not. CINAS is not begun until an inmate is transferred from reception to a permanent facility.

Other factors concerning the CINAS system are:

- There are five different interviews that make up CINAS, and the first occurs upon arrival at the permanent facility.
- Reception center staff interviewed agreed that conducting CINAS at reception makes sense. The downside is that the reception process is somewhat chaotic and is not always conducive to completing meaningful interviews with inmates. However, the problem with waiting to complete the CINAS until the inmate arrives at the permanent facility is that there may be no suitable programs at that facility. When that occurs, a program transfer is initiated if a program slot is available.
- The TABE is only administered in English, so for non-English speaking inmates, the CINAS score is skewed.

The AIRS is a system to rank inmates for placement within educational, vocational, and substance abuse programming in the department. The specifics of AIRS include the following:

- The purpose of AIRS is to rank all inmates for placement in core programs. Its intent was that the inmate ranked number 1 would be the first inmate chosen when a vacancy occurs. For example, if a vacancy opens in a residential substance abuse treatment program at Marion Correctional Institution, then the inmate ranked number 1 for placement in substance abuse treatment programs would be slotted for that vacancy, even if the inmate was currently located at another facility. However, our review found that this is not the case, as facilities with the program vacancy will first review their own population to determine if an eligible inmate exists, even if that inmate isn't highly ranked. In practice, facilities basically consider all inmates ranked between 1 and 500 as equals, and if a vacancy comes up in substance abuse treatment program at their facility, they will scan their current population to see if any

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[29] Based on FDC October 2015 snapshot data file.

inmates ranked between 1 and 500 are housed there. If there are, these inmates will be selected for the program over inmates housed at other facilities.

- The AIRS ranking system for substance abuse placement is at least partially based on how inmates answer questions in the Drug Simple Screening Index (DSSI) at intake. Although the DSSI is a somewhat dated screening form, it has been shown, as noted elsewhere, to be a strong predictor of recidivism. The AIRS ranking for education is based on the TABE score given on the second day of intake.

Staff did report concerns with the validity of AIRS rankings. Because the ranking is based on substance abuse interviews and TABE testing is conducted very early in the intake process, staff addressed concerns that often inmates are overwhelmed when they enter and don't fully comprehend the importance of accurately providing substance abuse histories or making an effort on the TABE tests. If inmates give inaccurate responses to the 16 DSSI substance abuse questions they are asked, or just randomly provide answers on the TABE test, they will have an AIRS ranking that is not reflective of their real needs. This suggested the need to ensure inmates are aware of the importance of these steps, or that it may be better to push them back to later in the intake process. Follow-Up, the pilot program that the FDC Office of Re-Entry is testing to extend the reception process, is at least partially the result of these concerns.

**RECOMMENDATION 34:** FDC is piloting administering CINAS at reception centers. Currently, the CINAS is not administered until an inmate is transferred from reception and placed in their permanent facility. If the CINAS determines an inmate needs programming not provided by the permanent facility, then they would have to be transferred a second time. In our opinion, the benefit of administering CINAS at reception can yield increased efficiencies in the department and reduce the number of inmate transfers needed while placing inmates closer to their needed resources.

Currently, the time it takes to complete the initial interviews and all associated reception paperwork is 14 days. FDC is piloting extending this time frame to conduct the intake and reception process. We agree with the need to ensure that newly admitted inmates in a reception center must be well prepared and thoroughly understand the importance and consequences of the assessments and testing that they will complete (including the TABE test and drug assessments).

**RECOMMENDATION 35:** It is recommended that the department determine whether an extended reception process or improvement in the steps taken to make inmates aware of the importance of the intake process will ultimately enhance the reliability of the recidivism indexes generated by CINAS.

**RECOMMENDATION 36:** This review found that in the current system the intake process is typically completed within 14 days, but inmates stay at the reception facility for up to six weeks. If the reception process is not ultimately extended (as being currently piloted), we recommend the department more quickly transfer inmates to their permanent facilities.

## Inmate Classification

There are three systems employed by FDC that guide the placement of inmates to particular facilities and housing units within each facility. These separate systems have overlapping criteria that cover a wide array of the inmate's current offense, sentence, prior criminal record, gang affiliation, institutional conduct, motivation, and attitudes. They are designed to classify inmates according to their risk to become a management problem and be involved in serious and/or repetitive misconduct while incarcerated. They are not designed to predict risk of recidivating. All three systems are described below in general terms, as trying to describe them in detail is not feasible given the intricacies of each system.

### Custody Assessment and Reclassification System (CARS)

The more traditional system is known as the Custody Assessment and Reclassification System (CARS). It consists of five distinct custody levels which are defined as follows:

Maximum: Inmates who are under a sentence of death.

Close: Inmates who must be maintained within an armed perimeter or under direct, armed supervision when outside of a secure perimeter.

Medium: Inmates eligible for placement at a work camp with a secure perimeter, but who are not eligible for placement in an outside work assignment without armed supervision.

Minimum: Inmates eligible for outside work assignments, but not for placement at a community residential facility.

Community: Inmates eligible for placement at a community residential facility.

In assigning inmates to these five custody levels, the FDC employs a process at admission that scores inmates on the following items:

1. Current offense (1-15 points)
2. Prior offenses (1-10 points)
3. Prior release from medium custody (-1 point)
4. Prior release from minimum custody (-2 points)

5. Prior release from community custody (-3 points)
6. Age 28 years or older (-1 point)
7. GED or high school diploma (-1 point)
8. Employed 6 months or more (-1 point)
9. Completed a primary program on current incarceration (-3 points)
10. Completed a secondary program on current incarceration (-1 point)
11. Inmate's adjustment has been above satisfactory past 24 months (-6 points)
12. Inmate's adjustment has been above satisfactory past 12 months (-4 points)
13. Inmate's adjustment has been above satisfactory past 6 months (-2 points)
14. Inmate's adjustment has been unsatisfactory past 6 months (2 points)

These items are then scored and a custody level is determined by applying the following scale:

| | |
|---|---|
| Community and minimum custody: | 0-10 points |
| Medium custody: | 11-19 points |
| Close custody: | 20 or more points |
| Maximum custody: | Death row |

Two observations are warranted relative to the CARS scoring system: First, the age factor is a dichotomous variable (28 years and older), when an interval scale would be more appropriate (such as 25 years and younger, 26-34 years, 35-44 years, 45 years and older). Second, there is no separation for males and females. Women typically have lower rates of misconduct, which has led to many states developing separate scoring systems for males and females. This can be easily accomplished by developing a separate custody scale so that males and females have custody levels based on equivalent rates of misconduct.

The distinction between minimum and community custody is based not on the score but largely on how much time an inmate has remaining to serve. For example, minimum-custody inmates can be assigned to community custody if they are within 19 months of their tentative release date. Community custody inmates who are within 14 months of their tentative release date can be assigned to work release.

As suggested by the scoring algorithm listed above, the initial custody level is driven by the inmate's current offense and prior convictions. Those initial points can be reduced by positive behavior and staff's assessment of "satisfactory" or "unsatisfactory" adjustment.

*Internal Management Score*

The second system that drives the inmate's classification and housing setting is part of the internal risk management system (IRMS). The IRMS is designed (among other things) to assign each inmate into one of five internal management (or IM) categories as listed below:

IM1:    Low risk

IM2:    Low-Moderate risk

IM3:    Moderate risk

IM4:    Moderate-High risk

IM5:    High risk

Placement into one of these five levels is based on an internal scoring process that reviews the inmate's recent disciplinary report (DR) history (severity and time frames), gang activity, and certain crimes (homicide and domestic violence).

There is another scoring system within the IRMS that consists of eight items, some of which are also used for establishing the CARS and IM level, but are only used to increase the inmate's IM level. These are as follows:

1. Disciplinary history (disciplinary conduct)
2. Close management history (placements in administrative segregation)
3. Security threat group history (designated as STG)
4. Institutional adjustment history (overall adjustment or OAR score of "unsatisfactory," "satisfactory," or "above satisfactory" based on work, programs, and disciplinary reports)
5. Age (same as CARS)
6. Outside Influence (positive, neutral, or negative)
7. Attitude and motivation (interest in work assignments and programs)
8. Overall classification assessment score

*Housing Level System*

The third and final system is also part of the IRMS, but is referred to as the housing level scoring system. It is designed to assign inmates to one of the following five housing levels based on their IM level and other characteristics noted below:

HO1    IM Level 1 and incarcerated for at least one year

HO2    IM Level 1 and incarcerated for 3-12 months

HO3    IM Level 3, escape flag, or incarcerated for less than 90 days

HO4    IM Level 4, escape flags, close management, high-severity crime

HO5    IM Level 5, death row, escape, special management

Significantly, HO5 inmates require placement in a cell, while HO4 inmates should be placed in a cell if available. HO3, HO2, and HO1 inmates are to be assigned to open-bay dorms.

Of the three systems, the housing level system is the most important process for determining where an inmate is actually housed. But as shown above, it is driven by the IM system, which, in turn, is being influenced by the CARS custody system.

Table 7 shows how the current inmate population is classified according to these three highly interrelated classification processes. The CARS system shows a high proportion (41 percent) of inmates assigned to close custody, while the same proportion (42 percent) are assessed as "low" risk based on the IM system. There also are significant numbers of close-custody inmates assigned to HO1 dorms. The housing levels present a balance between CARS and IM. Significantly, about one-third of the inmates should be assigned to cells (HO4 and HO5). Another two-thirds are designated for HO1, HO2, and HO3 dorms.

### Table 7. Comparisons of Classification Designations by System
### Current FDC Facility Population

| | CARS | | | Inmate Management | | | Housing Level | | |
|---|---|---|---|---|---|---|---|---|---|
| Custody | Inmates | % | IM Risk Level | Inmates | % | HO Level | Inmates | % |
| Unclassified[1] | 1,673 | 1.7 | Missing | 0 | 0.0 | Missing | 0 | 0.0 |
| Community | 8,833 | 8.9 | 1-Low | 42,283 | 42.4 | HO1-Dorms | 21,307 | 21.4 |
| Minimum | 16,817 | 16.9 | 2-Low-Moderate | 15,142 | 15.2 | HO2-Dorms | 17,245 | 17.3 |
| Medium | 31,294 | 31.4 | 3-Moderate | 31,736 | 31.9 | HO3-Dorms | 26,441 | 26.5 |
| Close | 40,618 | 40.8 | 4-Moderate-High | 8,651 | 8.7 | HO4-Cells | 31,604 | 31.7 |
| Maximum | 385 | 0.4 | 5-High | 1,808 | 1.8 | HO5-Cells | 3,023 | 3.0 |
| | | | | | | | | |
| Total | 99,620 | 100 | Total | 99,620 | 100 | Total | 99,620 | 100 |

Source: JFA Institute analysis of FDC August 31, 2015 inmate snapshot data file.
[1] Unclassified inmates are those who have recently arrived to the reception center and have not yet been formally classified.

Tables 8 and 9 show how the CARS and IM systems are associated with the HO system. While there are associations between the custody and HO levels, there are also some differences. For example, there are 2,394 close custody inmates in HO1 dorms. There are much stronger associations between the IM and HO levels. There are no IM3, IM4, or IM5 inmates in HO levels 1 and 2 (dorms). However, there are 6,176 IM1 inmates designated for HO4 cells.

In terms of validation studies, the most recent analysis provided by the FDC was an internal evaluation of the CARS system conducted by Professor William Bales of Florida State University in 2012. He found that the CARS system was valid (i.e., predictive of general inmate misconduct and violence) but was over-classifying some inmates into close custody. JFA conducted its own internal analysis by simply comparing the number of DRs that each inmate has accumulated since being incarcerated with their CARS, IM, and HO levels. That analysis shows very strong associations by the various levels of risk produced by each system.

### Table 8. Current FDC Facility Population by Custody and Housing Level

| HO Level | CARS Custody Level | | | | | | Total |
|---|---|---|---|---|---|---|---|
| | Unclassified | Community | Minimum | Medium | Close | Maximum | |
| HO1 - Dorms | 97 | 4,827 | 6,528 | 7,461 | 2,394 | 0 | 21,307 |
| HO2 - Dorms | 30 | 3,223 | 5,133 | 7,484 | 1,375 | 0 | 17,245 |
| HO3 - Dorms | 1,471 | 777 | 5,120 | 16,192 | 2,881 | 0 | 26,441 |
| HO4 - Cells | 64 | 6 | 35 | 156 | 31,343 | 0 | 31,604 |
| HO5 - Cells | 11 | 0 | 1 | 1 | 2,625 | 385 | 3,023 |
| Total | 1,673 | 8,833 | 16,817 | 31,294 | 40,618 | 385 | 99,620 |

Source: JFA Institute analysis of FDC inmate August 31, 2015 snapshot data file

Table 9. Current FDC Facility Population by IM Level and Housing Level

| HO Level | IM Level | | | | | Total |
|---|---|---|---|---|---|---|
| | IM1 | IM2 | IM3 | IM4 | IM5 | |
| HO1- Dorms | 21,307 | 0 | 0 | 0 | 0 | 21,307 |
| HO2 - Dorms | 8,681 | 8,564 | 0 | 0 | 0 | 17,245 |
| HO3 - Dorms | 5,849 | 705 | 19,887 | 0 | 0 | 26,441 |
| HO4 - Cells | 6,176 | 5,599 | 11,378 | 8,451 | 0 | 31,604 |
| HO5 - Cells | 270 | 274 | 471 | 200 | 1,808 | 3,023 |
| Total | 42,283 | 15,142 | 31,736 | 8,651 | 1,808 | 99,620 |

Source: JFA Institute analysis of FDC inmate August 31, 2015 snapshot data file

Professor Bales recommended modifying the cut-off for close custody upward to 21 points. He also found that medium-custody inmates with a score of 11 had conduct records similar to minimum-custody inmates, and that the scoring system should be modified by adjusting the cut-off for medium-custody inmates as well. The FDC has not taken any action on these two recommendations.

The scoring, transfer, and housing of inmates for CARS, IM, and HO levels are under the control and supervision of the FDC Bureau of Classification Management. This unit consists of a small cadre of highly trained and efficient staff that are constantly managing and monitoring the overall inmate population. Because the entire process is highly automated, the ability to accurately classify and house inmates according to the CARS, IM, and HO criteria is very efficient.

The actual work of classification is carried out by the facility's classification officers who are assigned to the reception or permanent housing facilities. The initial classification process is conducted by the classification officers assigned to the six reception centers. This work is accomplished by the classification officer reviewing all court and legal papers and then conducting a private interview with the inmate. Interview information is used to complete a great deal of the IM risk related and drug history data. The inmate is well-informed by the classification officer on the basis for his/her classification custody level and housing assignment. As noted above, the most important decision is whether the inmate will be transferred to a facility that provides open-bay dorms or cells.

Reclassifications occur on an event basis (DRs, request for programs, or cell or facility transfer). Most state prison classification systems require a mandatory re-classification review on an annual basis. While this is not part of the FDC system, inmates are required to be seen by their case managers on a regular basis, which includes an update of the various fields that drive the CARS, IM, and HO systems.

### Risk and Needs Assessment

Once an inmate is transferred to the "permanent" facility, a risk and needs assessment is conducted for the purpose of determining the inmate's need for the core rehabilitative services (education, substance abuse, and vocational training) offered by the FDC. Most state correctional systems complete such an analysis during the reception center process. This assessment is completed via the Corrections Integrated Needs Assessment System (CINAS). The explicit goal of the CINAS is to reduce recidivism by assigning inmates to rehabilitative programs.

A key feature of the CINAS is a lengthy interview where the inmate is asked to respond to 49 questions asked by the facility's classification officer. This process requires that questions be read in a standard manner and that the inmate comprehends the questions and answers honestly. Previous reliability studies of such systems have shown this interview process to be problematic unless staff training is well-executed.

There have been two external reviews of the CINAS. One report was completed by Dr. Patricia Hardyman (February 19, 2012), who was a consultant for the National Institute of Corrections (NIC). The NIC report made a number of recommendations to alter the current system. These included numerous recommendations to alter and clarify the wording and responses to the 49 interview questions. Perhaps the most important recommendation was to conduct an inter-rater reliability study and a "process evaluation" to see how well the system has been implemented (accuracy in the scoring process and assignment to meaningful programs in a timely manner). Thus far, a formal evaluation has not been completed; however, the FDC is now pilot testing a revised risk/needs assessment system that addresses some of the NIC recommendations.

The second report was conducted by Northpointe a few months later (May 21, 2012). That review found that the risk index component was a strong predictor of recidivism (AUC [area under the curve] of .69), but that the dynamic risk factors had significant internal consistency problems that were related to inconsistencies in how questions are asked, interpreted, and answered by the inmate. Recommendations were made to correct these assessment problems.

In response to these two studies, the FDC is preparing to modify the CINAS and implement a new risk/needs assessment system, Spectrum, in 2016. The FDC has indicated that the new system will focus more on the inmate needs and less on the risk level, but at this time there is not a formal system to review for this report.

Finally, as noted elsewhere in this report, there is a severe lack of meaningful risk reduction programs and there is a large number of inmates who are released who have not completed a core program. Further, there is little incentive for inmates to participate in such programs because it has no impact on the length of imprisonment. Most states grant significant amounts of program credits for participating in and completing such programs. Risk/needs systems are designed to identify what programs inmates should be placed in with the ultimate goal of those programs helping reduce inmate recidivism. But FDC's risk/needs assessment system has little real utility because there are few meaningful program slots.

**FINDING 3-5:** The CARS classification system has been validated and meets national standards. Nonetheless, there is evidence that it is over-classifying inmates into the close- and medium-custody levels.

**FINDING 3-6:** The intake process that determines inmate classification levels is well designed and efficient.

**FINDING 3-7:** Where an inmate is to be transferred and housed is largely determined by the IM and HO systems.

**FINDING 3-8:** There is a sizeable number of HO4 inmates assigned to either a cell or open-bay dorm for no reason other than bed availability.

**FINDING 3-9:** The CINAS risk/needs assessment system has potential reliability scoring deficiencies that may be impairing the assessment of the inmates' service needs.

**FINDING 3-10:** The lack of meaningful programs coupled with the absence of good time incentives serves to significantly diminish the value utility of a risk/needs assessment system in reducing recidivism rates.

**RECOMMENDATION 37:** Adjustments should be made to the CARS cut-off levels as recommended by Professor William Bales. It is also recommend that the age factor be modified and transformed from a dichotomous to an interval level variable.

**RECOMMENDATION 38:** The CARS custody scale should also be modified based on the differing rates for males and females.

**RECOMMENDATION 39:** The department should develop some valid means to adequately discriminate between which HO4 inmates are better qualified for dormitory placement and which are better suited for housing in cells.

**RECOMMENDATION 40**: The CINAS or its replacement (Spectrum) should undergo an inter-rater reliability study with a special focus on the dynamic risk assessment factors.

**RECOMMENDATION 41**: To enhance the potential for CINAS to have an impact on recidivism rates, gain time incentives are needed to reward inmates who participate and complete risk-reducing programs.

## 4. INMATE PROGRAMS

The benefit of sound, effective, comprehensive inmate programs cannot be understated. Effective programming can improve inmates' attitudes while incarcerated, thereby reducing the disruptiveness and the potential for violence. It can improve their success upon release and as a result, reduce the future burden on the criminal justice system, reduce future inmate population levels, reduce the amount of taxpayer funding that is appropriated for criminal justice needs, and ultimately improve the society in which we live. FDC offers a wide variety of programs to incarcerated inmates. The FDC Office of Re-Entry provided a listing of 38 different programs it supports and operates for inmates within its facilities:

### Education Programs

- Adult Basic Education
- General Education Development (GED)
- Voluntary Literacy
- Special Education
- Title I
- Secondary education program (Smart Horizons career online high school diploma)
- Inmate teaching assistant program
- Correspondence study course program
- General library access
- Law library access

### Vocational Programs

- Career and technical education
- Prison dog training program

### Religions Programs

- Chapel library program
- Faith and character-based residential program
- Primary worship opportunities
- Religious diet program
- Religious education classes

### Substance Abuse Programs

- Substance abuse screening and assessment
- Character Awareness and Motivation Program (CAMP)
- Community-Based residential therapeutic community
- Substance abuse counselors at department-operated community release centers
- Integrated Co-Occurring Re-Entry and Evaluation (I-CORE) Program
- Intensive outpatient program
- Substance abuse prevention and education
- Residential therapeutic community
- Substance abuse transitional re-entry centers
- Youthful offender outpatient substance abuse program
- Suwannee Correctional Institution extended day program for youthful offenders age 17 and under

### Classification Programs

- Basic training programs
- Extended day program
- Community release centers
- LIFERS program
- Corrections transition program

**Transition Programs**

- 100-Hour transition skills program
- Thinking for Change
- Veteran dorm program

**Re-Entry Centers and Facilities**

- Contracted re-entry centers
- Re-Entry facilities

Program participation has been proven to improve inmate success while incarcerated and upon release. For programs to be effective, however, they must be offered in a consistent manner and provide ample time for offenders to interact in the classroom or group setting. The department has set a standard for the amount of time education programs should be offered in morning and afternoon sessions. Specifically, *Policy 501.106, Adult Education Programs,* states "To the greatest extent possible, inmates assigned to adult basic education (open population), inmate teaching assistant education, and general educational development (open population) programs will be afforded at least three (3) hours of educational programming per morning and/or afternoon session(s)."

**FINDING 4-1:** Observations across facilities found security procedures often negatively impacted inmate access to scheduled programs.

At many of the facilities visited, delayed inmate counts, lack of security staff, and the staging of inmates for movement to programs consistently delays program start times and impacts inmate access to meaningful programming.

For example, at Everglades Correctional Institution, the morning education classes are scheduled to start at 8:30 a.m. and run to 11:00 a.m. Typically, due to lengthy count (which starts at 8:00 a.m.) and due to the manner in which the facility stages inmates for release to the programs buildings, inmates don't arrive to the classes until 9:30 a.m. Our observation and the comments of staff verified this finding. Similar issues were found at other facilities, including Dade Correctional Institution. On our first day at Dade, inmates did not arrive to scheduled education programs until approximately 9:30 a.m. due to late count and inmate staging delays. On the second day, the education building officer was reassigned in the morning, so movement to the building was delayed until she arrived at her post at approximately 9:40 a.m. It is not only education programs that are affected by these delays, as access to substance abuse programming, medical unit visits, and other programs are regularly delayed by security issues.

This issue is multifaceted and involves both the lack of staff and the fact that security practices such as inmate counts and inmate movement delay the arrival of inmates to programs. As a result, there is not a single recommendation that could address this issue. Adding more

security staff could make some improvement in this area, but additionally, the department will need to study and implement other methods to eliminate this issue. This could include developing an alternative program schedule that does not overlap as significantly with inmate count, moving count times, or reducing delays due to inmate movement staging.

*Program Policy Review*

As part of this project, the project team reviewed the following Florida statutes, department policies, administrative rules related to inmate programs:

- *501.102, TABE and Pre-GED Testing*
- *501.103, Teacher Certification and In-Service*
- *501.104, GED Testing*
- *501.106, Academic Education Programs*
- *501.107, Inmate Teaching Assistant and Voluntary Literacy Program*
- *501.108, Correspondence Study Courses*
- *501.109, Use of Copyrighted Videos in Programs*
- *501.201, Special Education Services*
- *501.301, Law Library Programs*
- *501.302, Copying Services for Inmates*
- *501.303, Law Library Interlibrary Loan Services*
- *501.304, Acquisition and Disposal of Law Library Materials*
- *501.305, Word Processing Services in Law Libraries*
- *501.310, General Library Programs*
- *501.401, Admissible Reading Material for Institutions*
- *501,402, Donations*
- *502.001, Career and Technical Education for Inmates*
- *506.102, Service Dog Training and Canine Obedience Training for Canine Adoptions*
- *503.001, Guidelines for Native American Religious Observances*
- *503.002, Chaplaincy Services*
- *503.003, Spiritual Advisor Visits*
- *503.004, Volunteers*
- *503.006, Religious Diet Program*
- *506.032, Faith and Character-Based Residential Programs*
- *Section 944.803, F.S., Faith- and Character-Based Programs*
- *Section 944.275, F.S., Gain Time*

- *506.101, Veteran Dorm Program*
- *601.222, Youthful Offender Character Awareness and Motivation Program*
- *507.001, Bureau of Transition and Substance Abuse Treatment Services: Substance Abuse Program Management*
- *507.101, Institutional Substance Abuse Program Licensure*
- *507.102, Mandatory Participation in In-Prison Substance Abuse Programs*
- *507.201, Substance Abuse Screening at Reception Centers*
- *507.202, Substance Abuse Program Admissions – Institutions*
- *507.203, Substance Abuse Program Completion or Termination*
- *507.204, Peer Facilitators*
- *507.401, Substance Abuse Clinical Records*
- *507.402, Substance Abuse Clinical Record Transfer – Institutions*
- *507.702, Contract and Program Oversight and Monitoring of All Institutional Substance Abuse Re-Entry Programs, Community-Based Residential and Outpatient Re-Entry Programs, Mental Health and Sex Offender Treatment Re-Entry Programs, Post-Release Substance Abuse Transitional Housing Re-Entry Programs, and Re-Entry Special Project/Programs*
- *607.211, Designation of Youthful Offenders, Young Adult Offenders, and Youthful Offender Facilities*
- *601.204, Placement of Inmates into Community Release Programs*
- *601.101, Incentive Gain Time*
- *601.201, Inmate Work Program*
- *601.721, Visiting Operations*
- *601.722, Visiting Schedule*
- *601.723, Visiting Check-In Procedures*

With the exception of the inmate visitation finding noted below, the above policies and statutes were reviewed and found to be sufficient and consistent with national standards and policies from other states.

FINDING 4-2: The inmate visitation schedule allows only a restricted number of hours per week for inmate visits.

In the section of this report regarding recidivism, we note Dr. William Bales's recidivism study found one of the primary incarceration factors that reduces recidivism is the number of family visits. Because access to family visits can be of such benefit, the department should have in place visiting policies that promote visitation. However, *Rule 33-601.722, F.A.C. Visiting*

*Schedule,* has significant limitations to inmate visitation, as visits can only be conducted on weekends and on nine holidays during the year:

> Regular visitors shall be allowed to visit between 9:00 a.m. and 3:00 p.m. Eastern Standard Time (EST), 8:00 a.m. and 2:00 p.m. Central Standard Time (CST) each Saturday and Sunday.
>
> Regular visiting shall occur on the following holidays:
>
> 1. New Year's Day
>
> 2. Birthday of Martin Luther King, Jr., third Monday in January
>
> 3. Memorial Day
>
> 4. Independence Day
>
> 5. Labor Day
>
> 6. Veteran's Day, November 11
>
> 7. Thanksgiving Day
>
> 8. Friday after Thanksgiving
>
> 9. Christmas Day

**RECOMMENDATION 42:** FDC should promote the benefits of inmate visitation by increasing inmate access to visitation throughout the week.

**FINDING 4-3:** Inmate idleness is a significant issue in the FDC.

With limited programming, it was apparent that inmate idleness is an issue across most facilities. However, it is difficult to accurately measure idleness due to the fact that nearly all inmates are officially assigned to a work assignment if not in a core program.

As noted in a separate section of this report, there are only core programs slots for about 14 percent of the overall inmate population in FDC. What is more difficult to determine is the actual number of inmates who have work assignments that keep them busy and involved. Of issue is the fact that every inmate who is not actively participating in a core program (education, vocational, or substance abuse) or is not in a status that precludes the ability to work (reception and orientation, disciplinary confinement, administrative confinement,

protective custody, infirmary, or isolation placement) is allocated to a work assignment in the offender management system whether they are actively working or not.

For example, during our tour at one facility there were 1,251 inmates assigned to 33 different inmate assignments ranging from orderlies to housemen to maintenance workers. The following table breaks down the number of inmates assigned to each category:

Table 10: Breakdown of Inmate Assignments at Selected Facility

| Assignment Category | Number of Inmates Assigned (09/16/2015) |
|---|---|
| Core Programs | 104 |
| Work Assignments | 860 |
| Status Precludes Work/Program Assignment | 287 |
| Total | 1,251 |

Source: Inmate by Primary Work Supervisor Report at Selected Facility 09/16/2015

The chart below identifies the distribution of inmates in these assignment categories:

Figure 19: Distribution of Assignment Types at Selected Facility
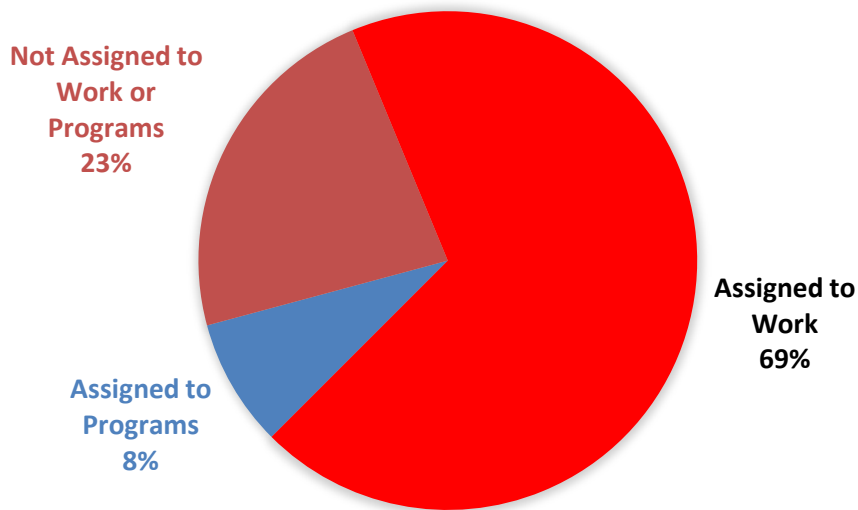


Source: Inmate by Primary Work Supervisor Report at Selected Facility 09/16/2015

Sixty-nine percent of the inmate population on the day of our visit were assigned to a work a job. This represents 860 of the total inmates at the facility. Only 8 percent (104 inmates) were assigned to a core program, and 23 percent (287 inmates) were in a confinement status or placed in the infirmary.

**Figure 20: Work Assignment Breakdown at Selected Facility**
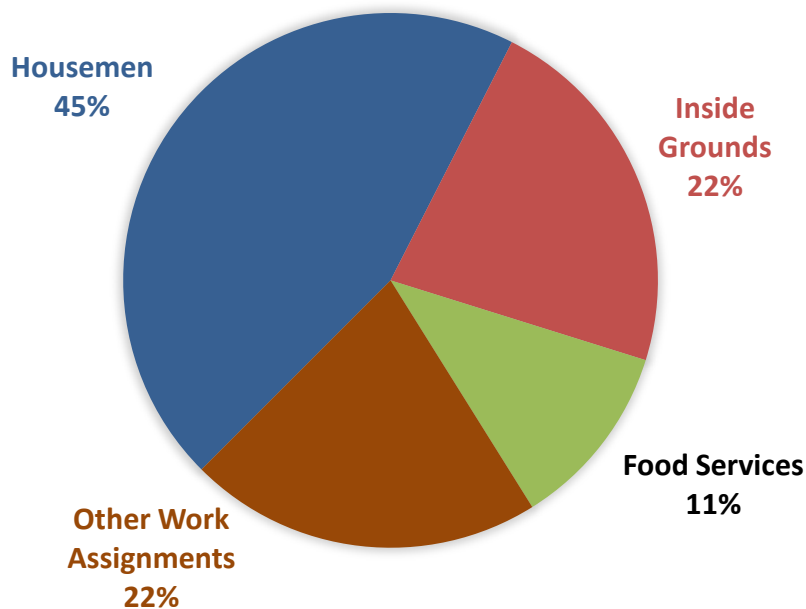


Source: Inmate by Primary Work Supervisor Report—09/16/2015

Figure 20 breaks down the 860 inmates placed in work assignments. Of those with work assignments, 45 percent (387 inmates) are housemen responsible for cleaning in the eight housing units, 22 percent (192 inmates) work inside grounds where they maintain the grounds inside the perimeter fence, and 11 percent (97 inmates) worked in food services. Based on our experiences these numbers are excessive. For example, 387 inmates assigned as housemen in the eight housing units results in an average of 48 housemen assigned per unit. At most, 20 inmates would be more than sufficient to maintain the cleanliness of a housing unit. Also, 192 inmates assigned to inside grounds is vastly more than needed. A team of 30-40 inmates would suffice to maintain grounds. Inmates on these work crews were reluctant to discuss the amount of time they actually spent at work, since they earn gain time for successful involvement in their assignment. However, some inmates did indicate they were rarely called out to work, if at all. Staff comments across facilities supported this issue.

The real driver for overloading work assignments appears to be the desire to award "gain time" to inmates. In effect, many of the job assignments are just "paper assignments" for the purpose of awarding gain time. *Section 944.275, F.S., Gain Time,* allows the FDC to award four different types of gain time:

- Incentive gain time: Incentive gain time can be awarded for each month an inmate works diligently or takes training (classes), uses time constructively, or otherwise engages in positive activities. The amount varies in relation to the inmate's performance and adjustment.
- Meritorious gain time: Meritorious gain time can be awarded in an amount from 1 to 60 days for an inmate who performs some outstanding deed.
- Educational achievement gain time: Inmates can receive a one-time award of up 60 days for earning a GED or certificate of completion of a vocation program.
- Education gain time: Inmates who satisfactorily complete the mandatory literacy program may receive a one-time award of up to 6 days per commitment.

Gain time (also known as "good time" or "good conduct credits") has often been used as a population management tool in many state correctional systems. The award of time off of inmate sentences allows agencies to reduce or control their inmate population levels. Some states have established statutory good time where good time credits are automatically awarded at the start of the inmate's sentence, and the inmate receives all potential credits at this time. When the inmate misbehaves, the good time credits can be revoked. Florida's system uses an earned credit system in which inmates do not automatically receive their good time at the beginning of their sentence. An earned credit system is an incentive system where inmates are rewarded with good time credits only for positive behavior or actions while incarcerated. We will not measure the benefits or cost of each type of system, but in FDC, as an effort to control its population levels, the earned credit system has created an incentive to assign every available inmate to a work assignment regardless of the amount of work that needs to be done.

**RECOMMENDATION 43:** Idleness would be reduced if FDC had more core programs that would provide meaningful training and skills to offenders. We recommend the Legislature consider appropriating increased funds to expand the capacity of education, vocational, and substance abuse programs.

This would increase assignments and make facilities more effective and productive, and would allow the department to offer programs in alignment with its re-entry objectives.

*Re-Entry Center Programs*

The department has established re-entry centers that focus on preparing inmates for transition back into the community. The goal of the facilities is to provide a positive, supportive atmosphere where inmates can participate in programming that improves their success upon release. There are three re-entry centers in operation:

- Gadsden Re-Entry Center – a 432-bed male facility that opened in January 2014
- Everglades Re-Entry Center – a 432-bed male facility that opened in February 2015
- Baker Re-Entry Center – a 432-bed male facility that opened in March 2015

Additionally, FDC operates re-entry facilities at Baker Correctional Institution, Polk Correctional Institution, and in Sago Palm.

The re-entry centers can accept inmates within 36 months of release who will be released to counties served by each center. For example, Everglades Re-Entry Center accepts inmates who will be returning to Broward and Dade Counties, while Gadsden Re-Entry Center serves inmates who will be returning to 17 counties in the northern region of the state. Because they are therapeutic communities, staff must address behavioral issues differently than they would in a typical correctional facility, with the goal of positively improving offender behavior rather than employing punitive measures.

The project team visited Everglades Re-Entry Center and Baker Re-Entry Center. Though they were in the early stages of operation, we found the comprehensive scope and variety of programming to be impressive, as were the efforts being made by staff to develop a positive atmosphere for training and education programs that ensure facility residents (inmates) are provided as much opportunity as possible to be successful upon release. Discussions with staff indicate a well-conceived plan to provide a full range of services designed to prepare inmates for re-entry, develop support and employment resources in the community, and monitor inmates on a regular basis after release. On-site observation found security and program staff fully committed to the community, and we saw a great deal of positive interaction between staff and inmates. As a result of these findings, the re-entry center programs could well become a model for other states.

**FINDING 4-4:** Re-Entry centers have the potential for reducing recidivism. Outcomes from participation in the program should be tracked and formal recidivism rates for the program developed after a sufficient period of time after release.

**FINDING 4-5:** The capacity of inmate programs is insufficient, as it does not come close to meeting the needs of the inmate population.

Detailed information regarding the 38 programs offered by FDC is provided in several appendices (B, C, and D) to this report.

Our review found the scope of these programs to be comprehensive, and they provide a continuum of care throughout the system with a focus on preparing inmates for successful release back into the community. However, it is not the type of programming that is at issue. The concern is the minimal amount of funding for programs, and as a result, the inadequate availability of programming capacity in FDC.  The table below summarizes the major categories of core inmate programming and provides FDC's capacity for those programs.

Table 11

| Core Program Capacity | |
|---|---|
| Program Type | Capacity |
| Education Programs | 6,902 |
| Vocational Programs | 1,404 |
| Substance Abuse Treatment Programs | 5,331 |
| **Total Capacity – Core Programs** | **13,637** |

Source: FDC Office of Re-Entry

Currently, there is a total capacity of 13,637 slots in academic, vocational, and substance abuse treatment programming[30]. This compares to an FDC inmate population of nearly 99,586 on September 30, 2015[31] and results in 14 percent of the population having access to core programming (Figure 21).

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[30] Per FDC Office of Re-Entry
[31] http://www.dc.state.fl.us/pub/pop/facility/

Figure 21



CORE PROGRAM CAPACITY AS % OF POPULATION
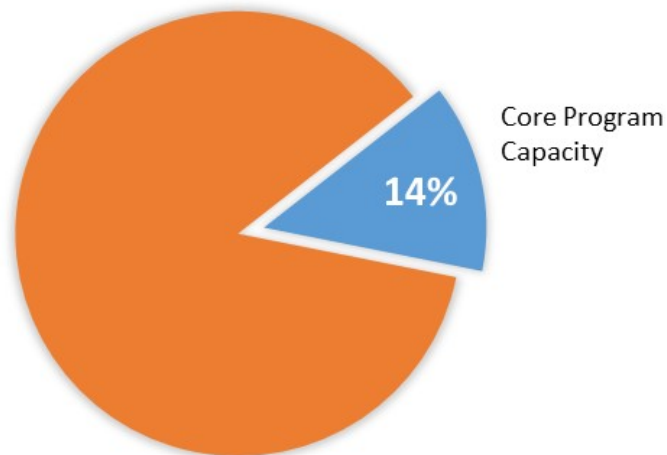
Sources: FDC Office of Re-Entry & website: http://www.dc.state.fl.us/pub/pop/facility/

FDC expends a great amount of resources attempting to identify and assess the treatment and educational needs of offenders, but this effort has very limited value as so few programs exist. Our tours of all of the facilities visited supported this finding, as the amount of educational, vocational, and substance abuse programming was meager. For example, at Dade Correctional Institution, core programs were limited to educational classes and had a total capacity of 60 inmates, enough to provide programming to only 4 percent of the facility population. Everglades Correctional Institution had a core program capacity of 84, which represents just 6 percent of the overall population. This leaves offenders with few meaningful activities and increases inmate idleness. There is broad understanding among correctional experts that idleness can have a negative psychological impact on inmates and lead to increased behavioral issues.

In addition to the core programming, the department also funds a variety of other programs shown in the table below.

Table 12

| Capacity of Other Programs and Program Facilities | |
| --- | --- |
| Program Type | Capacity |
| Substance Abuse Education and Prevention | 2,306 |
| Faith- and Character-Based Residential Programs | 6,488 |
| Other Religious Programs | Open Access |
| Transition Programs | 2,421* |
| Classification Programs | 6,468 |
| Re-Entry Centers and Re-Entry Facilities | 4,053 |

Source: FDC Office of Re-Entry

Notes:  Transition Program capacity includes 1,395 for 100-Hour Transition Program (46.5 facilitators x 30 inmates per facilitator), and 288 for Thinking for Change Program (24 classes x 12 inmates per class).

Attempting to add all the slots available to arrive at the total number of program slots is not valid due to a significant amount of double counting. For example, the three re-entry centers (Gadsden, Everglades, and Baker) have a total combined capacity of 1,296. These beds are counted in the re-entry centers and facilities category and are also counted in the substance abuse education and prevention category.

**RECOMMENDATION 44:** The Legislature should consider appropriating additional funds to increase the capacities of education, vocational, and substance abuse treatment programs. Providing more core programming would provide meaningful training and skills to a greater number of offenders, improve their chances of successful re-entry upon release, and reduce idleness while incarcerated.

The project team assessed the potential for an inmate welfare trust fund to be used to partially fund inmate programs. Prior to 2003, FDC had an inmate welfare trust fund, which was funded by revenue from inmate canteens and telephone calls and used to offset the costs of programs operated by the facilities. When the fund was terminated in 2003, all revenue from those sources began being placed in the general revenue fund. A bill proposed in 2015 would re-establish the inmate welfare trust fund and limit the amount that can be deposited in it to $5 million annually.

Inmate trust funds are found in many correctional systems across the country and serve the purpose of supplementing funding for programs and services that are of benefit to the inmate population. Typically, expenditures from the inmate welfare trust fund must provide some benefit to the inmate population. Most systems prefer to spend trust funds on programs that have the broadest impact across the inmate population. These expenditures can often be as basic as purchasing recreational equipment (basketballs, volleyballs, weights) or leisure equipment (televisions in day rooms, visiting room toys and games for children) or equipment specific for maintaining recreational yards (mowers, rakes, etc.). Of the 38 funded programs FDC identified, 33 were funded solely or partially by general revenue funds. Any of these would be an initial candidate for being supported by inmate welfare trust fund revenue, but some may be more appropriate. For example, using the fund for programs that are targeted for a narrow segment of the inmate population, such as the Basic Training program (boot camp) or some of the narrowly focused substance abuse programs, would not have the desired impact of benefitting the entire population. However, programs that all inmates have access to could benefit from trust funds. For example, the purchase of general library and law library materials, as well as funding the salaries of library staff would be a wise use of these

funds. Additionally, trust funds could be used to purchase materials used in broad substance abuse education programs.

*Background on Treatment Effects in Correctional Programming*

The past decade has witnessed a significant up-tick in the advocacy of prison-based treatment/rehabilitative programs to reduce recidivism rates. Underpinning this trend is a body of meta-analysis that shows treatment, under certain conditions, can reduce recidivism rates. The FDC references these studies in their own internal evaluations of their rehabilitative programs, so it is important to review how these studies are done and their major findings. Drawing upon the field of medicine, the results of these studies suggest that increasing the availability of effective treatment programs for inmates would both reduce crime and save tax dollars.

Meta-analysis is a statistical technique that is used to quantitatively measure the relative effects of a number of program evaluations in the hope of determining the overall effects of a common program or policy on outcome measures like recidivism and costs. Meta-analysis is not to be confused with conducting a literature review and making conclusions based on that review. For example, Lawrence Sherman and his colleagues conducted a comprehensive literature review in 1997 on crime prevention programs.[32] Unlike meta-analysis, a literature review simply identifies interventions that have been shown in a number of studies to be effective, but no specific analysis is made on the recidivism reduction rates and costs savings one can expect if they implement such a program.

There have been some critiques of the meta-analysis, with the most recent one made by Richard Berk.[33] He points out that meta-analysis may be useful in terms of providing descriptive information on the collective effects of treatment interventions, but they should not be used to make sweeping statements about causality or the overall power of the intervention. And there are substantial problems in meta-analysis, such as how the studies are selected, the assumption that they represent the types of programs that exist in the real world, and the mixing of studies using random assignment with those that do not.

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[32] Sherman, Lawrence, Denise Gottfredson, Doris MacKenzie, John Eck, Peter Reuter, and Shawn Bushway. (1997). *Preventing Crime: What Works, What Doesn't, What's Promising.* A Report to the United States Congress by the National Institute of Justice, Washington, DC.
[33] Berk, Richard. (2007). Statistical inference and meta analysis. *Journal of Experimental Criminology.* 3:237 – 270.

This raises the issue of the quality of a study's research design itself. The "gold standard" is the experimental design with random assignment of subjects to experimental and control conditions. Quasi-experimental designs try to approximate the rigor of random assignment; they have inherent limitations which can serve to bias treatment effects. The most common problem in quasi-experimental designs is that they often fail to control for the person's motivation to participate in a new program or policy. Thus, the treatment group differs from that key attribute, which favors their potential to show a positive impact.

The most recent meta-analysis that has been completed on correctional programs was conducted by the Washington State Institute for Public Policy (WSIPP).[34] The WSIPP's report selected 571 studies that utilized either an experimental or quasi-experimental design. Only 28 percent, or 160 of the 571 studies, were based on true experimental studies as opposed to the less stringent quasi-experimental studies. Importantly, the WSIPP rejected any studies that only used program completers rather than including program drop-outs or program failures. It is a well-established principle in research evaluation that any meaningful evaluation of a program must include both program completers and program failures.

The WSIPP found that programs that focus on education, employment skills, and vocational training have consistent positive, but modest, results in the 5-10 percent range. It also found that faith-based programs, boot camps, and other life skills-type programs have not been shown to be effective.

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[34] Steve Aos, Marna Miller, and Elizabeth Drake, *Evidence-Based Adult Corrections Programs: What Works and What Does Not* (Olympia: Washington State Institute for Public Policy, 2006).

*FDC Program Effectiveness*

FDC does keep track of the effectiveness of substance abuse programming and annually reports the recidivism rates of those programs[35]. This is not the case, however, with education and vocational programs. The most recent recidivism rates developed by the department for education and vocational programs were in 2001.  The following table provides a review of the recidivism rates of substance abuse programming based on three-year return rates. It compares the recidivism rates for those inmates who successfully completed the program with those who were non-completers.

### Table 13: Substance Abuse Program Recidivism Rates

| Substance Abuse Program Type | Recidivism Rates for Program Non-Completers | Recidivism Rates for Program Completers | Difference |
|---|---|---|---|
| Intensive Outpatient Program | 40.2% | 34.7% | -5.5% |
| Residential Therapeutic Community | 41.9% | 28.6% | -13.3% |
| Substance Abuse Program Center | 32.1% | 17.5% | -14.6% |
| Post-Release Transitional Housing | 41.7% | 27.5% | -14.2% |

Source: FDC Bureau of Transition and Substance Abuse Treatment Services Annual Report FY 2013/14

There are two major problems with this analysis as shown in the above table. First, it does not show a "pooled" rate that combines the rates of completers and non-completers. Both groups are "participants" and should be defined as such. Second, there is no effort to create a control or comparison group. These two flaws make it impossible to say the programs are effective.

**FINDING 4-6:** FDC needs to conduct more rigorous evaluations of its education, vocational, and substance abuse programs. As noted above, the current studies cannot be used to make any conclusions about their impact on recidivism.

The FDC and a few external research organizations have, over the years, published studies or statistics attempting to measure the impact of the FDC rehabilitative programs on recidivism rates. More recently, the FDC attempted to summarize their collective research findings and compare them with the WSIPP meta-analysis results.

All of the studies (a total of 10) as summarized below were conducted at least 10 years ago and have not been updated by the FDC. None of the studies employed an experimental design, and some do not even qualify as a credible quasi-experimental design.  More

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[35] FDC Bureau of Transition and Substance Abuse Services, *Inmate Programs Annual Report FY 2013-14*

importantly, 8 of the 10 FDC studies either only analyze program completers or make a comparison between program completers and program non-completers, which heavily skews the results in favor of the program. Following is an example from the 2001 FDC system evaluation of correctional facility programs.

> "The recidivism rate for the 1,788 inmates who received a GED was 29.8% compared to 35.4% for those who did not complete a program. This reduction in recidivism (5.6%) translates into approximately 100 inmates not returning to prison. Avoiding the cost of their re-incarceration for one year would amount to cost savings of approximately $1.9 million."[36]

In this example there is no control group that is similar to the inmates who enrolled in the program and would represent what the recidivism rate would be if the program did not exist. The cost savings estimate is equally misleading. The FDC used a "fully loaded" rather than a marginal imprisonment cost for the estimated 100 inmates who avoided a return to prison due to the program. This faulty cost-benefit argument permeates the entire document.

The results of the FDC studies were also compared with the WSIPP results which show far more modest recidivism results. The outcome results for the FDC are much higher than the WSIPP, but that is due to the flawed research design that excludes program completers. It is noteworthy that the FDC acknowledges this research deficiency but proceeds to make the faulty comparison.

Finally, in interpreting these results, one should employ what is known as the "number needed to treat" (NNT) estimate. This statistic is used to estimate how many people need to be treated in order for one person to benefit from treatment. It is calculated by taking the inverse of the absolute rate reduction. So, in the example of the 5.3 percent reduction for correctional facility-based therapeutic communities, the NNT is 20, meaning that 20 people have to *unnecessarily* go through the program in order to prevent one person from recidivating (Table 14). The NNT emphasizes the modest effects that a single program can have on an inmate's life.

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[36] *Analysis of the Impact of Inmate Programs Upon Recidivism* (Florida Department of Corrections, Bureau of Research and Data Analysis, January 2001), p. 2.

<div align="center">Table 14: Comparison of National Meta-Analysis Results and FDC Results</div>

| | WSIPP | | FDC | |
|---|---|---|---|---|
| Program Type | Recidivism Reduction | # of Studies | Recidivism Reduction | # of Studies |
| In Prison Therapeutic Communities | 5.3% | 7 | | |
| Cognitive-Behavioral Prison Drug Treatment | 6.8% | 8 | 11% to 15% | 3 |
| Community Drug Treatment | 12.4% | 5 | 27% to 32% | 3 |
| Adult Education | 5.1% | 7 | 14% to 16% | 2 |
| Vocational Education | 12.6% | 3 | 27% to 32% | 2 |

*Impact of Faith and Character-Based Programs and Institutions*

FDC has established faith and character-based residential programs designed to offer inmates a wide assortment of programs and betterment activities in a religious context. The department has established two facilities that are completely focused on this programming (Wakulla and Lawtey), and self-improvement dormitories have been created at facilities in all regions. FDC does monitor the recidivism rates of inmates who enroll and complete other types of treatment programs. In particular, findings were made available on inmates showing an interest in faith and character-based programs institutions (FCBI).

With regard to the comparison of inmates showing an interest in FCBI and the overall recidivism rates, the FDC found no difference in the recidivism rates (Table 15).

<div align="center">Table 15:
Comparison Recidivism Rates (Return to Prison within Three Years)
Releases CY 2002-2009</div>

| Release Cohort | Releases | Return to Prison |
|---|---|---|
| All Male Inmates Released | 228,530 | 33% |
| Male Inmates Interested in FCBI Program | 11,585 | 34% |
| Female Inmates Released | 27,723 | 19% |
| Female Inmates Interested in FCBI Program | 1,993 | 18% |

Source: FDC Bureau of Research and Data Analysis

Further FDC analysis examined inmates that spent at least six months at one of the FCBI facilities and found that they have lower overall lower recidivism rates than those interested in the FCBI program but who did not participate. Here, the research is trying to control for motivation, which is a stronger quasi-experimental design.

According to the FDC researchers, when differences in inmate factors that affect recidivism (offense history, demographics, custody) are controlled for, there remains a level of improvement in recidivism rates at three years from release when compared to a group who expressed an interest in the program but never spent time at the FCBI.

This effect is statistically significant for Wakulla and Lawtey. Hillsborough also shows some improvement, but due to the small number of female inmates released in the period of study and the relatively low recidivism rates for female inmates in general, it does not reach statistical significance. There is no formal published report on this study (Table 16).

Table 16:
FCBI Recidivism Rates (Return To Prison within Three Years)

| Release Cohort | Releases | Return to Prison |
|---|---|---|
| Wakulla FCBI – Males, at Least Six Months at Facility | 1,123 | 25% |
| Lawtey FCBI – Males, at Least Six Months at Facility | 1,737 | 23% |
| Hillsborough FCBI – Females, at Least Six Months at Facility | 541 | 14% |

Source: Bureau of Research and Data Analysis, FDC

An independent impact study of FCBI was completed by the Urban Institute in October 2007. That study also used a quasi-experimental design where inmates were matched on relevant attributes but not on motivation to participate in the FCBI. The sample sizes were also much smaller (189 males and 100 females for both the FCBI and comparison groups.) That study found that both the FCBI and comparison groups had very low recidivism rates, and there were no differences after 12, 18, and 24 months post-release for either the males or females (Table 17).[37]

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[37] Nancy G. LaVigne Diana Brazzell Kevonne Small. 2008. *Evaluation of Florida's Faith- and Character- Based Institutions.* Washington, DC: The Urban Institute Final Report

Table 17:
Re-Incarceration Outcomes of FCBI Inmates
and a Matched Comparison Group

| Return to prison within… | Men | | Women | |
|---|---|---|---|---|
| | FCBI Inmates (n=189) | Comparison Group (n=189) | FCBI Inmates (n=100) | Comparison Group (n=100) |
| 12 months | 8 4.2% | 8 4.2% | 4 4.0% | 7 7.0% |
| 18 months | 20 10.6% | 19 10.1% | 9 9.0% | 8 8.0% |
| 24 months | 23 12.2% | 32 16.9% | 14 14.0% | 11 11.0% |
| 26 months | 27 14.35 | 34 18.0% | 15 15.0% | 12 12.0% |

Note: None of the comparisons has a statistical significance of p < 0.10.

Collectively, there are mixed results on whether FCBI programs have an impact on recidivism rates. Inmates who participate in them and complete them have lower recidivism rates (in the 5-10 percent range), but it is not clear whether it is the program or the inmate's pre-program motivation or disposition to change that is "causing" the lower recidivism rates.

There are two positive points to make here. First, the core FDC program areas (education, vocational training, and substance abuse) are the same ones that other literature reviews and meta-analyses have identified as consistently impacting recidivism rates, albeit in a modest manner.[38]

Second, the FDC has entered into a National Institute of Justice (NIJ) funded researcher-practitioner partnership with Florida State University (FSU) that is designed to produce higher quality program evaluations of FDC programs. But until those studies are completed, the FDC should cease on publishing misleading statistics on the effectiveness of their programs. If an agency is to adhere to the principles of best practices, it also needs to adhere to the principles of rigorous evaluations.

FINDING 4-7: Most of the evaluations are at least 10 years old and need to be updated using more rigorous research designs. Such an opportunity may exist with the current researcher-practitioner partnership with FSU.

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[38] David Farabee, 2005. *Rethinking Rehabilitation: Why Can't We Reform Our Criminals?* Washington, DC: American Enterprise Institute.

**FINDING 4-8:** The FDC is properly focused on the three core programs that have been shown to have some modest effect (reductions of 5-10 percent) on recidivism rates.

**FINDING 4-9:** The research on the FCBI institutions has been stronger than the research on the core FDC program areas.

**FINDING 4-10:** The results for FCBI are mixed. Inmates who participate in and complete FCBI programming have modestly lower recidivism rates, but one cannot conclude it is due to the program.

**RECOMMENDATION 45:** The FDC should evaluate statements of program effectiveness for studies that did not include a pooled recidivism rate that included program completers and non-completers or did not have a control group. The FDC needs to conduct far more rigorous studies of program effectiveness using appropriate evaluation designs. Given the number of inmates eligible for core programs who cannot participate due to lack of program slots, there is a great opportunity to conduct rigorous experimental studies on program effectiveness using random assignment. Priority for such studies should be for the education, vocational training, and substance abuse program needs.

The analysis summarized in this section was completed with the assistance of several sources, including documents produced by the FDC. These documents are footnoted for reference.[39] [40] [41] [42] [43] [44] [45]

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[39] *Analysis of the Impact of Inmate Programs Upon Recidivism* (Florida Department of Corrections, Bureau of Research and Data Analysis, January 2001).

[40] *Fact Sheet on Inmate Substance Abuse Programs* (Florida Department of Corrections, Bureau of Substance Abuse Programs, in-process).

[41] *Annual Report, Inmate Programs, FY 2004-05* (Florida Department of Corrections, Bureau of Substance Abuse Programs, in-process).

[42] P. Lattimore, C. Krebs, W. Koetse, C. Lindquist, and A. Cowell, "Predicting the Effect of Substance Abuse Treatment on Probationer Recidivism," *Journal of Experimental Criminology* 1, Research Triangle Institute International, Springer 2005) 159-189.

[43] R. Linster, "Evaluation of Florida's Residential Drug Treatment Program, Prison Diversion Program, Final Report," (National Institute of Justice, U.S. Department of Justice, 1999).

[44] *Florida Department of Corrections Institutional Education Programs* (Florida Department of Corrections, Bureau of Program Services, Fall 2002).

[45] *Inmate Programs Annual Report* (Florida Department of Corrections, Bureau of Transition and Substance Abuse Treatment Services FY 2013-2014).

## Volunteer/Betterment Programs

**FINDING 4-11:** As funding for programs decreased in the past decade, the use of volunteers increased, creating a large number of volunteer-supported "betterment" programs to help offset the minimal level of funded programming.

These betterment programs cover a wide range of services, including activities and events, religious education, self-help programming, and substance abuse education. A few examples include the Gavel Club (Toastmasters) at Northwest Reception Center, Money Matters (personal finance education) at Dade Correctional Institution, and numerous religious programs at all institutions. At all facilities visited, the project team found a large volunteer contingent involvement in a substantial amount of programming. In fact, for FY 2014/15, the department estimates a total of 85,320 volunteer visits to facilities that provided 356,760 hours of programming and services[46].  We compliment the FDC on adapting to the shortage of funding programming, but note that betterment programming provided lacks any analysis from the department regarding its effectiveness. The FDC Office of Re-Entry has indicated they are attempting to identify and monitor those betterment programs that have some standardization to them and that have a defined curriculum.

The department is also piloting several new programs or changes in programming practices which include:

- **Extended reception stay pilot** - The department has had concerns with the compressed time frame in which the initial assessment of inmate needs is conducted. Currently, this assessment occurs within the first five days of admission to a reception center. During our facility inspections, several staff noted the fact that conducting TABE tests and substance abuse screenings so early in the process can have negative consequences. They have found that often inmates have not yet "settled down" or acclimated after admission and do not provide their full attention to accurately completing the screenings. As a result, the results of screening tools used to identify an inmate's long-term needs are often inaccurate. The Office of Re-Entry has the same concern and is therefore piloting an extended reception stay at Central Florida Reception Center and at Lowell Correctional Institution. TABE testing and screening will be conducted later in the process after inmates have some time to adjust to a correctional setting. Also, motivational curriculum will be implemented to confront the growing use of drugs and K2 spice in the facilities.

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[46] FDC Office of Re-Entry

- **Prototype prisons pilot** - The department has also recently begun developing "prototype prisons."  The motivation for the prototype prisons stemmed from Governor Scott's Executive Order 15-134 issued on July 9, 2015. The Executive Order directs the secretary to "*develop and implement two (2) prototype correctional institutions to evaluate the impact of enhanced operational elements related to modern and innovative security techniques, technology, productivity, environmental factors, staffing levels and functions, climate control, institutional organization, shift scheduling, training and certification, and other facility improvements, with an emphasis on enhancing the safety, health and well-being of staff and inmates.*" The Executive Order identified the two prototype prisons would be created at the Lake and Liberty Correctional Institutions. The department has begun the development of these prototype facilities. Each will establish a model for proper housing and programming for general inmate population. Lake Correctional Institution will also focus on those inmates with significant mental health needs.

# 5.    OVERALL CONCLUSIONS

Correctional systems and facilities can be very difficult places to work and manage. Facility employees are responsible for supervising, securing, and treating offenders who, by their very crime, have been deemed to be inappropriate or unsafe for placement in the free community. On a daily basis staff can be verbally challenged and the potential for more dangerous confrontation is always near. But at the same time, correctional systems and their staff must provide needed services to inmates in a safe and humane manner. One key to successful correctional facility operation relies on retaining a contingent of well-trained staff who have the experience necessary to appropriately manage the FDC's challenging population of nearly 100,000 inmates.

Our review found a significant lack of experienced staff in the facilities and supervisory staff who, due to their broad duties and responsibilities, were spread too thin. In some major facilities, the average tenure of a correctional officer was less than one year, and security supervisors' responsibilities were too great to provide these inexperienced staff with consistent guidance and oversight. Further complicating this issue is that more than 1 out of every 10 correctional officers working in the facilities has yet to complete the required basic pre-service training.

Not only are FDC's staff inexperienced due to high turnover, but the number of staff is also insufficient. One fundamental challenge facing the FDC lies in adequately staffing the operations of its facilities by maintaining a complement of correctional officers that is appropriate to operate the system in a manner that is safe and meets professional standards. Based on the facilities reviewed in this study, the current correctional officer staffing levels appear to, at times, provide minimal coverage of critical security and operational functions. Even maintaining this minimal staffing level is complicated by the sheer size of the system's manpower requirements and the increasingly high rates of turnover. In response, the FDC has developed an efficient recruitment and hiring process which generates a high volume of applicants to compensate for the high separation rate for correctional officers.

Many of the operational deficiencies identified through this review can be directly or indirectly tied to the lack of an adequate work force that possesses the experience and skills to consistently carry out the mandates of the FDC as outlined in policy and procedure. Until these work force issues are addressed, challenges in maintaining a safe and secure system will continue. To address the staffing issues, the State of Florida needs to have comprehensive independent staffing analysis conducted that could provide FDC and the Legislature with a blueprint for staff needs. To determine the true staffing needs of the department, a significant

number of facilities must be visited to assess overall security staff workload and the number of posts needed to meet the work requirements. This review must take into account the secondary duties and special assignments that so often pull correctional officers off of their primary post. The study would also need to develop an accurate relief factor based on actual leave data.

With such a large number of inexperienced staff, it is extremely important that FDC policies impart clear and concise guidance, and we found most of FDC's policies to be in line with national standards. However, one of its more important policies, use of force, was found to be confusing, unnecessarily complicated, and lacking clear direction for when force should, or should not be deployed. We recommend this policy be revised.

The issues of staffing are compounded by the absence of sufficient inmate program and training slots. Insufficient inmate programing has a negative effect on both inmate success upon release and the safety and security of the facilities. Presently, the capacity of core inmate programs (education, vocational, and substance abuse treatment) serves 14 percent of the inmate population. The department attempts to supplement this lack of programming with a wide variety of volunteer programs, which while important to providing activities for inmates, are not validated or tested for effectiveness.

To further complicate the issue, it was found that those few core programs that are offered are regularly cut short due to a variety of security-related practices and issues. It was not uncommon to find programs that are scheduled to operate three hours a day starting an hour or more late. When combined with limited program slots, this leaves inmates with little opportunity to make productive use of their time and can lead to the corrosiveness of inmate idleness, where inmate frustration rises and their behavior turns negative. The department also needs to determine the long-term effectiveness of each of the core programs as they are presently designed. For many of FDC's funded programs, this effectiveness is not currently tracked. The department should conduct formal recidivism studies for the core programs, which would measure and contrast the re-arrest rates for program completers and non-completers.

The review also found that the FDC has adequate classification and risk assessment instruments in place. There are some structural weaknesses in the instruments, but the FDC has initiated steps to make changes that will reduce potential over-classification and enhance the effectiveness of the risk assessment process. However, such changes will not have a significant impact on the overall costs and effectiveness of the correctional system until the sufficient programs are made available and the population is reduced.

# APPENDIX A

## FLORIDA DOCUMENTS TRACKING

# APPENDIX A: Florida Documents Tracking - Security Standards

| Document Source | Document Name | Document Number | Document Date |
|---|---|---|---|
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.010 - procedure # 602.025 | revised 05/14/2010 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.020 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.030 - procedure # 602.025 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.040 - procedure # 602.025 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.041 - procedure # 602.025/602.041 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.042 - post order # 15 | N/A |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.050 - procedure # 602.025 | revised 07/30/2002 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.060 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.070 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.080 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.090 - procedure # 602.025/602.041 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.120 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.121 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.122 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.131 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.132 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.141 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.160 - procedure # 602.025 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.161 - procedure # FAC 33-602-210 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.171 - procedure # FAC 33-602-210 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.190 - procedure # 602.011 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.200 - procedure # 602.003 | revised 11/23/2010 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.210 - procedure # 602.033 | revised 11/23/2010 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.220 - procedure # 602.032 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.230 - procedure # 602.025 | revised 05/04/2007 |
| Florida Department of Corrections Operational Review Standards | Weapons & Security Equipment | 1.01.240 - procedure # 602.041 | revised 11/04/2009 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.010 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.020 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.030 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.040 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.051 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.061 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.070 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.080 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.081 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.090 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.100 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.110 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.111 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.120 - procedure # 602.039 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.131 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.140 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.150 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.151 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.220 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.230 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.250 - procedure # 602.039 | revised 05/24/2006 |

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| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.260 - procedure # 602.039 | revised 05/24/2006 |
|---|---|---|---|
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.270 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.280 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.310 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.320 - procedure # 602.039 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.340 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.350 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.380 - procedure # 602.039 | revised 06/08/2012 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.391 - procedure # 602.039 | revised 05/24/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.400 - procedure # 602.039 | revised 08/22/2006 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.410 - procedure # 604.104 | revised 09/20/2007 |
| Florida Department of Corrections Operational Review Standards | Key Control | 1.02.420 - procedure # 602.039 | revised 01/25/2010 |
| Florida Department of Corrections Operational Review Standards | Property | 1.03.010 - procedure # N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Property | 1.03.020 - procedure # N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Property | 1.03.030 - procedure # N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Property | 1.03.040 - procedure # N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.010 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.020 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.040 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.050 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.060 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.061 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.062 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.063 - procedure # 602.034 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.064 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.070 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.071 - procedure # 602.034 | revised 08/20/2009 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.080 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.081 - procedure # 602.034 | revised 03/02/2007 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.090 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.115 - procedure # 602.034 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.180 - procedure # 602.034 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.185 - procedure # 602.034, 602.027 | revised 06/09/2010 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.192 - procedure # 602.034 | revised 11/23/2010 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.210 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.220 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.230 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.235 - procedure # 602.034 | revised 02/08/2012 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.241 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.250 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.260 - procedure # 602.034 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.261 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.280 - post order 35 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.281 - post order 35 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.282 - post order 35 | revised 10/29/2004 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.300 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.311 - procedure # 602.034 | revised 09/09/2015 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.320 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.321 - post order # 50 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.330 - procedure # 602.034 | revised 01/25/2010 |

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|---|---|---|---|
| Florida Department of Corrections Operational Review Standards | Perimeter | 1.04.340 - procedure # 602.034 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.010 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.021 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.030 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.031 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.040 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.050 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.060 - procedure # 602.016 | revised 09/15/2011 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.071 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.080 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.100 - procedure # 602.016 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.110 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.120 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.130 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.131 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.140 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.141 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.160 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.170 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.180 - procedure # 602.016 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.181 - procedure # 602.016 | revised 11/23/2010 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.190 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.200 - procedure # 602.016 | revised 02/07/2006 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.210 - procedure # 602.016 | revised 04/24/2007 |
| Florida Department of Corrections Operational Review Standards | Entrance Procedures | 1.05.220 - procedure # 602.016 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.010 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.020 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.030 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.040 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.060 - procedure # 602.037 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.070 - procedure # 602.037 | revised 08/05/2003 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.080 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.090 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.100 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.101 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.102 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.103 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.110 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.120 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.130 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.140 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.150 - procedure # 602.037 | revised 07/06/2011 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.160 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.170 - procedure # 602.037 | revised 03/02/2007 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.180 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.190 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.200 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.220 - procedure # 602.037 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.230 - procedure # 602.037 | revised 06/05/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.240 - procedure # 602.037 | revised 05/25/2006 |

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| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.250 - procedure # 602.037 | revised 05/25/2006 |
|---|---|---|---|
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.255 - procedure # 602.037 | revised 04/21/2009 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.260 - procedure # 602.037 | revised 03/02/2007 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.261 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.270 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.280 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.290 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.300 - procedure # 602.016 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.310 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.320 - procedure # 602.037 | revised 09/24/2007 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.330 - procedure # 602.037 | revised 03/21/2008 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.340 - procedure # 602.037 | revised 03/21/2008 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.350 - procedure # 602.037 | revised 09/06/2005 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.370 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.380 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.390 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.400 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.410 - procedure # 602.037 | revised 09/06/2005 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.420 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.430 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.440 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.450 - procedure # 603.037 | revised 06/05/2006 |
| Florida Department of Corrections Operational Review Standards | Tool Control | 1.06.460 - procedure # 602.037 | revised 12/19/2006 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.010 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.020 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.030 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.050 - procedure # 602.037 | revised 06/12/2008 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.070 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.080 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.100 - procedure # 602.015 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.110 - procedure # 602.037 | revised 03/15/2013 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.120 - procedure # 602.037 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.130 - procedure # FS 944.151 and 208.049 | 3/25/2013 |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.140 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.150 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.160 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.170 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.180 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.190 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.200 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.210 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.220 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.230 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.240 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.250 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.260 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Sensitive Item Control | 1.07.270 - procedure # 602.010 | N/A |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.010 - post order # 1 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.050 - procedure # 602.041 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.070 - procedure # 602.041 | revised 06/18/2008 |

# APPENDIX A: Florida Documents Tracking - Security Standards

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| Florida Department of Corrections Operational Review Standards | Communications | 1.08.090 - procedure # 602.041 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.100 - procedure # 602.041 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.110 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.120 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.130 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.140 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.150 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.160 - procedure # 602.023 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.170 - procedure # 602.023 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.175 - procedure # 602.023 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.180 - procedure # 602.041 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.190 - procedure # 602.041 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.191 - procedure # 602.041 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.200 - procedure # 602.041 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.210 - procedure # 602.041 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Communications | 1.08.220 - procedure # FS944.151, 602.013 | revised 03/21/2013 |
| Florida Department of Corrections Operational Review Standards | Mail | 1.09.030 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Mail | 1.09.040 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Mail | 1.09.050 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Mail | 1.09.060 - procedure N/A | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Mail | 1.09.075 - procedure N/A | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Mail | 1.09.110 - procedure N/A | revised 03/21/2008 |
| Florida Department of Corrections Operational Review Standards | Mail | 1.09.120 - procedure N/A | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Mail | 1.09.150 - procedure N/A | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.011 - procedure # 602.006 | revised 03/22/2002 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.021 - procedure # 602.006 | revised 03/22/2002 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.031 - procedure # 602.006 | revised 03/22/2002 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.071 - procedure # 602.006 | revised 03/12/2008 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.090 - procedure # 602.006 | revised 08/22/2006 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.091 - procedure # 602.006 | revised 03/22/2002 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.120 - procedure # 602.006 | revised 08/22/2006 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.121 - procedure # 602.006 | revised 08/22/2006 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.130 - procedure # 602.006 | revised 02/01/2007 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.140 - procedure # 602.006 | revised 08/22/2006 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.150 - procedure # 602.006 | revised 05/25/2006 |
| Florida Department of Corrections Operational Review Standards | Counts | 1.10.160 - procedure # 602.006 | revised 11/20/2012 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.010 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.020 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.030 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.040 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.050 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.060 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.070 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.080 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.090 - procedure # 602.024 | revised 04/21/2009 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.100 - procedure # 602.024 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.110 - procedure # 602.024 | revised 05/26/2007 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.120 - procedure # 602.024 | revised 05/26/2008 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.130 - procedure # 602.024 | revised 05/26/2009 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.131 - procedure # 602.024 | revised 05/26/2010 |

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| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.140 - procedure # 602.024 | revised 05/26/2006 |
|---|---|---|---|
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.160 - procedure # 602.024 | revised 05/26/2012 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.170 - procedure # 602.032 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.180 - procedure # 602.032 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.090 - procedure # 602.032 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Transportation of Inmates | 1.11.200 - procedure # 602.032 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.020 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.021 - procedure # 602.027 | revised 09/06/2005 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.030 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.031 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.032 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.040 - procedure # 602.027 | revised 06/19/2013 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.070 - procedure # 602.027 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.080 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.120 - procedure # 602.027 | revised 11/18/2005 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.150 - procedure # 602.027 | revised 09/06/2005 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.160 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.170 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.180 - procedure # 602.016 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.200 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.220 - procedure # 602.018 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.230 - procedure # 602.016 | revised 06/20/2007 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.250 - procedure # 602.033 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.260 - procedure # 602.033 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.270 - procedure # 602.027 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.280 - procedure # 602.027 | revised 09/22/2014 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.290 - post order # 37 | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.300 - procedure # 602.040 | revised 07/29/2014 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.400 - post order # 09 | revised 12/11/2014 |
| Florida Department of Corrections Operational Review Standards | Security Inspections | 1.12.410 - procedure # 602.033 | revised 06/03/2015 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.010 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.020 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.030 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.040 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.041 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.043 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.051 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.060 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.061 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.130 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.131 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.140 - procedure N/A | revised 03/21/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.150 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.160 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.170 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.180 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.190 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.200 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.210 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.230 - procedure N/A | revised 12/30/2008 |

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| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.240 - procedure N/A | revised 12/30/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.241 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.242 - procedure N/A | revised 12/29/2008 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.243 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.261 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.320 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.360 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.390 - procedure N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Confinement & Close Management | 1.13.480 - procedure N/A | revised 03/02/2007 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.010 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.011 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.015 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.016 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.017 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.018 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.019 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.020 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.021 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.030 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.070 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.080 - procedure # 602.057 | revised 09/20/2007 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.090 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.091 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.100 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.120 - procedure # 602.057 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.121 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.122 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.130 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.131 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.132 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.140 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.141 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.142 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.143 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.160 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.180 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.190 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.200 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.210 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.220 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Outside Work Squads | 1.14.230 - procedure # 602.057 | revised 09/05/2014 |
| Florida Department of Corrections Operational Review Standards | Blood Borne Pathogen Precautions | 1.15.010 - procedure # N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Blood Borne Pathogen Precautions | 1.15.020 - procedure # N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Blood Borne Pathogen Precautions | 1.15.030 - procedure # N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Blood Borne Pathogen Precautions | 1.15.040 - procedure # N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Blood Borne Pathogen Precautions | 1.15.050 - procedure # N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Blood Borne Pathogen Precautions | 1.15.060 - procedure # N/A | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.010 - procedure # 602.009 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.020 - procedure # 602.009 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.040 - procedure # 602.009 | revised 02/01/2011 |

| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.100 - procedure # 602.009 | revised 02/01/2011 |
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| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.120 - procedure # 602.009 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.140 - procedure # 602.022 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.160 - procedure # 602.009 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.165 - procedure # 602.002, 602.001 | revised 03/15/2013 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.170 - procedure # 602.009 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.191 - procedure # 602.022 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.193 - procedure # 602.022 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.200 - procedure # 602.022 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.210 - procedure # 602.004 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.215 - procedure # 602.022/602.025/602.026/602.001 | revised 06/24/2009 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.220 - procedure # 602.004 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.230 - procedure # 602.004 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.240 - procedure # 602.004 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.250 - procedure # 602.004 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.260 - procedure # 602.011 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.270 - procedure # 602.009 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.280 - procedure # 602.009 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.290 - procedure # 602.038 | revised 02/01/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2001 - procedure # 602.022 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2002 - procedure # 602.022 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2004 - procedure # 602.022 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2006 - procedure # 602.022 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2008 - procedure # 602.022 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2009 - procedure # 602.022 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2010 - procedure # 602.022 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2011 - procedure # 602.022 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2012 - procedure # 602.022 | revised 12/20/2004 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2013 - procedure # 602.022 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2014 - procedure # 602.022 | revised 09/20/2007 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2015 - procedure # 602.022 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2016 - procedure # 602.022 | revised 02/08/2012 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2017 - procedure # 602.022 | revised 11/23/2010 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2018 - procedure # 602.022 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Audit of Gen Emergency Prep Plans & Special Ops Units | 1.16.2019 - procedure # 602.022 | revised 09/28/2011 |
| Florida Department of Corrections Operational Review Standards | Security Threat Groups | 1.17.010 - procedure # 108.011 | revised 01/03/2014 |
| Florida Department of Corrections Operational Review Standards | Security Threat Groups | 1.17.020 - procedure # 108.011 | revised 01/03/2014 |
| Florida Department of Corrections Operational Review Standards | Security Threat Groups | 1.17.030 - procedure # 108.011 | revised 01/03/2014 |
| Florida Department of Corrections Operational Review Standards | Security Threat Groups | 1.17.040 - procedure # 108.011 | revised 01/03/2014 |
| Florida Department of Corrections Operational Review Standards | Security Threat Groups | 1.17.050 - procedure # 108.011 | revised 01/03/2014 |
| Florida Department of Corrections Operational Review Standards | Security Threat Groups | 1.17.060 - procedure # 108.011 | revised 01/03/2014 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.010 - procedure # 33-602.210 | revised 05/14/2010 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.020 - procedure # 33-602.210 | revised 05/14/2010 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.030 - procedure # 33-602.210 | revised 01/15/2014 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.040 - procedure # 33-602.210 | revised 05/14/2010 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.050 - procedure # 33-602.210 | revised 05/14/2010 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.060 - procedure # 33-602.210 | revised 05/14/2010 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.080 - procedure # 33-602.210 | revised 05/14/2010 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.090 - procedure # 33-602.210 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.100 - procedure # 33-602.210 | revised 05/26/2006 |

# APPENDIX A: Florida Documents Tracking - Security Standards

| Florida Department of Corrections Operational Review Standards | Use of Force | 1.18.110 - procedure # 33-602.210 | revised 05/26/2006 |
|---|---|---|---|
| Florida Department of Corrections Operational Review Standards | Security Self Audit | 1.19.010 - procedure # 602.040 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Self Audit | 1.19.020 - procedure # 602.040 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Security Self Audit | 1.19.030 - procedure # 602.040 | revised 09/06/2005 |
| Florida Department of Corrections Operational Review Standards | Internal Movement of Inmates | 1.20.010 - procedure # 602.044 | revised 03/12/2008 |
| Florida Department of Corrections Operational Review Standards | Internal Movement of Inmates | 1.20.020 - procedure # 602.044 | revised 03/12/2008 |
| Florida Department of Corrections Operational Review Standards | Internal Movement of Inmates | 1.20.030 - procedure # 602.044 | revised 05/26/2006 |
| Florida Department of Corrections Operational Review Standards | Internal Movement of Inmates | 1.20.040 - procedure # 602.004 | revised 05/26/2006 |

# Florida Documents Tracking - Programs and Education

| Document Source | Procedure Title | Procedure Number | Effective Date |
|---|---|---|---|
| Org Chart | Office of Re-Entry Administration Org Chart | N/A | Sep-15 |
| Org Chart | Office of Re-Entry Regional Personnel Education Program Mangers & Regional Chaplains | N/A | Jul-15 |
| Org Chart | Office of Re-Entry Administration | N/A | Jul-15 |
| Org Chart | Office of Re-Entry Bureau of Education | N/A | Jul-15 |
| Org Chart | Office of Re-Entry Chaplaincy Services | N/A | Jul-15 |
| Org Chart | Office of Re-Entry Bureau of Transition & Substance Abuse Treatment Services | N/A | Aug-15 |
| **Academic Program Information (1)** | | | |
| Academic Program Information | Academic Program Info | N/A | N/A |
| Academic Program Information | IDEA (Special Education) | N/A | N/A |
| Academic Program Information | Title I | N/A | N/A |
| Academic Program Information | Secondary Education Program (Smart Horizon Career online High School) | N/A | N/A |
| Academic Program Information | Inmate Teaching Assistant Training Program | N/A | N/A |
| Academic Program Information | Correspondence Study Courses Program | N/A | N/A |
| Academic Program Information | Library Services | N/A | N/A |
| New Academic Programs Under Consideration | Limited Academic Internet Content | N/A | N/A |
| New Academic Programs Under Consideration | Adult Academic Education Orientation Program | N/A | N/A |
| Academic Program Information | Title I Program | 501.101 | 11/19/2013 |
| Academic Program Information | Tabe and Pre-GED Testing | 501.102 | 10/23/2012 |
| Academic Program Information | Teacher Certification and In-Service | 501.103 | 2/4/2015 |
| Academic Program Information | GED Testing | 501.104 | 9/19/2012 |
| Academic Program Information | Academic Education Programs | 501.106 | 11/19/2013 |
| Academic Program Information | Inmate Teaching Assistant and Volunteer Liter | 501.107 | 11/19/2013 |
| Academic Program Information | Correspondence Study Courses | 501.108 | 6/26/2015 |
| Academic Program Information | Use of Copyrighted Videos In Programs | 501.109 | 11/26/2014 |
| Academic Program Information | Special Education Services | 501.201 | 10/8/2014 |
| Academic Program Information | Law Library Programs | 501.301 | 9/4/2014 |
| Academic Program Information | Copying Services For Inmates | 501.302 | 1/9/2013 |
| Academic Program Information | Law Library Interlibrary Loan Services | 501.303 | 11/26/2014 |
| Academic Program Information | Acquisition and Disposal of Law Library Materials | 501.304 | 9/24/2013 |
| Academic Program Information | Word Processing Services In Law Libraries | 501.305 | 6/4/2014 |
| Academic Program Information | General Library Programs | 501.310 | 9/24/2013 |
| Academic Program Information | Admissible Reading Material for Institutions | 501.401 | 10/3/2013 |
| Academic Program Information | Donations | 501.402 | 2/4/2015 |
| **Vocational Career Info (2)** | | | |
| Vocational Career Info | Career and Technical Education | N/A | N/A |
| Vocational Career Info | Prison Dog Training Program | N/A | N/A |
| New Vocational Career Programs Under Consideration | Institutional Jobs Credentialing Program (IJCP) | N/A | N/A |
| Vocational Career Info | Career and Technical Education for Inmates | 502.001 | 12/10/2014 |
| Vocational Career Info | Service Dog Training and Canine Obedience Training for Canine Adoptions | 506.102 | 9/4/2014 |
| **Chaplaincy Services Info (3)** | | | |
| Chaplaincy Services Info | Chaplaincy Library Program | N/A | N/A |
| Chaplaincy Services Info | Faith & Character Based Residential Program | N/A | N/A |
| Chaplaincy Services Info | Primary Worship Opportunities | N/A | N/A |
| Chaplaincy Services Info | Religious Diet Program (RDP) | N/A | N/A |
| Chaplaincy Services Info | Religious Education Classes | N/A | N/A |
| Chaplaincy Services Info | Guidelines for Native American Religious Observances | 503.001 | 1/13/2014 |
| Chaplaincy Services Info | Chaplaincy Services | 503.002 | 9/11/2013 |
| Chaplaincy Services Info | Spiritual Advisor Visits | 503.003 | 7/23/2014 |

# Florida Documents Tracking - Programs and Education

| | | | |
|---|---|---|---|
| Chaplaincy Services Info | Volunteers | 503.004 | 5/16/2014 |
| Chaplaincy Services Info | Religious Diet Program | 503.006 | 7/27/2015 |
| Chaplaincy Services Info | Faith & Character Based Residential Programs | 506.032 | 5/16/2014 |
| 2015 Florida Statutes | Title XLVII Criminal Procedure & Corrections | 944.803 | N/A |
| **Transition Services Information (4)** | | | |
| Transition Services Information | 100-Hour Transition Skills Program | N/A | N/A |
| Transition Services Information | Thinking for a Change (T4C) | N/A | N/A |
| Transition Services Information | Veteran Dorm Program (VDP) | N/A | N/A |
| Transition Services Information (New Programs Under Consideration) | Receiving Enhanced Specialized Transition Assistance Re-Entry Training  (RESTART) | N/A | N/A |
| Transition Services Information (New Programs Under Consideration) | Life Path | N/A | N/A |
| Transition Services Information (New Programs Under Consideration) | Orientation Dorm | N/A | N/A |
| Transition Services Information | 100-Hour Transition Skills Program | 504.001 | 5/16/2014 |
| Transition Services Information | Veteran Dorm Program | 506.101 | 10/3/2013 |
| **No Content Section (5)** | | | |
| **Substance Abuse Programs (6)** | | | |
| Substance Abuse Programs | Substance Abuse Assessment and Screening | N/A | N/A |
| Substance Abuse Programs | Character Awareness and Motivation Program (CAMP) | N/A | N/A |
| Substance Abuse Programs | Community-Based Residential Therapeutic Community | N/A | N/A |
| Substance Abuse Programs | Substance Abuse Counselors at Department-Operated Community Release Centers | N/A | N/A |
| Substance Abuse Programs | Integrated Co-Occurring Re-Entry and Evaluation (I-CORE) Program | N/A | N/A |
| Substance Abuse Programs | Intensive Outpatient Program | N/A | N/A |
| Substance Abuse Programs | Substance Abuse Prevention and Education | N/A | N/A |
| Substance Abuse Programs | In-Prison Residential Therapeutic Community | N/A | N/A |
| Substance Abuse Programs | Substance Abuse Transitional Re-Entry Centers | N/A | N/A |
| Substance Abuse Programs | Youthful Offender Outpatient Substance Abuse Program (Sumter) | N/A | N/A |
| Substance Abuse Programs | Suwannee CI Extended Day Program for Youthful Offenders Age 17 and Under | N/A | N/A |
| Substance Abuse Programs | Post Release Transition Housing | N/A | N/A |
| Substance Abuse Programs | Youthful Offender Outpatient Substance Abuse Program (Sumter) | | |
| Substance Abuse Programs | Youthful Offender Character Awareness and Motivation Program | 601.222 | 8/6/2014 |
| Substance Abuse Programs | Bureau of Transition & Substance Abuse Treatment Services: Substance Abuse Program Management | 507.001 | 5/16/2014 |
| Substance Abuse Programs | Institutional Substance Abuse Program Licensure | 507.101 | 11/19/2013 |
| Substance Abuse Programs | Mandatory Participation In In-Prison Substance Abuse Programs | 507.102 | 10/24/2014 |
| Substance Abuse Programs | Substance Abuse Screening At Reception Centers | 507.201 | 9/4/2014 |
| Substance Abuse Programs | Substance Abuse Program Admissions-Institutions | 507.202 | 2/12/2014 |
| Substance Abuse Programs | Substance Abuse Program Completion or Termination | 507.203 | 10/7/2014 |
| Substance Abuse Programs | Peer Facilitators | 507.204 | 11/21/2012 |
| Substance Abuse Programs | Substance Abuse Clinical Records | 507.401 | 10/26/2012 |
| Substance Abuse Programs | Substance Abuse Clinical Record Transfer-Institutions | 507.402 | 8/6/2013 |
| Substance Abuse Programs | Contract &Program Oversight & Monitoring of All Institutions | 507.702 | 1/3/2013 |
| **Classification Programs (7)** | | | |
| Classification Programs | Basic Training Program | N/A | N/A |
| Classification Programs | Extended Day Program (EDP) | N/A | N/A |
| Classification Programs | Community Release Centers | N/A | N/A |
| Classification Programs | Learning to Improve the Future by Exercising Response Strategies (LIFERS) | N/A | N/A |
| Classification Programs | Corrections Transition Program (CTP) - Florida International University (FIU) | N/A | N/A |
| Classification Programs | Designation of Youthful Offenders, Young Adult Offenders, & Youthful Offender Facilities | 601.211 | 5/9/2014 |
| Classification Programs | Placement of Inmates Into Community Release Programs | 601.204 | 11/4/2014 |
| **Re-Entry Centers & Inst. (8)** | | | |
| Re-Entry Centers & Inst. | Contracted Re-Entry Centers | N/A | N/A |
| Re-Entry Centers & Inst. | Department of Corrections - Re-Entry Facilities | N/A | N/A |
| Maps | Programs-Region 1 | N/A | Sep-15 |

# Florida Documents Tracking - Programs and Education

| Maps | Programs-Region 2 | N/A | Sep-15 |
|------|-------------------|-----|--------|
| Maps | Programs-Region 3 | N/A | Sep-15 |
| Maps | Programs-Region 4 | N/A | Sep-15 |
| Maps | DC Operated & Contracted Community Release Centers | N/A | 11/14/2014 |
| Maps | Post Release Substance Abuse Transitional Housing Programs (Funded Beds) | N/A | 9/14/2015 |

# Florida Documents Tracking - Miscellaneous Electronic Files

| Document Source | Document Title | Document Number | Effective Date |
|---|---|---|---|
| National Institute Of Corrections | Technical Assistance Report | 15P1032 | 9/4/2015 |
| Florida Department of Corrections | Use of Force | 33-602.210 | 12/1/2012 |
| Office of the Inspector General | Security Threat Management Program | 108.011 | 5/14/2014 |
| Office of Administration | Administration Of the Inmate Trust Fund | 203.015 | 2/19/2014 |
| Office of Administration | Certification of Cellular Phone/Smartphone Usage | 203.017 | 10/24/2014 |
| Office of Human Resources | Auxiliary Correctional & Correctional Probation Officers | 208.004 | 4/15/2015 |
| Office of Human Resources | Correctional Officer & Correctional Probation Officer Promotional Process | 208.005 | 5/28/2015 |
| Office of Human Resources | Extended Workdays for Correctional Officers | 208.007 | 7/31/2013 |
| Office of Human Resources | Officers in Temporary Employment Authorization (TEA) Status | 208.016 | 10/8/2014 |
| Office of Human Resources | Reimbursement for Basic Recruit Training & Related Expenses | 208.017 | 1/24/2014 |
| Office of Human Resources | Request for Reassignment or Promotion | 208.021 | 5/16/2014 |
| Office of Human Resources | Performance Management | 208.022 | 5/16/2014 |
| Office of Human Resources | Separation Process for Terminated Employees | 208.029 | 4/8/2014 |
| Office of Human Resources | Career Service Grievance Process | 208.030 | 4/8/2014 |
| Office of Human Resources | Administrative Leave Pending Investigation | 208.031 | 10/14/2014 |
| Office of Human Resources | Employee Counseling and Discipline | 208.039 | 4/8/2014 |
| Office of Human Resources | Random Drug Testing Program for Department Staff | 208.045 | 7/14/2014 |
| Office of Human Resources | Employee Benefits Advisory Committee & Approved Employee Insurance Programs | 208.047 | 4/8/2014 |
| Offices of Human Resource Management | Background Investigation & Appointment of Certified Officers | 208.049 | 8/5/2011 |
| Offices of Human Resource Management | General Pay | 208.055 | 3/25/2011 |
| Office of Human Resources | Position Overlap | 208.056 | 3/25/2013 |
| Office of Human Resources | Pre-Employment/Employment Drug & Medical Exam Testing Program | 208.058 | 3/18/2015 |
| Office of Human Resources | Unused Leave Payouts | 208.061 | 2/3/2015 |
| Office of Human Resources | Overtime | 208.062 | 4/8/2014 |
| Office of the Deputy Secretary | Development, Maintenance, & Administration Of Examinations | 209.003 | 12/10/2014 |
| Office of the Deputy Secretary | Field Training Officer Program For Institutions | 209.004 | 11/4/2014 |
| Office of the Deputy Secretary | Training Requirements | 209.101 | 2/3/2015 |
| Office of the Deputy Secretary | Firearms Training | 209.301 | 9/13/2010 |
| Office of Institutions | Placement of Inmates Into Community Release Programs | 601.204 | 11/4/2014 |
| Office of Institutions | Reception Process-Initial Classification | 601.209 | 5/9/2014 |
| Office of Institutions | Inmate Orientation | 601.210 | 8/15/2014 |
| Office of Institutions | Personalized Program Plan & Transition Plan for Community Release Programs | 601.214 | 6/4/2014 |
| Office of Institutions | Special Review | 601.215 | 10/11/2013 |
| Office of Institutions | Institutional Classification Unit, Institutional Classification Team, & State Classification Office | 601.223 | 7/14/2014 |
| Office of Institutions | Transition Planning & Release | 601.503 | 7/21/2014 |
| Office of Institutions | Inmate Work Assignments | 601.805 | 2/26/2014 |
| Office of Institutions | Addiction Recovery Supervision Program | 601.807 | 7/21/2014 |
| Office of Institutions | Use of Force Devices, Agents, & Munitions | 602.003 | 6/5/2015 |
| Office of Institutions | Forced Cell Extraction | 602.004 | 7/21/2014 |
| Office of Institutions | Incidents Reports - Institutions | 602.008 | 6/26/2015 |
| Office of Institutions | Entering & Exiting Department of Corrections Institutions | 602.016 | 7/14/2015 |
| Office of Institutions | Contraband & Searches of Inmates | 602.018 | 3/18/2015 |
| Office of Institutions | Special Operations Teams | 602.022 | 11/26/2014 |
| Office of Institutions | External Inmate Transportation & Security | 602.024 | 3/18/2015 |
| Office of Institutions | Standardization of Security Equipment | 602.026 | 5/9/2014 |
| Office of Institutions | Security Inspections | 602.027 | 6/17/2014 |
| Office of Institutions | Security Staff Utilization | 602.030 | 6/2/2014 |
| Office of Institutions | Inmate Deaths | 602.031 | 8/24/2015 |
| Office of Institutions | Perimeter Security | 602.034 | 10/20/2014 |
| Office of Institutions | Gender Specific Security Positions, Shifts, Posts, & Assignments | 602.036 | 3/18/2015 |
| Office of Institutions | Tools & Sensitive Item Control | 602.037 | 3/18/2015 |
| Office of Institutions | Key Control & Locking Systems | 602.039 | 10/3/2013 |
| Office of Institutions | Operational Review & Self-Audit System for Institutions | 602.040 | 11/26/2014 |
| Office of Institutions | Internal Inmate Movement & Supervision Requirements | 602.044 | 6/2/2014 |
| Office of Institutions | Institutions-Security Post Orders | 602.050 | 5/9/2014 |

# Florida Documents Tracking - Miscellaneous Electronic Files

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|---|---|---|---|
| Office of Institutions | Prison Rape: Prevention, Detection, & Response | 602.053 | 10/8/2014 |
| Office of Institutions | Escort Chair | 602.054 | 3/18/2015 |
| Office of Institutions | Unannounced Security Audit System for Institutions | 602.055 | 10/14/2014 |
| Office of Institutions | Community/Minimum Outside Work Squads | 602.057 | 8/24/2015 |
| Office of Institutions | Correctional Officer Exit Surveys | 602.059 | 12/8/2014 |
| Office of Institutions | Reception Process-Intake & Inmate Identification | 603.002 | 12/10/2014 |
| Office of Institutions | Appointment to Management Positions - Institutions | 605.001 | 8/6/2014 |
| Office of Institutions | Duty Wardens | 605.002 | 3/18/2015 |
| Office of Institutions | Use of Tobacco Products By Employees | 605.005 | 3/26/2014 |
| Office of Institutions | Critical Incident Reviews | 605.008 | 8/24/2015 |
| Department of Corrections | Use of Force Reduction Efforts 2015 | N/A | N/A |
| ASCA Use of Force Audit | Assessment of Use of Force Policy & Practices within the Florida Department of Corrections | N/A | 8/31/2015 |
| Policy Describing Org & Structure of FDOC Security Department | Security of Correctional Institutions & Facilities | 944.151 | N/A |
| Facility Table of Organization | Apalachee CI-Warden's Office Org Chart | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee-CI Classification | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee-CI-West Classification | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Programs | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Food Service | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Warehouse | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Maintenance | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Security-Main | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Security-Main-Admin | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Security-West | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Security-West-Admin | N/A | 11/17/2014 |
| Facility Table of Organization | Apalachee CI-Security-West-WS | N/A | 11/17/2014 |
| Facility Physical Plant Layout & any Schematics | ACI East Aerial Photo | N/A | N/A |
| Facility Physical Plant Layout & any Schematics | ACI East Compound Schematic Overhead | N/A | N/A |
| Facility Physical Plant Layout & any Schematics | ACI West Aerial Photo | N/A | N/A |
| Facility Physical Plant Layout & any Schematics | ACI West Compound Overhead Schematic | N/A | N/A |
| Facility Physical Plant Layout & any Schematics | ADP Statistics Information | N/A | 07/01/2014 - 08/31/2015 |
| Facility Physical Plant Layout & any Schematics | ACI East - Building Floor Plans Schematics | N/A | N/A |
| Facility Physical Plant Layout & any Schematics | East & West Schematic with Building Numbers | Certificate # 1-700-02 | 11/1/2006 |
| Facility Physical Plant Layout & any Schematics | ACI Physical Plant  (Facility Description) | N/A | N/A |
| FDOC Policy on Correctional Officer Safety to include availability of Protective Equipment | | | |
| EHSO Manual Chapter 1 | Administration | 1.01 - 1.06 | 3/31/2014 |
| EHSO Manual Chapter 2 | Safety Committees | 2.01 - 2.08 | 4/9/2014 |
| EHSO Manual Chapter 3 | Environmental Health & Safety Inspections & Record Keeping | 3.01 - 3.05 | 4/8/2014 |
| EHSO Manual Chapter 4 | Safety Training | 4.01 - 4.06 | 5/23/2014 |
| EHSO Manual Chapter 5 | Indoor Environmental Quality | 5.01 - 5.10 | 5/23/2014 |
| EHSO Manual Chapter 6 | Accident Investigations | 6.01 - 6.06 | 8/4/2014 |
| EHSO Manual Chapter 7 | General Safety Rules | 7.01 - 7.12 | 6/9/2014 |
| EHSO Manual Chapter 8 | Fire Safety | 8.01 - 8.22 | 7/30/2014 |
| EHSO Manual Chapter 9 | Hazard Communication | 9.01 - 9.07 | 6/10/2014 |
| EHSO Manual Chapter 10 | Confined Space Program | 10.01 - 10.16 | 6/12/2014 |
| EHSO Manual Chapter 11 | Respiratory Protection Program | 11.01 - 11.10 | 6/11/2014 |
| EHSO Manual Chapter 12 | Tuberculosis Exposure Control | 12.01 - 12.13 | 7/16/2010 |
| EHSO Manual Chapter 13 | Environmental Health | 13.01 - 13.09 | 7/16/2015 |
| EHSO Manual Chapter 16 | Contaminated Bedding & Linen Handling | 16.01 - 16.08 | 9/8/2014 |
| EHSO Manual Chapter 17 | Clean Up & Disinfection of Blood & Body Fluid Spills | 17.01 - 17.06 | 7/16/2010 |
| EHSO Manual Chapter 18 | Bloodborne Pathogens | 18.01 | 7/16/2010 |
| EHSO Manual Chapter 19 | Personal Protective Equipment | 19.01 - 19.17 | 7/16/2010 |
| EHSO Manual Chapter 20 | Barber & Cosmetology Sanitation | 20.01 - 20.07 | 7/29/2014 |
| EHSO Manual Chapter 21 | Electrical Safety | 21.01 - 21.09 | 10/21/2010 |
| EHSO Manual Chapter 22 | Welding | 22.01 - 22.08 | 7/16/2010 |
| EHSO Manual Chapter 23 | Lock Out/Tag Out | 23.01 - 23.06 | 10/6/2010 |
| EHSO Manual Chapter 24 | Fall Protection | 24.01 - 24.06 | 7/16/2010 |
| EHSO Manual Chapter 25 | Ladders & Scaffolds | 25.01 - 25.05 | 7/16/2010 |
| EHSO Manual Chapter 26 | Excavations, Ditching & Trenching | 26.01 - 26.04 | 7/16/2010 |

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|---|---|---|---|
| EHSO Manual Chapter 27 | Power Equipment, Tools & Industrial Equipment | 27.01 - 27.07 & 28.08 | 7/19/2010 |
| EHSO Manual Chapter 28 | Automotive and Heavy Equipment Safety | 28.01 - 28.13 | 7/23/2010 |
| EHSO Manual Chapter 30 | Work Crew Safety | 30.01 - 30.07 | 1/3/2011 |
| EHSO Manual Chapter 31 | Chainsaw & Tree Felling Safety | 31.01 - 31.09 | 9/15/2010 |
| EHSO Manual Chapter 32 | Institutional Sanitation | 32.01 - 32.08 | 10/6/2010 |
| EHSO Manual Chapter 33 | Biomedical Waste Handling & Disposal | 33.01 - 33.16 | 10/6/2010 |
| EHSO Manual Chapter 34 | Risk Management | 34.01 - 34.13 | 5/10/2011 |
| EHSO Manual Chapter 35 | Food Service | 35.01 - 35.04 | 10/6/2010 |
| EHSO Manual Chapter 36 | Clipper Shave Sanitation | 36.01 - 36.08 | 9/25/2014 |
| Office of Institutions | Emergency Preparedness | 602.009 | 7/23/2014 |
| Appendix A Lesson Plan - Housekeeping for Inmates | Bloodborne Pathogens exposure control plan | N/A | N/A |
| Appendix B - International Biohazard Symbol | Bloodborne Pathogens exposure control plan | | |
| Florida Department of Corrections | Bloodborne Pathogens exposure control plan | | Mar-05 |
| Office of the Inspector General | Environmental Health & Safety Program | 108.014 | 10/8/2014 |
| Florida Department of Corrections | Inmate Orientation | 33-601.100 | 2/12/2015 |
| Florida Department of Corrections | Protective Management | 33-602.221 | 3/6/2014 |
| Florida Department of Corrections | Correctional Officer Supervision Standards | N/A | N/A |
| Florida Department of Corrections | Relief Factor for Staffing Security Posts | 33-602.602 | 6/19/1990 |
| Florida Department of Corrections | Employment Gender Policy for Security Positions | 33-602.603 | 12/20/1992 |
| Florida Department of Corrections | Daily Security Roster Apalachee East Unit - Day | N/A | 9/11/2015 |
| Florida Department of Corrections | Daily Security Roster Apalachee East Unit - Administrative | N/A | 9/11/2015 |
| Florida Department of Corrections | Daily Security Roster Apalachee East Unit - Night | N/A | 9/11/2015 |
| Florida Department of Corrections | East Unit Master Staffing Rosters | N/A | 9/2/2015 |
| Florida Department of Corrections | Daily Security Roster Apalachee East Unit - Swing | N/A | 9/11/2015 |
| Office of Institutions | Security Staff Utilization | 602.030 | 6/2/2014 |
| Florida Department of Corrections | Daily Security Roster Apalachee West Unit - Day | N/A | 9/11/2015 |
| Florida Department of Corrections | Daily Security Roster Apalachee West Unit - Administrative | N/A | 9/11/2015 |
| Florida Department of Corrections | Daily Security Roster Apalachee West Unit - Night | N/A | 9/11/2015 |
| Florida Department of Corrections | East Unit Master Staffing Rosters | N/A | 8/31/2015 |
| Florida Department of Corrections | Daily Security Roster Apalachee East Unit - Swing | N/A | 9/11/2015 |
| Florida Department of Corrections | Apalachee CI Overtime Report YTD | N/A | 8/31/2015 |
| Florida Department of Corrections | Apalachee CI Audit - ACA Report - Visiting Committee Report | N/A | 9/17/2014 |
| Florida Department of Corrections | Apalachee East Unit (Operational Review) | N/A | 7/13/2015 |
| Florida Department of Corrections | Apalachee East Unit (Operational Review) | N/A | 12/9/2013 |
| Florida Department of Corrections | Apalachee East Unit -Un-Announced Security Audit | N/A | 10/13/2014 |
| Florida Department of Corrections | Apalachee East Unit - Operational Self-Audit | N/A | 7/9/2014 |
| Florida Department of Corrections | Apalachee East Unit - Operational Self-Audit | N/A | 3/30/2015 |
| Florida Department of Corrections | Apalachee East Unit - Operational Self-Audit | N/A | 6/29/2015 |
| Florida Department of Corrections | Apalachee East Unit - Operational Self-Audit | N/A | 12/16/2014 |
| Florida Department of Corrections | APACI - Negative or Disciplinary Transfers over the last 12 months | N/A | N/A |
| Florida Department of Corrections | Critical, Serious, Violent, and Sexually Based Incidents as reported via MINS system | N/A | N/A |
| Florida Department of Corrections | Post Order # 3 | N/A | 3/17/2015 |
| Florida Department of Corrections | Post Order # 4 | N/A | 1/30/2015 |
| Florida Department of Corrections | Post Order # 9 | N/A | 3/17/2015 |
| Florida Department of Corrections | Post Order # 10 | N/A | 3/17/2015 |
| Florida Department of Corrections | Post Order # 16 | N/A | 7/24/2014 |
| Florida Department of Corrections | Post Order # 17 | N/A | 12/1/2014 |
| Florida Department of Corrections | Post Order # 18 | N/A | 1/28/2015 |
| Florida Department of Corrections | Post Order # 37 | N/A | 4/20/2015 |
| Florida Department of Corrections | Post Order # 55 | N/A | 8/24/2015 |
| Florida Department of Corrections | Post Order # 56 | N/A | 12/1/2014 |
| Florida Department of Corrections | Monthly Use of Force Report | N/A | 4/1/2015 |
| Florida Department of Corrections | Monthly Use of Force Report | N/A | 8/1/2015 |
| Florida Department of Corrections | Monthly Use of Force Report | N/A | 2/1/2015 |
| Florida Department of Corrections | Monthly Use of Force Report | N/A | 1/1/2015 |
| Florida Department of Corrections | Monthly Use of Force Report | N/A | 7/1/2015 |
| Florida Department of Corrections | Monthly Use of Force Report | N/A | 6/1/2015 |
| Florida Department of Corrections | Monthly Use of Force Report | N/A | 3/1/2015 |

# Florida Documents Tracking - Miscellaneous Electronic Files

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|---|---|---|---|
| Florida Department of Corrections | Monthly Use of Force Report | N/A | 5/1/2015 |
| Florida Department of Corrections | Facility Master Activity Schedule | N/A | N/A |
| Florida Department of Corrections | Facility Capacity by Housing Unit Classification | N/A | N/A |
| Florida Department of Corrections | Institution Visits and Tours and Programs for the Public | 33-602.230 | 10/28/2014 |
| Florida Department of Corrections | Policy that addresses facility tours by executive staff | 944.23 | N/A |
| Florida Department of Corrections | Response Plan (Bomb Threat) | 602.012 | N/A |
| Florida Department of Corrections | Response Plan (Computer Security Incident) | 206.009 | N/A |
| Florida Department of Corrections | Response Plan (Disturbance) | N/A | N/A |
| Florida Department of Corrections | Response Plan (Employee Work Stoppage) | N/A | N/A |
| Florida Department of Corrections | Response Plan (Escape) | N/A | N/A |
| Florida Department of Corrections | Response Plan (Evacuation) | N/A | N/A |
| Florida Department of Corrections | Response Plan (Fire) | N/A | N/A |
| Florida Department of Corrections | Response Plan (HazMat) | N/A | N/A |
| Florida Department of Corrections | Response Plan (Hostage) | N/A | N/A |
| Florida Department of Corrections | Response Plan (Medical) | N/A | N/A |
| Florida Department of Corrections | Response Plan (Natural Disaster) | N/A | N/A |
| Florida Department of Corrections | Response Plan (Outside Assault) | N/A | N/A |
| Florida Department of Corrections | Classification - Transfer of Inmates | 33-601.215 | 9/19/2000 |
| Florida Department of Corrections | Inmate Discipline - General Policy | 33-601.301 | 2/12/2015 |
| Florida Department of Corrections | Inmate Discipline - Terminology & Definitions | 33-601.302 | 1/28/2007 |
| Florida Department of Corrections | Rules of Prohibited Conduct & Penalties for Infractions | 33-601.314 | 11/4/2014 |
| Florida Department of Corrections | Control of Contraband | 33-602.203 | 1/7/2014 |
| Florida Department of Corrections | Use of Force | 33-602.210 | 11/5/2013 |
| Office of Institutions | Inmate Transfer Approval Process | 601.219 | 2/4/2015 |
| Office of Institutions | County Procedure | 602.006 | 8/24/2015 |
| Office of Institutions | Personal Body Alarms | 602.023 | 3/18/2015 |
| Florida Department of Corrections | Arsenal and Ready Room Equipment | 602.025 | 9/4/2014 |
| Office of Institutions | Special Management Spit Shield | 602.028 | 8/24/2015 |
| Office of Institutions | ICS Simulations and Response Plan Drills/Exercises | 602.038 | 9/8/2014 |
| Office of Institutions | Radio Operations | 602.041 | 11/26/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Northwest Florida Reception Center) | SA 14-12 | 5/23/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Apalachee Correctional Institution) | SA 14-27 | 10/17/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Dade Correctional Institution) | SA 14-21 | 9/4/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Everglades Correctional Institution) | SA 14-05 | 3/3/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Homestead Correctional Institution) | SA 13-33 | 11/12/2013 |
| Florida Department of Corrections | Unannounced Security Audit (Baker Correctional Institution) | SA 15-09 | 3/27/2015 |
| Florida Department of Corrections | Unannounced Security Audit (Reception and Medical Center) | SA 15-15 | 6/30/2015 |
| Florida Department of Corrections | Unannounced Security Audit (Union Correctional Institution) | SA 13-18 | 7/19/2013 |
| Florida Department of Corrections | Unannounced Security Audit (Lowell Correctional Institution) | SA 14-28 | 10/31/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Florida Women's Reception Center) | SA 15-01 | 1/16/2015 |
| Florida Department of Corrections | Security Audits (Operational Review Schedule) | N/A | 2015-2016 |
| Florida Department of Corrections | Relief factor for Correctional Officers Authority | 33-208.201 F.A.C | FY - 2014-2015 |
| Florida Department of Corrections | Unannounced Security Audit (Apalachee East Unit Correctional Institution) | N/A | 12/13/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Baker Correctional Institution) | N/A | 3/23/2015 |
| Florida Department of Corrections | Unannounced Security Audit (Dade Correctional Institution) | N/A | 8/18/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Everglades Correctional Institution) | N/A | 2/23/2014 |
| Florida Department of Corrections | Unannounced Security Audit (Florida Women's Reception Center) | N/A | 1/5/2015 |
| Florida Department of Corrections | Unannounced Security Audit (Homestead Correctional Institution) | N/A | 11/4/2013 |
| Florida Department of Corrections | Unannounced Security Audit (Lowell Correctional Institution) | N/A | 10/27/2014 |
| Florida Department of Corrections | Unannounced Security Audit (NWFRC Main Unit) | N/A | 5/18/2014 |
| Florida Department of Corrections | Unannounced Security Audit (R.M.C. - Main Unit) | N/A | 6/22/2015 |
| Florida Department of Corrections | OPPAGA No Inmate Contact Region I, II, III and Admin Leave | N/A | N/A |
| Florida Department of Corrections | Regional Director's Briefing Report | Region I | 9/11/2015 |
| Florida Department of Corrections | Apalachee Inmate Demographics (Facility Population Report) | DC52 102 | 9/17/2015 |
| Florida Department of Corrections | Apalachee Correctional Institution (Available Bunks | | 9/13/2015 |
| Florida Department of Corrections | Apalachee - MINS Incident Report | Incident # 0000640539 | 8/11/2015 |
| Florida Department of Corrections | Apalachee - MINS Incident Report | Incident # 0000641089 | 9/16/2015 |
| Florida Department of Corrections | Apalachee - MINS Incident Report | Incident # 0000641087 | 8/13/2015 |

# Florida Documents Tracking - Miscellaneous Electronic Files

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|---|---|---|---|
| Florida Department of Corrections | Apalachee - MINS Incident Report | Incident # 0000637916 | 7/31/2015 |
| Florida Department of Corrections | Apalachee - MINS Incident Report | Incident # 0000637916 | 7/31/2015 |
| Florida Department of Corrections | Lewd & Lascivious Incidents since @ Apalachee | N/A | 01/01/2010 - 09/01/2015 |
| Florida Department of Corrections | Termination/Resignation Listing (Apalachee) | N/A | 01/01/2015 to 09/08/2015 |
| Florida Department of Corrections | Technical Manual - Inmate Risk Management System & Sexual Risk Index (IRMS/SRI) | N/A | 7/24/2014 |
| Florida Department of Corrections | Custody by sex & location | N/A | 7/31/2015 |
| Florida Department of Corrections | Inmate Orientation Handbook | NI1-091 | 11/5/2014 |
| Office of the Governor | Executive Order | 15-134 | 7/9/2015 |
| Florida Department of Corrections | Corrections Integrated Needs Assessment System (CINAS) - Results from Psychometric Study | N/A | 5/21/2012 |
| Office of Institutions | Inmate Orientation | 601.21 | 8/15/2014 |
| Florida Department of Corrections | Current Salary Levels by CO by Facility | N/A | 8/31/2015 |
| Florida Department of Corrections | Average CO Experience | N/A | 8/31/2015 |
| Florida Department of Corrections | Oppaga 2015 Tenure as FDOE Employee for each CO Separation by Facility | N/A | FY - 2014-2015 |
| Florida Department of Corrections | Overtime Hours and Earnings by CO and Facility | N/A | FY - 2014-2015 |
| Florida Department of Corrections | Promotions by facility | N/A | 2012-2015 to Current |
| Florida Department of Corrections | Promotions Individual Employees | N/A | 2012-2015 to Current |
| Florida Department of Corrections | Separation by Facility | N/A | 2012-2015 to Current |
| Florida Department of Corrections | Separation by Individual Employees | N/A | 2012-2015 to Current |
| Florida Department of Corrections | Actual End of Month CO Staffing by Facility | N/A | 2012-2015 to Current |
| Florida Department of Corrections | Authorized CO Positions by Facility | N/A | 2012-2015 |
| Florida Department of Corrections | Salary Incentive Program for Full-Time Officers | 943.22 | FY - 2015 |
| Department of Management Services | Notification of Pay Additives | 110.2035(7)/216.251(3)/60L-32.0012 | 8/13/2015 |
| Florida Department of Corrections | Basic Recruit Training Programs for Law Enforcement, Correctional, and Correctional Probation | 11B-35.002 | 5/29/2014 |
| Florida Department of Corrections | General Training Programs; Requirements and Specifications | 11B-35.001 | 5/29/2014 |
| Florida Department of Corrections | Classes In Security Services Eligible for Criminal Justice Incentive Pay | N/A | 10/10/2000 |
| Florida Department of Corrections | CO Appointment Rate | PIM 14-20-01 | 7/25/2014 |
| Florida Department of Corrections | Comparison of Benefits | N/A | 1/1/2015 |
| Florida Department of Corrections | Correction Officer series vacancies 5 years (Excel Spread Sheet) | N/A | N/A |
| Florida Department of Corrections | Turnover Correction Officer Series All Institutions (Excel Spread Sheet) | N/A | N/A |
| Florida Department of Corrections | Turnover Correction Officer Series Statewide (Excel Spread Sheet) | N/A | N/A |
| Florida Department of Corrections | OPPAGA Training Data Course 2012 - 2015 | N/A | N/A |
| Office of Human Resources | Outside employment | 208.013 | 8/27/2014 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.721 | 2/13/2012 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.722 | 10/12/2005 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.723 | 2/21/2013 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.724 | 7/12/2011 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.725 | 3/29/2012 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.726 | 2/21/2013 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.727 | 8/12/2013 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.728 | 3/6/2014 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.729 | 2/21/2013 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.730 | 5/27/2002 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.731 | 11/4/2014 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.732 | 9/24/2012 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.733 | 6/28/2012 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.734 | 11/28/2010 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.735 | 11/18/2001 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.736 | 9/29/2003 |
| Florida Department of Corrections | Chapter 33-601 - Classification and Central Records | 33-601.737 | 3/22/2012 |
| Florida Department of Corrections | Vehicle Purchases | N/A | 2010 - 2015 |
| OPPAGA | Faith and Character Based Prison effect on Recidivism | 09-38 | 10/1/2009 |
| Florida Department of Corrections | Outside Employment notification application | DC2-831 | 8/20/2012 |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Adult Academic Education Programs | F.S. 955.801 | N/A |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Correspondence Study Courses Program | N/A | N/A |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | IDEA (Special Education) | N/A | N/A |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Career and Technical Education | N/A | N/A |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Prison Dog Training Program | N/A | N/A |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Inmate Teaching Assistant Training Program | N/A | N/A |

# Florida Documents Tracking - Miscellaneous Electronic Files

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|---|---|---|---|
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Library Services | N/A | N/A |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Secondary Education Program (Smart Horizons Career Online High School) | N/A | 3/1/2012 |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Title I | N/A | N/A |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Limited Academic Internist Content | N/A | 2015-16 |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Adult Academic Education Orientation Program | N/A | 2015-16 |
| Florida Department of Corrections Office of Re-Entry Bureau of Education | Institutional Jobs Credentialing Program (IJCP) | N/A | N/A |
| Florida Florida Department of Corrections | Applications Filed Per Institution 2014 | N/A | 2014 |
| Florida Department of Corrections | CO Trainee County's by Facility | N/A | 9/23/2015 |
| Florida Department of Corrections | TEA Numbers by Institution | N/A | 10/30/2015 |
| Florida Department of Corrections | Org Charts | N/A | 12/18/2014 |
| Florida Department of Corrections | Lowell ACA Summary Sheet | N/A | 9/9/2015 |
| Florida Department of Corrections | Lowell Operational Review 2014 | N/A | 6/11/2014 |
| Email from Angela Gordon | Staffing positions/vacancies | N/A | 10/5/2015 |
| Florida Department of Corrections | ACA audit report | N/A | 11/7/2012 |
| Florida Department of Corrections | 2015 - 1st quarter self-audit | N/A | 8/6/2015 |
| Florida Department of Corrections | 2014 - 4th quarter self-audit | N/A | 5/21/2015 |
| Florida Department of Corrections | 2014 - 3rd quarter self-audit | N/A | 3/31/2015 |
| Florida Department of Corrections | Un-Announced Security Audit - Review Findings | N/A | 10/27/2014 |
| Email from Angela Gordon | Total Population Break Down | N/A | 10/5/2015 |
| Email from Angela Gordon | Non-Security Staffing levels | N/A | 10/5/2015 |
| Florida Department of Corrections | Revised Bed Space Capacity Lowell CI | N/A | 3/23/2015 |
| Florida Department of Corrections | Revised Bed Space Capacity Annex | N/A | 7/14/2009 |
| Office of Institutions | Briefing Document | N/A | N/A |
| Florida Department of Corrections | Florida Women's reception center ACA Summary | N/A | 9/23/2015 |
| Florida Department of Corrections | Dade CI ACA Accreditation Audit | N/A | 7/7/1905 |
| Florida Department of Corrections | Reaccreditation Audit | N/A | 10/9/2013 |
| Florida Department of Corrections | Accreditation for corrections Non-Mandatory Standards | N/A | 10/9/2013 |
| Florida Department of Corrections | ACA Compliance Tally | N/A | 10/9/2013 |
| Florida Department of Corrections | Email from Debra Cox to John Holtz | N/A | 6/9/2015 |
| Florida Department of Corrections | Accreditation for corrections standards (Reaccreditation Audit) | N/A | 9/26/2014 |
| Florida Department of Corrections | Baker CI - Org Charts | N/A | N/A |
| Florida Department of Corrections | Dorm Capacities | N/A | 2/4/2015 |
| Florida Department of Corrections | Inmate housing assignments | N/A | 10/6/2015 |
| Florida Department of Corrections | Inmate Activity Schedule | N/A | 10/8/2015 |
| Florida Department of Corrections | Total Staffing & vacancies | N/A | N/A |
| Florida Department of Corrections | Reception to release Opportunity Workshop | N/A | 7/6/1905 |
| Florida Department of Corrections | ACA Compliance Audit Report | N/A | 4/10/2015 |
| Florida Department of Corrections | Inmate Health Profile - Outpatient MH pop | HSSO162-53 | 10/7/2015 |

# APPENDIX B

## LISTING OF INMATE PROGRAMS OFFERED

## APPENDIX B: Listing of Inmate Programs Offered (All FDC Programs, Including Description, Target Population, and Capacity)

| Listing of Inmate Programs Offered | Brief Description of Program | Target Population/Eligibility | Capacity |
|---|---|---|---|
| Adult Basic Education (ABE) | Provides basic education (mathematics, reading, language, and workforce readiness skills) | Inmates without high school diploma or GED who have a TABE grade equivalency score of 8.9 or lower in reading, mathematics, language, or total battery and who are appropriately ranked in CINAS/AIRS system; or if they meet mandatory literacy requirements of Florida statute 944.801, which requires inmates attend ABE if they:<br>• Have two years or more remaining on sentence upon admission to FDC<br>• Have not achieved a total TABE battery score of more than 6.0 grade level<br>• Have not been enrolled in ABE or equivalent courses for at least 150 hours, and:<br>　o Are not sentenced to life or death<br>　o Are not housed in a work release center, road prison, work camp, or vocational center, and<br>　o Are not specifically exempted due to health reasons | Not individually identified.  Total capacity for ABE, GED, Voluntary Literacy, Special Education and Title 1 = **6,902**<br><br>Offered at 79 facilities |
| General Educational Development (GED) | Provides education to those inmates in preparation for GED certificate testing | Inmates with no documented high school diploma and academic skills ranging from 9.0 – 12.9 grade level on TABE test and who are appropriately ranked in CINAS/AIRS system | Not individually identified. Total capacity for ABE, GED, Voluntary Literacy, Special Education and Title 1 = **6,902**<br><br>Offered at 79 facilities |
| Voluntary Literacy | Provides basic education instruction | Inmates who are assigned to institutional full time assignments that prevent participation in academic programs, whose TABE scores are between 0.0 and 12.9 | Not individually identified.  Total capacity for ABE, GED, Voluntary Literacy, Special Education and Title 1 = **6,902**<br><br>Offered at 65 facilities |
| Special Education | Specially designed instruction that meets requirements of federal law as reflected in Individuals with Disabilities Education Act (IDEA) | Inmates must be under 22 years of age, have a verified special education history, and have not earned a high school diploma | 1,350 |

| Listing of Inmate Programs Offered | Brief Description of Program | Target Population/Eligibility | Capacity |
|---|---|---|---|
| Title 1 | Federal grant program which supplements education services for neglected and/or delinquent students | Inmates under the age of 22 who have not earned a high school diploma or GED and are enrolled in an academic or vocational course of study for a minimum of 15 hours per week | Not individually identified. Total capacity for ABE, GED, Voluntary Literacy, Special Education and Title 1 = 6,902<br><br>Offered at 20 facilities |
| Secondary Education Program (Smart Horizons Career Online High School Diploma) | Offers career-based online high school diplomas with the goal of preparing adults for transition into the workplace | Inmates with TABE reading score between 5.0 and 9.0 with no high school diploma or GED. Priority is given to those within three years or less of release | 341 |
| Inmate Teaching Assistant Program | Designed to train inmates as inmate teaching assistants that supplement lack of funding for academic teachers in FDC | Eligibility Criteria:<br>• GED or high school diploma<br>• TABE Level A total battery score of grade 11.0 or higher<br>• Release date of two or more years after completion of inmate teaching assistant training program<br>• No more than one disciplinary report which resulted in placement in disciplinary confinement in the past 12 months<br>• No disciplinary actions in an education environment | No capacity provided, available at all major institutions |
| Correspondence Study Course Program | Inmates are allowed to participate in post-secondary correspondence study programs with colleges/universities | All inmates may participate, except those in reception, orientation, or "in-transit" status | Available at all major institutions |
| General Library | Inmates in correctional facilities are provided access to a physical general library with access to books and periodicals | All inmates may access general libraries | Room capacity of all general libraries is 2,071 |
| Law Library | Inmates in correctional facilities are provided access to a physical law library with access to the minimum required legal materials set forth by the courts | All inmates may access law libraries | Room capacity of all law libraries is 1,566 |
| Career and Technical Education (Vocational Programs) | A wide range of training and entry level programs that provide job skills to inmates to increase their employment prospects | Eligibility Criteria:<br>• Prior work history<br>• Good institutional adjustment<br>• Occupational aptitude and interest as expressed by inmate<br>• Priority assessment ranking per CINAS/AIRS system | 1,404 |

| Listing of Inmate Programs Offered | Brief Description of Program | Target Population/Eligibility | Capacity |
|---|---|---|---|
| Prison Dog Training Program | Inmates participate in the training of dogs for social and obedience skills | Eligibility Criteria:<br>• Prefer inmates with a minimum of 18-24 months left to serve and no history of crime against animals | No capacity provided, operated at 21 facilities |
| Chapel Library Program | A limited sized religious library is provided in the facility chapel | All general population inmates are eligible to participate.  Inmates in confinement status can request materials to be delivered to them | No capacity provided, available at all major institutions |
| Faith and Character Based Residential Program | Residential program designed to develop inmates' spiritual and moral resources that build character and allow for skill development that will support successful re-entry to society | A voluntary program for inmates in general population with no discipline in the past three months | 6,488 |
| Primary Worship Opportunities | Facilities provide a variety of weekly worship opportunities to inmates | All inmates are eligible to participate | Available at all institutions |
| Religious Diet Program | Inmates with sincerely-held beliefs that have dietary obligations are provided kosher meals in lieu of a regular meal | Any inmate is eligible, but must request participation and articulate reasons why kosher diets meet their sincere religious beliefs | Available at all institutions |
| Religious Education Classes | Facilities provide various religious education opportunities for inmates to further study details of religions | All general population inmates are eligible to participate | Available at all institutions |
| 100 Hour Transition Skills Program | Statutorily (944.7065) mandated program to provide inmates with fundamental skills and resources in the areas of employment, life skills training, job placement, and access to support services with the goal of increasing their chance of successful re-entry into society | A mandatory program for all inmates within 18 months of release | Estimated capacity: **1,395** (based on 46.5 contractual facilitators that can accommodate 30 inmates at a time) |
| Thinking for Change (T4C) | Cognitive-behavioral classroom program designed by the National Institute of Corrections (NIC) with the goal of reducing recidivism. The main components of the program are cognitive self-change, social, and problem solving skills | Inmate must be within 36 months of release and be pre-screened through a brief interview | No capacity provided; however, offered at 24 facilities and each group has capacity of 12 inmates. Estimated capacity: **288** |
| Veteran Dorm Program | Inmates with military service can be placed in a residential setting that provides a variety of programming designed to improve their chance of success upon release | Eligibility:<br>• Verified military service<br>• Honorable discharge<br>• No greater than 60 months to release | 738 |

| Listing of Inmate Programs Offered | Brief Description of Program | Target Population/Eligibility | Capacity |
|---|---|---|---|
| Substance Abuse Assessment and Screening | This is an activity that determines inmates' program needs.  It is not a program.  Inmates are screened at reception to determine their substance abuse treatment needs | All inmates are screened at reception | Conducted at 5 reception centers |
| Character Awareness and Motivation Program (CAMP) | For those youthful offenders at Lancaster CI who display poor institutional adjustment.  It supplements the physical component (training and drills) of the Youthful Offender program with academic programs, betterment programs, substance abuse treatment, and mental health programs | Eligibility:<br>• Must be housed at Lancaster CI<br>• Must display poor institutional adjustment to the Youthful Offender program | 50 |
| Community Based Residential Therapeutic Community | Substance abuse programming for inmates in community release centers | Eligibility Requirements:<br>• Mandated for treatment<br>• In community custody<br>• Within 12 months of release with sufficient time left to serve to participate in a program that lasts from 6 to 12 months<br>• Has a priority AIRS ranking<br>• Has a psychoactive substance use disorder | 338 |
| Substance Abuse Counselors at Department-Operated Community Release Centers | Substance abuse programming for inmates at FDC operated community release centers | Eligibility Requirements:<br>• Mandated for treatment<br>• In community custody<br>• Within 14 months of release with sufficient time left to serve to participate in a program that lasts from 6 to 12 months<br>• Has a priority AIRS ranking<br>• Has a psychoactive substance use disorder | 655 |
| Integrated Co-Occurring Re-Entry and Evaluation (I-CORE) Program | Grant funded program at Jefferson CI for inmates with co-occurring substance abuse and mental health disorders | Eligibility Requirements:<br>• Mandated for treatment<br>• Mental health grade of 2 or higher<br>• Within 36 months of release with sufficient time left to serve to participate in a program that lasts from 9 to 12 months<br>• Is returning to Gadsden, Jefferson, Leon, or Wakulla Counties<br>• Has a priority AIRS ranking<br>• Has a psychoactive substance use disorder | 68 |

| Listing of Inmate Programs Offered | Brief Description of Program | Target Population/Eligibility | Capacity |
|---|---|---|---|
| Intensive Outpatient Program | A 4-6 month outpatient substance abuse program focused on changing drug abuse and criminal behaviors. Inmates participate for a minimum of 12 hours of counselor-supervised activities per week | Eligibility Requirements:<br>• Mandated for treatment<br>• Within 36 months of release with sufficient time left to serve to participate in a program that lasts at least 4 months<br>• Has a priority AIRS ranking<br>• Has a psychoactive substance use disorder | 1,466 |
| Substance Abuse Prevention and Education | Substance abuse educational services that are provided to inmates in lieu of substance abuse treatment | Eligibility Requirements:<br>• Mandated for treatment<br>• Within 3-6 months of release<br>• Has a priority AIRS ranking | 2,306<br>Note: 1,296 are Re-Entry Center beds |
| In-Prison Residential Therapeutic Community | 9-12 month residential therapeutic community focused on inmate substance abuse needs | Eligibility Requirements:<br>• Mandated for treatment<br>• Within 36 months of release with sufficient time left to serve to participate in a program that lasts at least 4 months<br>• Has a priority AIRS ranking<br>• Has a psychoactive substance use disorder | 954 |
| Substance Abuse Transitional Re-Entry Centers | A modified therapeutic community for inmates in community release centers | Eligibility Requirements:<br>• Meets criteria for placement in a community release center<br>• Mandated for treatment<br>• Sufficient time left to serve to participate in a program that lasts at least 6 to 12 months<br>• Has a priority AIRS ranking<br>• Has a psychoactive substance use disorder | 867 |
| Youthful Offender Outpatient Substance Abuse Program | Program at Sumter CI to provide substance abuse programming to youthful offenders | Eligibility Requirements:<br>• Meets the definition of a youthful offender<br>• Mandated for treatment<br>• Within 36 months of release and has sufficient time left to serve to participate in a program that lasts at least 4 months<br>• Has a priority AIRS ranking<br>• Has a psychoactive substance use disorder | 24 |
| Suwannee CI Extended Day Program for Youthful Offenders Age 17 and Under | Extended day program (boot camp-style program) for inmates at Suwannee CI | Must be classified as a youthful offender and age 17 or younger | 60 |

| Listing of Inmate Programs Offered | Brief Description of Program | Target Population/Eligibility | Capacity |
|---|---|---|---|
| Basic Training Program | Provides boot camp-style environment and programming for offenders 24 years of age and younger | Eligibility Requirements:<br>• Must be sentenced pursuant to Chapter 958, Youthful Offender statute, or designated as a youthful offender by the department (first-time offender, age 24 or under serving 10 years or less. Cannot be a capital offense or a life felon)<br>• Must be eligible for release | 506 |
| Extended Day Program | A boot camp-style program that provides 16 hours of day time programming for youthful offenders | Must be sentenced as a youthful offender | Estimated capacity: 1,935 Offered at 8 facilities |
| Community Release Centers (CRCs) | Provides housing and transitional services to soon-to-be-released inmates. Inmates in the CRCs can be employed in the community and participate in a therapeutic community | There are four types of assignments within a CRC, and each has their specific eligibility criteria:<br>• Community Work Release – Portion of the program that allows inmates to work in the community<br>  o Inmates with non-advanceable release dates (85% sentence) must be within 14 months of release<br>  o Inmates with advanceable release dates must be within 19 months<br>• Center Work Assignments - Portion of the program that allows inmate to hold a job assignment in the center (maintenance, food service) or be assigned to outside work details<br>  o Inmates with non-advanceable release dates (85% sentence) must be within 19 months of release<br>  o Inmates with advanceable release dates must be within 28 months<br>• Transition – Portion of the program that provides inmates substance abuse programming<br>  o Inmates with non-advanceable release dates (85% sentence) must be within 28 months of release<br>  o Inmates with advanceable release dates must be within 36 months<br>• Community-Based Therapeutic Program – Portion of the program that provides transitional services (substance abuse treatment, education/vocational, self-betterment) while in the community<br>  o Inmates release dates must be no less than 6 months and no greater than 12 months | 3,895 |

| Listing of Inmate Programs Offered | Brief Description of Program | Target Population/Eligibility | Capacity |
|---|---|---|---|
| Learning to Improve the Future by Exercising Response Strategies (LIFERS) | Program designed for long-term offenders who will be released at some time from prison.  The goal is to help better prepare them for return to society | Accepts anyone who is referred and any self-referrals, in accordance with class size | 92 |
| Corrections Transition Program | Similar to the LIFERs program at Sumter CI.  Sponsored by Florida International University, the goal of this program for long-term inmates is to better prepare them for eventual release to society | Accepts anyone who is referred and any self-referrals, in accordance with class size | 40 |
| Contracted Re-Entry Centers | The agency has established three re-entry centers that focus on successful re-entry and preparing inmates for transition back to the community | Inmates musts be within 36 months of release and have no detainers from other countries. Additionally, inmates must be released to one of the counties served by the re-entry center | 1,296 |
| Re-Entry Facilities | FDC has established re-entry facilities that focus on successful re-entry and preparing inmates for transition back to the community | Inmates musts be within 36 months of release and have no detainers from other countries. Additionally, inmates must be released to one of the counties served by the re-entry center | Available at 3 facilities |

Sources:  Data provided by FDC in September 2015

# APPENDIX C
## DEMOGRAPHICS AND SUCCESS MEASURES FOR SUBSTANCE ABUSE PROGRAMMING

## APPENDIX C: Demographics and Success Measures for Substance Abuse Programming

| Program | Current Slots | Number of Inmates Participants (2013-2014) | Sex M/F | Race | Age | Success Rate (2013-2014) | 2-Year Recommitment Rate (for Inmates Released in 2011-2012) | 3-Year Recommitment Rate (for Inmates Released in 2010-2011) |
|---|---|---|---|---|---|---|---|---|
| Intensive Outpatient Program | 1,466 | 4,559 | 92.6%/7.4% | Black – 44.6% White – 51.4% Other – 4.0% | Under 18 – 0.0% 18-24: 14.3% 25-29: 18.9% 30-34: 19.5% 35-39: 12.6% 40-44: 11.2% 45+: 23.5% | 91.7% | Completers: 24.0% Non-Completers: 27.9% | Completers: 34.7% Non-Completers: 40.2% |
| Residential Therapeutic Community – In Community Release Centers and Prisons | 1,292 | 3,510 | 87.5%/12.5% | Black – 42.9% White – 54.4% Other – 2.7% | Under 18 – 0.0% 18-24: 13.5% 25-29: 22.7% 30-34: 20.6% 35-39: 14.4% 40-44: 9.9% 45+: 18.9% | 63.6% | Completers: 22.9% Non-Completers: 24.8% | Completers: 28.6% Non-Completers: 41.9% |
| Substance Abuse Program Center | 867 | 1,706 (enrolled) | 69.1%/30.9% | Black – 25.9% White – 72.1% Other – 2.0% | Under 18 – 0.0% 18-24: 12.0% 25-29: 17.1% 30-34: 19.8% 35-39: 14.9% 40-44: 13.0% 45+: 23.2% | Community Based Programs: 80.4% Behind the Fence Programs: 78.3% | Completers: 12.8% Non-Completers: 19.1% | Completers: 17.5% Non-Completers: 32.1% |
| Readiness Group | | | 91.4%/8.6% | Black – 41.4% White – 54.4% Other – 4.2% | Under 18 – 0.0% 18-24: 12.9% 25-29: 18.8% 30-34: 17.6% 35-39: 12.7% 40-44: 11.2% 45+: 26.8% | None Available | None Available | None Available |
| Alumni Group | | | 87.2%/12.8% | Black – 43.0% White – 52.8% Other – 4.2% | Under 18 – 0.0% 18-24: 6.2% 25-29: 17.1% 30-34: 18.7% 35-39: 14.7% 40-44: 12.3% 45+: 31.0% | None Available | None Available | None Available |

| Program | Current Slots | Number of Inmates Participants (2013-2014) | Sex M/F | Race | Age | Success Rate (2013-2014) | 2-Year Recommitment Rate (for Inmates Released in 2011-2012) | 3-Year Recommitment Rate (for Inmates Released in 2010-2011) |
|---|---|---|---|---|---|---|---|---|
| Post-Release Transitional Housing | 144 | 661 | 86.7%/13.3% | Black – 40.1% White – 58.3% Other – 1.6% | Under 18 – 0.0% 18-24: 5.5% 25-29: 9.3% 30-34: 12.2% 35-39: 12.7% 40-44: 13.1% 45+: 47.2% | 61.1% | Completers: 14.2% Non-Completers: 33.7% | Completers: 27.5% Non-Completers: 41.7% |
| Work Release Substance Abuse Programs | | | 87.6%/12.4% | Black – 36.6% White – 60.3% Other – 3.1% | Under 18 – 0.0% 18-24: 13.5% 25-29: 22.5% 30-34: 23.1% 35-39: 15.2% 40-44: 9.7% 45+: 16.0% | | | |

*Source: FDC Bureau of Transition and Substance Abuse Treatment Services Annual Report FY 2013-2014*

Definitions:
- Alumni Group - weekly continuing care groups for inmates who have completed the Intensive Outpatient Program or a therapeutic community.
- Successful Outcome/Exit - denotes compliance with program requirements that results in program completion.
- Unsuccessful Outcome/Exit - denotes noncompliance with program requirements resulting in termination from the program and non-completion.
- Administrative Outcome/Exit - denotes type of program outcome that is neither success nor failure in the program, and is not counted when calculating success rates.
- Success Rate - successful exits divided by total of successful exits and unsuccessful exits.
- Recommitment Rate - the percentage of program releases who are re-incarcerated within a given time period.  Includes returns for a new offense or technical violation.

# APPENDIX D

## FLORIDA PROGRAM SERVICES INVENTORY

| FDC Program Services Inventory | Population Count 09/30/2015 | Academic Education Programs | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | | ABE | GED | Voluntary Literacy | Special Education | Title 1 | Total Student Capacity | Secondary Ed. (Smart Horizons) HS Diploma | Inmate Teaching Assistant Program | Correspondence Study Course Program | General Library | Law Library |
| Funding Source | | GRF & ABE Grant | | | IDEA Federal Grant and GRF | Title 1 Grant | | GRF | GRF and ABE Grant | No funding | GRF | GRF |
| Data Provided | | Locations | Locations | Locations | Slots (Included in Total Student Capacity) | Locations | Capacity | Capacity | All Major Institutions | All Major Institutions | Room Capacity | Room Capacity |
| APALACHEE EAST UNIT | 1,278 | X | X | X | 70 | X | 176 | | | | 20 | 20 |
| APALACHEE WEST UNIT | 799 | X | X | X | | | 60 | | | | 28 | 13 |
| ARCADIA ROAD PRISON | 95 | | | | | | | | | | | |
| ATLANTIC C.R.C. | 42 | | | | | | | | | | | |
| AVON PARK C.I. | 937 | X | X | X | 40 | X | 132 | | | | 30 | 19 |
| AVON PARK WORK CAMP | 493 | | | | | | | | | | 12 | 5 |
| BAKER C.I. | 1,100 | X | X | X | | | 60 | 24 | | | 26 | 27 |
| BAKER RE-ENTRY CENTR | 420 | | | | | | | | | | | |
| BAKER WORK CAMP | 275 | X | X | | | | 20 | | | | | |
| BAY C.F. | 973 | | | | | | | | | | | |
| BERRYDALE FRSTRY CMP | 126 | | | | | | | | | | | |
| BIG PINE KEY R.P. | 58 | | | | | | | | | | | |
| BLACKWATER C.F. | 1,989 | | | | | | | | | | | |
| BRADENTON BRIDGE | 118 | X | X | | | | 10 | | | | | |
| BRIDGES OF COCOA | 80 | X | X | | | | 10 | | | | | |
| BRIDGES OF JACKSONVILLE | 136 | | | | | | | | | | | |
| BRIDGES OF LAKE CITY | 149 | | | | | | | | | | | |
| BRIDGES OF ORLANDO | 146 | | | | | | | | | | | |
| BRIDGES OF POMPANO | 98 | X | X | | | | 15 | | | | | |
| BRIDGES OF SANTA FE | 143 | X | X | | | | 10 | | | | | |
| BROWARD BRIDGE | 168 | X | X | | | | 20 | | | | | |
| CALHOUN C.I. | 1,288 | X | X | X | | | 60 | | | | 8 | 20 |
| CALHOUN WORK CAMP | 273 | | | | | | | | | | | |
| CENTURY C.I. | 1,285 | X | X | X | | | 80 | | | | 50 | 24 |
| CENTURY WORK CAMP | 269 | | | | | | | | | | | |
| CFRC-EAST | 822 | X | X | X | | | 25 | | | | 7 | 7 |
| CFRC-MAIN | 1,125 | | | | | | | 20 | | | 20 | 8 |
| CFRC-SOUTH | 105 | | | | | | | | | | | |
| CHARLOTTE C.I. | 1,268 | X | X | X | 40 | X | 132 | | | | 31 | 29 |
| COLUMBIA ANNEX | 1,550 | X | X | X | | X | 132 | | | | 62 | 43 |

| FDC Program Services Inventory | | Academic Education Programs | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | ABE | GED | Voluntary Literacy | Special Education | Title 1 | Total Student Capacity | Secondary Ed. (Smart Horizons) HS Diploma | Inmate Teaching Assistant Program | Correspondence Study Course Program | General Library | Law Library |
| Funding Source | | GRF & ABE Grant | | | IDEA Federal Grant and GRF | Title 1 Grant | | GRF | GRF and ABE Grant | No funding | GRF | GRF |
| Data Provided | | Locations | Locations | Locations | Slots (Included in Total Student Capacity) | Locations | Capacity | Capacity | All Major Institutions | All Major Institutions | Room Capacity | Room Capacity |
| COLUMBIA C.I. | 1,339 | X | X | X | 90 | X | 132 | | | | 30 | 35 |
| CROSS CITY C.I. | 982 | X | X | X | | | 60 | | | | 20 | 20 |
| CROSS CITY EAST UNIT | 424 | | | | | | | | | | | |
| CROSS CITY WORK CAMP | 278 | X | X | X | | | 60 | | | | | |
| DADE C.I. | 1,478 | X | X | X | | | 60 | | | | 45 | 25 |
| DAYTONA CRC | - | | | | | | | | | | | |
| DESOTO ANNEX | 1,428 | X | X | X | 70 | X | 132 | | | | 57 | 24 |
| DESOTO WORK CAMP | 276 | | | | | | | | | | | |
| EVERGLADES C.I. | 1,448 | X | X | X | | | 60 | 24 | | | 40 | 30 |
| EVERGLADES RE-ENTRY | 415 | | | | | | | | | | | |
| FL.WOMENS RECPN.CTR | 964 | X | X | X | | | 45 | | | | 50 | 12 |
| FLORIDA STATE PRISON | 1,381 | X | X | X | 40 | | 225 | | | | 15 | 10 |
| FORT PIERCE C.R.C. | 84 | | | | | | | | | | | |
| FRANKLIN C.I. | 1,278 | X | X | X | | | 90 | 24 | | | 25 | 25 |
| FRANKLIN CI WORK CMP | 423 | | | | | | | | | | | |
| FSP WEST UNIT | 749 | X | X | X | | | 70 | | | | 30 | 35 |
| FT. MYERS WORK CAMP | 112 | | | | | | | | | | | |
| GADSDEN C.F. | 1,532 | | | | | | | | | | | |
| GADSDEN RE-ENTRY CTR | 395 | | | | | | | | | | | |
| GAINESVILLE W.C. | 248 | | | | | | | | | | | |
| GRACEVILLE C.F. | 1,861 | | | | | | | | | | | |
| GRACEVILLE WORK CAMP | 258 | | | | | | | | | | | |
| GULF C.I. | 1,535 | X | X | X | | | 147 | 24 | | | 37 | 26 |
| GULF C.I.- ANNEX | 1,342 | X | X | X | | | 66 | | | | 20 | 30 |
| GULF FORESTRY CAMP | 271 | | | | | | | | | | | |
| HAMILTON ANNEX | 1,356 | X | X | X | | X | 132 | | | | 40 | 33 |
| HAMILTON C.I. | 1,122 | X | X | X | 100 | X | 132 | | | | 13 | 26 |
| HARDEE C.I. | 1,512 | X | X | X | | | 110 | | | | 59 | 35 |
| HARDEE WORK CAMP | 287 | | | | | | | | | | | |
| HERNANDO C.I. | 417 | X | X | X | | | 60 | | | | 28 | 9 |
| HOLLYWOOD C.R.C. | 149 | | | | | | | | | | | |
| HOLMES C.I. | 1,134 | X | X | X | 70 | X | 132 | | | | 49 | 30 |

| FDC Program Services Inventory | | Academic Education Programs | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | ABE | GED | Voluntary Literacy | Special Education | Title 1 | Total Student Capacity | Secondary Ed. (Smart Horizons) HS Diploma | Inmate Teaching Assistant Program | Correspondence Study Course Program | General Library | Law Library |
| Funding Source | | GRF & ABE Grant | | | IDEA Federal Grant and GRF | Title 1 Grant | | GRF | GRF and ABE Grant | No funding | GRF | GRF |
| Data Provided | | Locations | Locations | Locations | Slots (Included in Total Student Capacity) | Locations | Capacity | Capacity | All Major Institutions | All Major Institutions | Room Capacity | Room Capacity |
| HOLMES WORK CAMP | 292 | | | | | | | | | | | |
| HOMESTEAD C.I. | 666 | X | X | X | | | 90 | | | | 26 | 18 |
| JACKSON C.I. | 1,341 | X | X | X | | X | 160 | | | | 78 | 55 |
| JACKSON WORK CAMP | 274 | | | | | | | | | | | |
| JACKSONVILLE BRIDGE | 140 | X | X | | | | 40 | | | | | |
| JEFFERSON C.I. | 1,141 | X | X | X | | | 80 | 24 | | | 12 | 18 |
| KISSIMMEE C.R.C. | 150 | | | | | | | | | | | |
| LAKE C.I. | 775 | X | X | X | 30 | | 88 | | | | 12 | 12 |
| LAKE CITY C.F. | 889 | | | | | | | | | | | |
| LANCASTER C.I. | 440 | X | X | X | 260 | X | 176 | | | | 22 | 8 |
| PROGRAM | | X | X | X | | X | 15 | | | | | |
| LANCASTER W.C. | 209 | X | X | X | | X | 66 | | | | | |
| LARGO R.P. | 73 | | | | | | | | | | | |
| LAWTEY C.I. | 795 | X | X | X | | | 90 | | | | 20 | 20 |
| LIBERTY C.I. | 1,293 | X | X | X | | | 80 | | | | 47 | 12 |
| LIBERTY SOUTH UNIT | 415 | | | | | | | | | | | |
| LOWELL ANNEX | 1,381 | X | X | X | | X | 88 | 20 | | | 25 | 20 |
| LOWELL C.I. | 967 | X | X | X | 40 | X | 176 | | | | 27 | 25 |
| LOWELL WORK CAMP | 338 | | | | | | | | | | | |
| LOXAHATCHEE R.P. | 91 | | | | | | | | | | | |
| MADISON C.I. | 1,176 | X | X | X | | | 70 | 24 | | | 27 | 30 |
| MADISON WORK CAMP | 282 | | | | | | | | | | | |
| MARION C.I. | 1,281 | X | X | X | 70 | X | 232 | | | | 37 | 27 |
| MARION WORK CAMP | 277 | | | | | | | | | | | |
| MARTIN C.I. | 1,460 | X | X | X | | | 60 | 20 | | | 40 | 20 |
| MARTIN WORK CAMP | 257 | | | | | | | | | | | |
| MAYO C.I. ANNEX | 1,297 | X | X | X | | | 125 | 21 | | | 30 | 35 |
| MAYO WORK CAMP | 302 | | | | | | | | | | | |
| MIAMI NORTH C.R.C. | 174 | | | | | | | | | | | |
| MOORE HAVEN C.F. | 979 | | | | | | | | | | | |
| NWFRC ANNEX. | 1,316 | X | X | | | | 50 | | | | 21 | 17 |
| NWFRC MAIN UNIT. | 1,297 | X | X | X | | | 70 | | | | 35 | 25 |

| FDC Program Services Inventory | | Academic Education Programs | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | ABE | GED | Voluntary Literacy | Special Education | Title 1 | Total Student Capacity | Secondary Ed. (Smart Horizons) HS Diploma | Inmate Teaching Assistant Program | Correspondence Study Course Program | General Library | Law Library |
| Funding Source | | GRF & ABE Grant | | | IDEA Federal Grant and GRF | Title 1 Grant | | GRF | GRF and ABE Grant | No funding | GRF | GRF |
| Data Provided | | Locations | Locations | Locations | Slots (Included in Total Student Capacity) | Locations | Capacity | Capacity | All Major Institutions | All Major Institutions | Room Capacity | Room Capacity |
| OKALOOSA C.I. | 850 | X | X | X | | | 66 | | | | 35 | 30 |
| OKALOOSA WORK CAMP | 268 | | | | | | | | | | | |
| OKEECHOBEE C.I. | 1,616 | X | X | X | | | 60 | 24 | | | 29 | 63 |
| OKEECHOBEE WORK CAMP | 404 | X | X | X | | | 30 | | | | | |
| OPA LOCKA C.R.C. | 144 | | | | | | | | | | | |
| ORLANDO BRIDGE | 134 | X | X | | | | 30 | | | | | |
| ORLANDO C.R.C. | 83 | | | | | | | | | | | |
| PANAMA CITY C.R.C. | 67 | | | | | | | | | | | |
| PENSACOLA C.R.C. | 80 | | | | | | | | | | | |
| PINELLAS C.R.C. | 41 | | | | | | | | | | | |
| POLK C.I. | 1,106 | X | X | X | | | 145 | 20 | | | 35 | 20 |
| POLK WORK CAMP | 289 | | | | | | | | | | | |
| PUTNAM C.I. | 448 | X | X | | | | 25 | | | | 19 | 8 |
| QUINCY ANNEX | 394 | X | X | X | | | 40 | | | | 14 | 8 |
| R.M.C WORK CAMP | 427 | | | | | | | | | | | |
| R.M.C.- MAIN UNIT | 1,358 | X | X | X | 40 | | 30 | | | | 26 | 26 |
| R.M.C.- WEST UNIT | 844 | X | X | X | | | 15 | | | | 13 | 10 |
| REENTRY CTR OF OCALA | 97 | | | | | | | | | | | |
| S.F.R.C SOUTH UNIT | 635 | | | | | | | | | | 4 | 10 |
| S.F.R.C. | 1,051 | | | | | | | | | | 22 | 22 |
| SAGO PALM RE-ENTRY | 334 | X | X | | | | 70 | | | | 15 | 8 |
| SANTA ROSA ANNEX | 1,389 | X | X | X | | | 90 | 24 | | | 40 | 20 |
| SANTA ROSA C.I. | 1,525 | X | X | X | 40 | | 450 | | | | 50 | 20 |
| SANTA ROSA WORK CMP | 295 | X | X | X | | | 30 | | | | | |
| SHISA HOUSE EAST | 15 | X | X | | | | 10 | | | | | |
| SHISA HOUSE WEST | 31 | | | | | | | | | | | |
| SOUTH BAY C.F. | 1,938 | | | | | | | | | | | |
| ST. PETE C.R.C. | 143 | | | | | | | | | | | |
| SUMTER  C.I. | 1,174 | X | X | X | 220 | X | 176 | | | | 32 | 18 |
| SUMTER ANNEX | 66 | X | X | X | | X | 100 | | | | | |
| SUMTER B.T.U. | 32 | | | | | | | | | | | |
| SUMTER WORK CAMP | 289 | | | | | | | | | | | |

| FDC Program Services Inventory | | Academic Education Programs | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | ABE | GED | Voluntary Literacy | Special Education | Title 1 | Total Student Capacity | Secondary Ed. (Smart Horizons) HS Diploma | Inmate Teaching Assistant Program | Correspondence Study Course Program | General Library | Law Library |
| Funding Source | | GRF & ABE Grant | | | IDEA Federal Grant and GRF | Title 1 Grant | | GRF | GRF and ABE Grant | No funding | GRF | GRF |
| Data Provided | | Locations | Locations | Locations | Slots (Included in Total Student Capacity) | Locations | Capacity | Capacity | All Major Institutions | All Major Institutions | Room Capacity | Room Capacity |
| SUNCOAST C.R.C.(FEM) | 162 | | | | | | | | | | | |
| SUWANNEE C.I | 1,199 | X | X | X | 100 | X | 200 | | | | 40 | 25 |
| SUWANNEE ANNEX | 1,294 | X | X | X | | X | 132 | | | | 64 | 48 |
| SUWANNEE WORK CAMP | 332 | | | | | | | | | | | |
| TALLAHASSEE C.R.C | 111 | | | | | | | | | | | |
| TAYLOR ANNEX | 1,365 | X | X | X | | | 90 | 24 | | | 65 | 49 |
| TAYLOR C.I. | 1,239 | X | X | X | | | 110 | | | | 24 | 41 |
| TAYLOR WORK CAMP | 407 | | | | | | | | | | | |
| TOMOKA C.I. | 1,251 | X | X | X | | | 80 | | | | 20 | 40 |
| TOMOKA CRC-285 | 110 | X | X | | | | 15 | | | | | |
| TOMOKA CRC-290 | 80 | | | | | | | | | | | |
| TOMOKA CRC-298 | 58 | | | | | | | | | | | |
| TOMOKA WORK CAMP | 283 | | | | | | | | | | | |
| TTH OF BARTOW | 78 | | | | | | | | | | | |
| TTH OF DINSMORE | 142 | | | | | | | | | | | |
| TTH OF KISSIMMEE | 148 | X | X | | | | 25 | | | | | |
| TTH OF TARPON SPRING | 83 | | | | | | | | | | | |
| UNION C.I. | 1,947 | X | X | X | 30 | | 50 | | | | 68 | 33 |
| UNION WORK CAMP | 420 | X | X | X | | | 30 | | | | | |
| W.PALM BEACH C.R.C. | 148 | | | | | | | | | | | |
| WAKULLA ANNEX | 1,496 | X | X | X | | | 140 | | | | 50 | 40 |
| WAKULLA C.I. | 1,297 | X | X | X | | | 110 | 24 | | | 50 | 27 |
| WAKULLA WORK CAMP | 422 | | | | | | | | | | | |
| WALTON C.I. | 1,158 | X | X | X | | | 92 | | | | 39 | 22 |
| WALTON WORK CAMP | 272 | | | | | | | | | | | |
| ZEPHYRHILLS C.I. | 658 | X | X | X | | | 50 | | | | 6 | 16 |
| TOTAL | 99,581 | 79 | 79 | 65 | 1,350 | 20 | 6,902 | 341 | - | - | 2,071 | 1,566 |

| FDC Program Services Inventory / CURRENT LOCATION | Population Count 09/30/2015 | Vocational Programs | | Religious Programs | | | | | Transition Programs | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Career and Technical Education (Vocational) | Prison Dog Training | Chapel Library Program | Faith and Character Based Residential Program | Primary Worship Opportunities | Religious Diet Program | Religious Education Classes | 100 Hour Transition Skills Program | Thinking for Change | Veteran Dorm |
| Funding Source | | GRF and Perkins Grant | Corr. Foundation Doners | GRF | GRF | GRF | GRF | GRF | GRF | GRF/JAG Byrne &RSAT Grant | GRF |
| Data Provided | | Capacity | Locations | All Major Institutions | Capacity | All Institutions | All Institutions | All Institutions | # of Facilitator Positions | Locations | Capacity |
| APALACHEE EAST UNIT | 1,278 | 18 | | | | | | | 1 | | |
| APALACHEE WEST UNIT | 799 | | | | | | | | | | |
| ARCADIA ROAD PRISON | 95 | | | | | | | | | | |
| ATLANTIC C.R.C. | 42 | | | | | | | | | | |
| AVON PARK C.I. | 937 | 108 | | | | | | | 1 | X | |
| AVON PARK WORK CAMP | 493 | | | | | | | | | | |
| BAKER C.I. | 1,100 | 72 | X | | | | | | 1 | X | |
| BAKER RE-ENTRY CENTR | 420 | | | | | | | | | | |
| BAKER WORK CAMP | 275 | | | | | | | | | | |
| BAY C.F. | 973 | | | | | | | | | | |
| BERRYDALE FRSTRY CMP | 126 | | | | | | | | | | |
| BIG PINE KEY R.P. | 58 | | | | | | | | | | |
| BLACKWATER C.F. | 1,989 | | | | | | | | | | |
| BRADENTON BRIDGE | 118 | | | | | | | | | | |
| BRIDGES OF COCOA | 80 | | | | | | | | | | |
| BRIDGES OF JACKSONVILLE | 136 | | | | | | | | | | |
| BRIDGES OF LAKE CITY | 149 | | | | | | | | | | |
| BRIDGES OF ORLANDO | 146 | | | | | | | | | | |
| BRIDGES OF POMPANO | 98 | | | | | | | | | | |
| BRIDGES OF SANTA FE | 143 | | | | | | | | | | |
| BROWARD BRIDGE | 168 | | | | | | | | | | |
| CALHOUN C.I. | 1,288 | 18 | | | | | | | 1 | | |
| CALHOUN WORK CAMP | 273 | | | | | | | | | | |
| CENTURY C.I. | 1,285 | | | | | | | | 1 | X | |
| CENTURY WORK CAMP | 269 | | | | | | | | | | |
| CFRC-EAST | 822 | | | | | | | | | | |
| CFRC-MAIN | 1,125 | | X | | | | | | 1 | | |
| CFRC-SOUTH | 105 | | | | | | | | | | |
| CHARLOTTE C.I. | 1,268 | 18 | | | | | | | 1 | X | |
| COLUMBIA ANNEX | 1,550 | 18 | | | 120 | | | | 1 | X | |

| FDC Program Services Inventory | | Vocational Programs | | Religious Programs | | | | | Transition Programs | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | Career and Technical Education (Vocational) | Prison Dog Training | Chapel Library Program | Faith and Character Based Residential Program | Primary Worship Opportunties | Religious Diet Program | Religious Education Classes | 100 Hour Transition Skills Program | Thinking for Change | Veteran Dorm |
| Funding Source | | GRF and Perkins Grant | Corr. Foundation Doners | GRF | GRF | GRF | GRF | GRF | GRF | GRF/JAG Byrne &RSAT Grant | GRF |
| Data Provided | | Capacity | Locations | All Major Institutions | Capacity | All Institutions | All Institutions | All Institutions | # of Facilitator Positions | Locations | Capacity |
| COLUMBIA C.I. | 1,339 | 18 | | | | | | | 1 | | |
| CROSS CITY C.I. | 982 | 54 | | | | | | | 1 | | |
| CROSS CITY EAST UNIT | 424 | | | | | | | | | | |
| CROSS CITY WORK CAMP | 278 | | | | | | | | | | |
| DADE C.I. | 1,478 | | | | | | | | 1 | | |
| DAYTONA CRC | - | | | | | | | | | | |
| DESOTO ANNEX | 1,428 | 54 | | | 143 | | | | 1 | X | |
| DESOTO WORK CAMP | 276 | | | | | | | | | | |
| EVERGLADES C.I. | 1,448 | | | | 128 | | | | 1 | X | |
| EVERGLADES RE-ENTRY | 415 | | | | | | | | | | |
| FL.WOMENS RECPN.CTR | 964 | | | | | | | | 1 | | |
| FLORIDA STATE PRISON | 1,381 | | | | | | | | 1 | | |
| FORT PIERCE C.R.C. | 84 | | | | | | | | | | |
| FRANKLIN C.I. | 1,278 | 18 | | | | | | | 1 | X | |
| FRANKLIN CI WORK CMP | 423 | | | | | | | | | | |
| FSP WEST UNIT | 749 | 36 | | | | | | | | | |
| FT. MYERS WORK CAMP | 112 | | X | | | | | | | | |
| GADSDEN C.F. | 1,532 | | | | | | | | | | |
| GADSDEN RE-ENTRY CTR | 395 | | | | | | | | | | |
| GAINESVILLE W.C. | 248 | | X | | | | | | | | |
| GRACEVILLE C.F. | 1,861 | | | | | | | | | | |
| GRACEVILLE WORK CAMP | 258 | | | | | | | | | | |
| GULF C.I. | 1,535 | 18 | | | | | | | 1 | | |
| GULF C.I.- ANNEX | 1,342 | | | | 128 | | | | 1 | X | 142 |
| GULF FORESTRY CAMP | 271 | | X | | | | | | | | |
| HAMILTON ANNEX | 1,356 | 18 | | | | | | | 1 | | |
| HAMILTON C.I. | 1,122 | 54 | | | | | | | 1 | | |
| HARDEE C.I. | 1,512 | 18 | X | | | | | | 1 | | |
| HARDEE WORK CAMP | 287 | | | | | | | | | X | |
| HERNANDO C.I. | 417 | 18 | X | | 467 | | | | | | |

| FDC Program Services Inventory | | Vocational Programs | | Religious Programs | | | | | Transition Programs | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | Career and Technical Education (Vocational) | Prison Dog Training | Chapel Library Program | Faith and Character Based Residential Program | Primary Worship Opportunties | Religious Diet Program | Religious Education Classes | 100 Hour Transition Skills Program | Thinking for Change | Veteran Dorm |
| Funding Source | | GRF and Perkins Grant | Corr. Foundation Doners | GRF | GRF | GRF | GRF | GRF | GRF | GRF/JAG Byrne &RSAT Grant | GRF |
| Data Provided | | Capacity | Locations | All Major Institutions | Capacity | All Institutions | All Institutions | All Institutions | # of Facilitator Positions | Locations | Capacity |
| HOLLYWOOD C.R.C. | 149 | | | | | | | | | | |
| HOLMES C.I. | 1,134 | 36 | | | | | | | 1 | | |
| HOLMES WORK CAMP | 292 | | | | | | | | | | |
| HOMESTEAD C.I. | 666 | 36 | X | | | | | | 1 | | |
| JACKSON C.I. | 1,341 | | | | 168 | | | | 1 | X | |
| JACKSON WORK CAMP | 274 | | | | | | | | | | |
| JACKSONVILLE BRIDGE | 140 | | | | | | | | | | |
| JEFFERSON C.I. | 1,141 | | | | | | | | 1 | X | |
| KISSIMMEE C.R.C. | 150 | | | | | | | | | | |
| LAKE C.I. | 775 | 36 | | | | | | | 1 | X | |
| LAKE CITY C.F. | 889 | | | | | | | | | | |
| LANCASTER C.I. | 440 | 108 | | | 62 | | | | 1 | X | |
| PROGRAM | | | | | | | | | | | |
| LANCASTER W.C. | 209 | | | | 70 | | | | | | |
| LARGO R.P. | 73 | | | | | | | | | | |
| LAWTEY C.I. | 795 | 18 | X | | 876 | | | | | | |
| LIBERTY C.I. | 1,293 | | | | | | | | 1 | | |
| LIBERTY SOUTH UNIT | 415 | | | | | | | | | | |
| LOWELL ANNEX | 1,381 | 36 | | | 86 | | | | 1 | | |
| LOWELL C.I. | 967 | 72 | | | | | | | 1 | X | |
| LOWELL WORK CAMP | 338 | 18 | X | | | | | | | X | |
| LOXAHATCHEE R.P. | 91 | | | | | | | | | | |
| MADISON C.I. | 1,176 | 18 | | | | | | | 1 | X | |
| MADISON WORK CAMP | 282 | | | | | | | | | | |
| MARION C.I. | 1,281 | 72 | X | | 80 | | | | 1 | X | |
| MARION WORK CAMP | 277 | | X | | | | | | | | |
| MARTIN C.I. | 1,460 | | | | | | | | 1 | | 168 |
| MARTIN WORK CAMP | 257 | | | | | | | | | | |
| MAYO C.I. ANNEX | 1,297 | 18 | | | | | | | 1 | | |
| MAYO WORK CAMP | 302 | | | | | | | | | | |

| FDC Program Services Inventory | | Vocational Programs | | Religious Programs | | | | | Transition Programs | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | Career and Technical Education (Vocational) | Prison Dog Training | Chapel Library Program | Faith and Character Based Residential Program | Primary Worship Opportunies | Religious Diet Program | Religious Education Classes | 100 Hour Transition Skills Program | Thinking for Change | Veteran Dorm |
| Funding Source | | GRF and Perkins Grant | Corr. Foundation Doners | GRF | GRF | GRF | GRF | GRF | GRF | GRF/JAG Byrne &RSAT Grant | GRF |
| Data Provided | | Capacity | Locations | All Major Institutions | Capacity | All Institutions | All Institutions | All Institutions | # of Facilitator Positions | Locations | Capacity |
| MIAMI NORTH C.R.C. | 174 | | | | | | | | | | |
| MOORE HAVEN C.F. | 979 | | | | | | | | | | |
| NWFRC ANNEX. | 1,316 | | | | 56 | | | | | X | |
| NWFRC MAIN UNIT. | 1,297 | | | | | | | | | 1 | X | |
| OKALOOSA C.I. | 850 | | X | | | | | | 1 | | |
| OKALOOSA WORK CAMP | 268 | | | | | | | | | | |
| OKEECHOBEE C.I. | 1,616 | | | | 172 | | | | 1 | X | |
| OKEECHOBEE WORK CAMP | 404 | | | | | | | | | | |
| OPA LOCKA C.R.C. | 144 | | | | | | | | | | |
| ORLANDO BRIDGE | 134 | | | | | | | | | | |
| ORLANDO C.R.C. | 83 | | | | | | | | | | |
| PANAMA CITY C.R.C. | 67 | | | | | | | | | | |
| PENSACOLA C.R.C. | 80 | | | | | | | | | | |
| PINELLAS C.R.C. | 41 | | | | | | | | | | |
| POLK C.I. | 1,106 | 54 | | | 128 | | | | 1 | X | |
| POLK WORK CAMP | 289 | | X | | | | | | | | |
| PUTNAM C.I. | 448 | | | | | | | | 1 | | |
| QUINCY ANNEX | 394 | | | | | | | | | | |
| R.M.C WORK CAMP | 427 | | | | | | | | | | |
| R.M.C.- MAIN UNIT | 1,358 | | | | | | | | 1 | | |
| R.M.C.- WEST UNIT | 844 | | | | | | | | | | |
| REENTRY CTR OF OCALA | 97 | | | | | | | | | | |
| S.F.R.C SOUTH UNIT | 635 | | | | | | | | | | |
| S.F.R.C. | 1,051 | | X | | | | | | 1 | | |
| SAGO PALM RE-ENTRY | 334 | 18 | X | | | | | | | | |
| SANTA ROSA ANNEX | 1,389 | 18 | | | | | | | 1 | X | 240 |
| SANTA ROSA C.I. | 1,525 | | | | | | | | 1 | | |
| SANTA ROSA WORK CMP | 295 | | | | | | | | | | |
| SHISA HOUSE EAST | 15 | | | | | | | | | | |
| SHISA HOUSE WEST | 31 | | | | | | | | | | |

| FDC Program Services Inventory | Population Count 09/30/2015 | Vocational Programs | | Religious Programs | | | | | Transition Programs | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Career and Technical Education (Vocational) | Prison Dog Training | Chapel Library Program | Faith and Character Based Residential Program | Primary Worship Opportunties | Religious Diet Program | Religious Education Classes | 100 Hour Transition Skills Program | Thinking for Change | Veteran Dorm |
| **CURRENT LOCATION** / Funding Source | | GRF and Perkins Grant | Corr. Foundation Doners | GRF | GRF | GRF | GRF | GRF | GRF | GRF/JAG Byrne &RSAT Grant | GRF |
| Data Provided | | Capacity | Locations | All Major Institutions | Capacity | All Institutions | All Institutions | All Institutions | # of Facilitator Positions | Locations | Capacity |
| SOUTH BAY C.F. | 1,938 | | | | | | | | | | |
| ST. PETE C.R.C. | 143 | | | | | | | | | | |
| SUMTER C.I. | 1,174 | 72 | | | | | | | 1 | X | 92 |
| SUMTER ANNEX | 66 | | | | | | | | | | |
| SUMTER B.T.U. | 32 | | | | | | | | | | |
| SUMTER WORK CAMP | 289 | | | | | | | | | | |
| SUNCOAST C.R.C.(FEM) | 162 | | | | | | | | | | |
| SUWANNEE C.I | 1,199 | | | | | | | | 1 | | |
| SUWANNEE ANNEX | 1,294 | 36 | | | | | | | | | |
| SUWANNEE WORK CAMP | 332 | | | | | | | | | | |
| TALLAHASSEE C.R.C | 111 | | | | | | | | | | |
| TAYLOR ANNEX | 1,365 | 54 | | | | | | | 1 | | |
| TAYLOR C.I. | 1,239 | 18 | X | | | | | | 1 | | |
| TAYLOR WORK CAMP | 407 | | | | | | | | | | |
| TOMOKA C.I. | 1,251 | 36 | X | | 228 | | | | 1 | | |
| TOMOKA CRC-285 | 110 | | | | | | | | | | |
| TOMOKA CRC-290 | 80 | | | | | | | | | | |
| TOMOKA CRC-298 | 58 | | | | | | | | | | |
| TOMOKA WORK CAMP | 283 | | | | | | | | | | |
| TTH OF BARTOW | 78 | | | | | | | | | | |
| TTH OF DINSMORE | 142 | | | | | | | | | | |
| TTH OF KISSIMMEE | 148 | | | | | | | | | | |
| TTH OF TARPON SPRING | 83 | | | | | | | | | | |
| UNION C.I. | 1,947 | | X | | 96 | | | | 1 | | 96 |
| UNION WORK CAMP | 420 | | | | | | | | | | |
| W.PALM BEACH C.R.C. | 148 | | | | | | | | | | |
| WAKULLA ANNEX | 1,496 | 18 | | | 1,481 | | | | | | |
| WAKULLA C.I. | 1,297 | 18 | X | | 1,568 | | | | | | |
| WAKULLA WORK CAMP | 422 | | | | 431 | | | | | | |
| WALTON C.I. | 1,158 | 36 | X | | | | | | 1 | | |

| FDC Program Services Inventory | | Vocational Programs | | Religious Programs | | | | | Transition Programs | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | Career and Technical Education (Vocational) | Prison Dog Training | Chapel Library Program | Faith and Character Based Residential Program | Primary Worship Opportunties | Religious Diet Program | Religious Education Classes | 100 Hour Transition Skills Program | Thinking for Change | Veteran Dorm |
| Funding Source | | GRF and Perkins Grant | Corr. Foundation Doners | GRF | GRF | GRF | GRF | GRF | GRF | GRF/JAG Byrne &RSAT Grant | GRF |
| Data Provided | | Capacity | Locations | All Major Institutions | Capacity | All Institutions | All Institutions | All Institutions | # of Facilitator Positions | Locations | Capacity |
| WALTON WORK CAMP | 272 | | | | | | | | | | |
| ZEPHYRHILLS C.I. | 658 | | | | | | | | | | |
| TOTAL | 99,581 | 1,404 | 21 | | 6,488 | | | | 46.5 | 24 | 738 |

**FDC Program Services Inventory** — Substance Abuse Programs

| CURRENT LOCATION | Population Count 09/30/2015 | Substance Abuse Assessment and Screening (GRF / Location) | Character and Motivation Awareness Program (CAMP) (GRF/JAG Byrne Grant / Capacity) | Community Based Residential Therapeutic Community (GRF/JAG Byrne Grant / Capacity) | Substance Abuse Counselors at Dept. Operated Community Release Centers (GRF/JAG Byrne Grant / Capacity) | Integrated Co-Occuring Re-Entry and Evalation (I-CORE) Program (DOJ/BJA Grant / Capacity) | Intensive Outpatient Program (GRF/JAG Byrne Grant / Capacity) | Substance Abuses Prevention and Education (GRF/JAG Byrne Grant / Capacity) | In-Prison Residential Therapeutic Community (GRF/JAG Byrne & RSAT Grant / Capacity) | Substanse Abuse Transitional Re-Entry Centers (GRF/JAG Byrne Grant / Capacity) | Substance Abuse Treatment Beds at Re-Entry Centers (GRF / Capacity) | Youthful Offender Outpatient Substance Abuse Program (GRF/JAG Byrne Grant / Capacity) | Suwannee CI Extended Day Program for Youthful Offenders (GRF/JAG Byrne Grant / Capacity) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| APALACHEE EAST UNIT | 1,278 | | | | | | | | | | | | |
| APALACHEE WEST UNIT | 799 | | | | | | | | | | | | |
| ARCADIA ROAD PRISON | 95 | | | | | | | | | | | | |
| ATLANTIC C.R.C. | 42 | | | | 50 | | | | | | | | |
| AVON PARK C.I. | 937 | | | | | | 85 | 50 | | | | | |
| AVON PARK WORK CAMP | 493 | | | | | | | | | | | | |
| BAKER C.I. | 1,100 | | | | | | 160 | 50 | | | | | |
| BAKER RE-ENTRY CENTR | 420 | | | | | | | 432 | | | 352 | | |
| BAKER WORK CAMP | 275 | | | | | | | | | | | | |
| BAY C.F. | 973 | | | | | | | | | | | | |
| BERRYDALE FRSTRY CMP | 126 | | | | | | | | | | | | |
| BIG PINE KEY R.P. | 58 | | | | | | | | | | | | |
| BLACKWATER C.F. | 1,989 | | | | | | | | | | | | |
| BRADENTON BRIDGE | 118 | | | | | | | | | | 120 | | |
| BRIDGES OF COCOA | 80 | | | | | | | | | | | | |
| BRIDGES OF JACKSONVILLE | 136 | | | | | | | | | | | | |
| BRIDGES OF LAKE CITY | 149 | | | | | | | | | | | | |
| BRIDGES OF ORLANDO | 146 | | | | | | | | | | | | |
| BRIDGES OF POMPANO | 98 | | | | | | | | | | 172 | | |
| BRIDGES OF SANTA FE | 143 | | | | | | | | | | | | |
| BROWARD BRIDGE | 168 | | | | | | | | | | | | |
| CALHOUN C.I. | 1,288 | | | | | | | | | | | | |
| CALHOUN WORK CAMP | 273 | | | | | | | | | | | | |
| CENTURY C.I. | 1,285 | | | | | | | 50 | 136 | | | | |
| CENTURY WORK CAMP | 269 | | | | | | | | | | | | |
| CFRC-EAST | 822 | | | | | | | | | | | | |
| CFRC-MAIN | 1,125 | X | | | | | | | | | | | |
| CFRC-SOUTH | 105 | | | | | | | | | | | | |
| CHARLOTTE C.I. | 1,268 | | | | | | | | | | | | |
| COLUMBIA ANNEX | 1,550 | | | | | | | | | | 118 | | |
| COLUMBIA C.I. | 1,339 | | | | | | | | | | | | |
| CROSS CITY C.I. | 982 | | | | | | | | | | | | |
| CROSS CITY EAST UNIT | 424 | | | | | | | | | | | | |
| CROSS CITY WORK CAMP | 278 | | | | | | | | | | | | |
| DADE C.I. | 1,478 | | | | | | | | | | | | |
| DAYTONA CRC | - | | | | | | | | | | | | |
| DESOTO ANNEX | 1,428 | | | | | | | | | | | | |
| DESOTO WORK CAMP | 276 | | | | | | | | | | | | |
| EVERGLADES C.I. | 1,448 | | | | | | 110 | 50 | | | | | |
| EVERGLADES RE-ENTRY | 415 | | | | | | | 432 | | | 352 | | |
| FL.WOMENS RECPN.CTR | 964 | X | | | | | | | | | | | |

| FDC Program Services Inventory | | Substance Abuse Programs | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **CURRENT LOCATION** | Population Count 09/30/2015 | Substance Abuse Assessment and Screening | Character and Motivation Awareness Program (CAMP) | Community Based Residential Therapeutic Community | Substance Abuse Counselors at Dept. Operated Community Release Centers | Integrated Co-Occuring Re-Entry and Evalation (I-CORE) Program | Intensive Outpatient Program | Substance Abuses Prevention and Education | In-Prison Residential Therapeutic Community | Substanse Abuse Transitional Re-Entry Centers | Substance Abuse Treatment Beds at Re-Entry Centers | Youthful Offender Outpatient Substance Abuse Program | Suwannee CI Extended Day Program for Youthful Offenders |
| **Funding Source** | | GRF | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | DOJ/BJA Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne & RSAT Grant | GRF/JAG Byrne Grant | GRF | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant |
| **Data Provided** | | Location | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity |
| FLORIDA STATE PRISON | 1,381 | | | | | | | | | | | | |
| FORT PIERCE C.R.C. | 84 | | | | 50 | | | | | | | | |
| FRANKLIN C.I. | 1,278 | | | | | | | | | 85 | | | |
| FRANKLIN CI WORK CMP | 423 | | | | | | | | | | | | |
| FSP WEST UNIT | 749 | | | | | | | | | | | | |
| FT. MYERS WORK CAMP | 112 | | | | | | | | | | | | |
| GADSDEN C.F. | 1,532 | | | | | | | | | | | | |
| GADSDEN RE-ENTRY CTR | 395 | | | | | | | 432 | | | 352 | | |
| GAINESVILLE W.C. | 248 | | | | | | | | | | | | |
| GRACEVILLE C.F. | 1,861 | | | | | | | | | | | | |
| GRACEVILLE WORK CAMP | 258 | | | | | | | | | | | | |
| GULF C.I. | 1,535 | | | | | | | | | | | | |
| GULF C.I.- ANNEX | 1,342 | | | | | | 110 | 50 | | | | | |
| GULF FORESTRY CAMP | 271 | | | | | | | | | | | | |
| HAMILTON ANNEX | 1,356 | | | | | | | | | | | | |
| HAMILTON C.I. | 1,122 | | | | | | | | | | | | |
| HARDEE C.I. | 1,512 | | | | | | | | | | | | |
| HARDEE WORK CAMP | 287 | | | | | | | | | | | | |
| HERNANDO C.I. | 417 | | | | | | 60 | 50 | | | | | |
| HOLLYWOOD C.R.C. | 149 | | | | | | | | | | 156 | | |
| HOLMES C.I. | 1,134 | | | | | | | | | | | | |
| HOLMES WORK CAMP | 292 | | | | | | | | | | | | |
| HOMESTEAD C.I. | 666 | | | | | | | | | | | | |
| JACKSON C.I. | 1,341 | | | | | | | | | 68 | | | |
| JACKSON WORK CAMP | 274 | | | | | | | | | | | | |
| JACKSONVILLE BRIDGE | 140 | | | 165 | | | | | | | | | |
| JEFFERSON C.I. | 1,141 | | | | | | 68 | | 50 | 68 | | | |
| KISSIMMEE C.R.C. | 150 | | | | 50 | | | | | | 150 | | |
| LAKE C.I. | 775 | | | | | | 85 | 50 | | | | | |
| LAKE CITY C.F. | 889 | | | | | | | | | | | | |
| LANCASTER C.I. | 440 | | 50 | | | | | | 50 | | | | |
| LANCASTER C.I. CAMP PROGRAM | | | | | | | | | | | | | |
| LANCASTER W.C. | 209 | | | | | | | | | | | | |
| LARGO R.P. | 73 | | | | | | | | | | | | |
| LAWTEY C.I. | 795 | | | | | | 85 | 50 | | | | | |
| LIBERTY C.I. | 1,293 | | | | | | | | | | | | |
| LIBERTY SOUTH UNIT | 415 | | | | | | | | | | | | |
| LOWELL ANNEX | 1,381 | | | | | | | | 50 | 165 | | | |
| LOWELL C.I. | 967 | | | | | | 50 | | | | | | |
| LOWELL WORK CAMP | 338 | | | | | | | | | 30 | | | |
| LOXAHATCHEE R.P. | 91 | | | | | | | | | | | | |

| FDC Program Services Inventory | | Substance Abuse Programs | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| CURRENT LOCATION | Population Count 09/30/2015 | Substance Abuse Assessment and Screening | Character and Motivation Awareness Program (CAMP) | Community Based Residential Therapeutic Community | Substance Abuse Counselors at Dept. Operated Community Release Centers | Integrated Co-Occuring Re-Entry and Evalation (I-CORE) Program | Intensive Outpatient Program | Substance Abuses Prevention and Education | In-Prison Residential Therapeutic Community | Substanse Abuse Transitional Re-Entry Centers | Substance Abuse Treatment Beds at Re-Entry Centers | Youthful Offender Outpatient Substance Abuse Program | Suwannee CI Extended Day Program for Youthful Offenders |
| Funding Source | | GRF | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | DOJ/BJA Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne & RSAT Grant | GRF/JAG Byrne Grant | GRF | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant |
| Data Provided | | Location | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity |
| MADISON C.I. | 1,176 | | | | | | 85 | 50 | | | | | |
| MADISON WORK CAMP | 282 | | | | | | | | | | | | |
| MARION C.I. | 1,281 | | | | | | | | 266 | | | | |
| MARION WORK CAMP | 277 | | | | | | | | | | | | |
| MARTIN C.I. | 1,460 | | | | | | | | | | | | |
| MARTIN WORK CAMP | 257 | | | | | | | | | | | | |
| MAYO C.I. ANNEX | 1,297 | | | | | | 110 | 50 | | | | | |
| MAYO WORK CAMP | 302 | | | | | | | | | | | | |
| MIAMI NORTH C.R.C. | 174 | | | | 100 | | | | | | | | |
| MOORE HAVEN C.F. | 979 | | | | | | | | | | | | |
| NWFRC ANNEX. | 1,316 | | | | | | | | 136 | | | | |
| NWFRC MAIN UNIT. | 1,297 | X | | | | | 85 | 50 | | | | | |
| OKALOOSA C.I. | 850 | | | | | | | | | | | | |
| OKALOOSA WORK CAMP | 268 | | | | | | | | | | | | |
| OKEECHOBEE C.I. | 1,616 | | | | | | 110 | 50 | | | | | |
| OKEECHOBEE WORK CAMP | 404 | | | | | | | | | | | | |
| OPA LOCKA C.R.C. | 144 | | | | 50 | | | | | | | | |
| ORLANDO BRIDGE | 134 | | | | | | | | | 136 | | | |
| ORLANDO C.R.C. | 83 | | | | 50 | | | | | | | | |
| PANAMA CITY C.R.C. | 67 | | | | 50 | | | | | | | | |
| PENSACOLA C.R.C. | 80 | | | | 50 | | | | | | | | |
| PINELLAS C.R.C. | 41 | | | | 50 | | | | | | | | |
| POLK C.I. | 1,106 | | | | | | 136 | | | | | | |
| POLK WORK CAMP | 289 | | | | | | | | | | | | |
| PUTNAM C.I. | 448 | | | | | | | | | | | | |
| QUINCY ANNEX | 394 | | | | | | | | | | | | |
| R.M.C WORK CAMP | 427 | | | | | | | | | | | | |
| R.M.C.- MAIN UNIT | 1,358 | X | | | | | | 40 | | | | | |
| R.M.C.- WEST UNIT | 844 | | | | | | | | | | | | |
| REENTRY CTR OF OCALA | 97 | | | | | | | | | | | | |
| S.F.R.C SOUTH UNIT | 635 | | | | | | | | | | | | |
| S.F.R.C. | 1,051 | X | | | | | | | | | | | |
| SAGO PALM RE-ENTRY | 334 | | | | | | 110 | 50 | | | | | |
| SANTA ROSA ANNEX | 1,389 | | | | | | | | | | | | |
| SANTA ROSA C.I. | 1,525 | | | | | | | | | | | | |
| SANTA ROSA WORK CMP | 295 | | | | | | | | | | | | |
| SHISA HOUSE EAST | 15 | | | | | | | | | | 15 | | |
| SHISA HOUSE WEST | 31 | | | | | | | | | | | | |
| SOUTH BAY C.F. | 1,938 | | | | | | | | | | | | |
| ST. PETE C.R.C. | 143 | | | | 50 | | | | | | | | |
| SUMTER C.I. | 1,174 | | | | | | | 60 | | | | 24 | |

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# FDC Program Services Inventory

## Substance Abuse Programs

| CURRENT LOCATION | Population Count 09/30/2015 | Substance Abuse Assessment and Screening | Character and Motivation Awareness Program (CAMP) | Community Based Residential Therapeutic Community | Substance Abuse Counselors at Dept. Operated Community Release Centers | Integrated Co-Occuring Re-Entry and Evalation (I-CORE) Program | Intensive Outpatient Program | Substance Abuses Prevention and Education | In-Prison Residential Therapeutic Community | Substanse Abuse Transitional Re-Entry Centers | Substance Abuse Treatment Beds at Re-Entry Centers | Youthful Offender Outpatient Substance Abuse Program | Suwannee CI Extended Day Program for Youthful Offenders |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Funding Source** | | GRF | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | DOJ/BJA Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant | GRF/JAG Byrne & RSAT Grant | GRF/JAG Byrne Grant | GRF | GRF/JAG Byrne Grant | GRF/JAG Byrne Grant |
| **Data Provided** | | Location | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity |
| SUMTER ANNEX | 66 | | | | | | | | | | | | |
| SUMTER B.T.U. | 32 | | | | | | | | | | | | |
| SUMTER WORK CAMP | 289 | | | | | | | | | | | | |
| SUNCOAST C.R.C.(FEM) | 162 | | | | | | | | | | | | |
| SUWANNEE C.I | 1,199 | | | | | | | 60 | | | | | 60 |
| SUWANNEE ANNEX | 1,294 | | | | | | | | | | | | |
| SUWANNEE WORK CAMP | 332 | | | | | | | | | | | | |
| TALLAHASSEE C.R.C | 111 | | | | 50 | | | | | | | | |
| TAYLOR ANNEX | 1,365 | | | | | | | | | | | | |
| TAYLOR C.I. | 1,239 | | | | | | 85 | 50 | | | | | |
| TAYLOR WORK CAMP | 407 | | | | | | | | | | | | |
| TOMOKA C.I. | 1,251 | | | | | | | | | | | | |
| TOMOKA CRC-285 | 110 | | | 113 | | | | | | | | | |
| TOMOKA CRC-290 | 80 | | | | | | | | | | | | |
| TOMOKA CRC-298 | 58 | | | 60 | | | | | | | | | |
| TOMOKA WORK CAMP | 283 | | | | | | | | | | | | |
| TTH OF BARTOW | 78 | | | | | | | | | | | | |
| TTH OF DINSMORE | 142 | | | | | | | | | | | | |
| TTH OF KISSIMMEE | 148 | | | | | | | | | | | | |
| TTH OF TARPON SPRING | 83 | | | | | | | | | | | | |
| UNION C.I. | 1,947 | | | | | | | | | | | | |
| UNION WORK CAMP | 420 | | | | | | | | | | | | |
| W.PALM BEACH C.R.C. | 148 | | | | 50 | | | | | | | | |
| WAKULLA ANNEX | 1,496 | | | | | | | | | | | | |
| WAKULLA C.I. | 1,297 | | | | | | | | | | | | |
| WAKULLA WORK CAMP | 422 | | | | | | | | | | | | |
| WALTON C.I. | 1,158 | | | | | | | | | | | | |
| WALTON WORK CAMP | 272 | | | | | | | | | | | | |
| ZEPHYRHILLS C.I. | 658 | | | | | | | | | | | | |
| **TOTAL** | 99,581 | 5 | 50 | 338 | 650 | 68 | 1,466 | 2,306 | 954 | 867 | 1,056 | 24 | 60 |

| FDC Program Services Inventory | | Classification Programs | | | | | Re-Entry Centers/Facilities | |
|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | Basic Training Program | Extended Day Program | Community Release Centers | LIFERS Program | Corrections Transition Program (FIU) | Contracted Re-Entry Centers | Contracted Reentry Facilities |
| Funding Source | | GRF | GRF | GRF | Outside Sources | FIU and Volunteers | GRF | GRF/JAG Byrne Grant |
| Data Provided | | Capacity | Locations | Capacity | Capacity | Capacity | Capacity | Locations |
| APALACHEE EAST UNIT | 1,278 | | | | | | | |
| APALACHEE WEST UNIT | 799 | | | | | | | |
| ARCADIA ROAD PRISON | 95 | | | | | | | |
| ATLANTIC C.R.C. | 42 | | | 45 | | | | |
| AVON PARK C.I. | 937 | | | | | | | |
| AVON PARK WORK CAMP | 493 | | | | | | | |
| BAKER C.I. | 1,100 | | | | | | | 1,165 |
| BAKER RE-ENTRY CENTR | 420 | | | | | | 432 | |
| BAKER WORK CAMP | 275 | | | | | | | |
| BAY C.F. | 973 | | | | | | | |
| BERRYDALE FRSTRY CMP | 126 | | | | | | | |
| BIG PINE KEY R.P. | 58 | | | | | | | |
| BLACKWATER C.F. | 1,989 | | | | | | | |
| BRADENTON BRIDGE | 118 | | | 120 | | | | |
| BRIDGES OF COCOA | 80 | | | 84 | | | | |
| BRIDGES OF JACKSONVILLE | 136 | | | 140 | | | | |
| BRIDGES OF LAKE CITY | 149 | | | 156 | | | | |
| BRIDGES OF ORLANDO | 146 | | | 152 | | | | |
| BRIDGES OF POMPANO | 98 | | | 100 | | | | |
| BRIDGES OF SANTA FE | 143 | | | 156 | | | | |
| BROWARD BRIDGE | 168 | | | 172 | | | | |
| CALHOUN C.I. | 1,288 | | | | | | | |
| CALHOUN WORK CAMP | 273 | | | | | | | |
| CENTURY C.I. | 1,285 | | | | | | | |
| CENTURY WORK CAMP | 269 | | | | | | | |
| CFRC-EAST | 822 | | | | | | | |
| CFRC-MAIN | 1,125 | | | | | | | |
| CFRC-SOUTH | 105 | | | | | | | |
| CHARLOTTE C.I. | 1,268 | | | | | | | |

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| Funding Source | | GRF | GRF | GRF | Outside Sources | FIU and Volunteers | GRF | GRF/JAG Byrne Grant |
| Data Provided | | Capacity | Locations | Capacity | Capacity | Capacity | Capacity | Locations |
| COLUMBIA ANNEX | 1,550 | | | | | | | |
| COLUMBIA C.I. | 1,339 | | | | | | | |
| CROSS CITY C.I. | 982 | | | | | | | |
| CROSS CITY EAST UNIT | 424 | | | | | | | |
| CROSS CITY WORK CAMP | 278 | | | | | | | |
| DADE C.I. | 1,478 | | | | | | | |
| DAYTONA CRC | - | | | | | | | |
| DESOTO ANNEX | 1,428 | | | | | | | |
| DESOTO WORK CAMP | 276 | | | | | | | |
| EVERGLADES C.I. | 1,448 | | | | | 40 | | |
| EVERGLADES RE-ENTRY | 415 | | | | | | 432 | |
| FL.WOMENS RECPN.CTR | 964 | | | | | | | |
| FLORIDA STATE PRISON | 1,381 | | | | | | | |
| FORT PIERCE C.R.C. | 84 | | | 84 | | | | |
| FRANKLIN C.I. | 1,278 | | | | | | | |
| FRANKLIN CI WORK CMP | 423 | | | | | | | |
| FSP WEST UNIT | 749 | | | | | | | |
| FT. MYERS WORK CAMP | 112 | | | | | | | |
| GADSDEN C.F. | 1,532 | | | | | | | |
| GADSDEN RE-ENTRY CTR | 395 | | | | | | 432 | |
| GAINESVILLE W.C. | 248 | | | | | | | |
| GRACEVILLE C.F. | 1,861 | | | | | | | |
| GRACEVILLE WORK CAMP | 258 | | | | | | | |
| GULF C.I. | 1,535 | | | | | | | |
| GULF C.I.- ANNEX | 1,342 | | | | | | | |
| GULF FORESTRY CAMP | 271 | | | | | | | |
| HAMILTON ANNEX | 1,356 | | | | | | | |
| HAMILTON C.I. | 1,122 | | | | | | | |
| HARDEE C.I. | 1,512 | | | | | | | |

| FDC Program Services Inventory | | Classification Programs | | | | | Re-Entry Centers/Facilities | |
|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | Basic Training Program | Extended Day Program | Community Release Centers | LIFERS Program | Corrections Transition Program (FIU) | Contracted Re-Entry Centers | Contracted Reentry Facilities |
| Funding Source | | GRF | GRF | GRF | Outside Sources | FIU and Volunteers | GRF | GRF/JAG Byrne Grant |
| Data Provided | | Capacity | Locations | Capacity | Capacity | Capacity | Capacity | Locations |
| HARDEE WORK CAMP | 287 | | | | | | | |
| HERNANDO C.I. | 417 | | | | | | | |
| HOLLYWOOD C.R.C. | 149 | | | 156 | | | | |
| HOLMES C.I. | 1,134 | | | | | | | |
| HOLMES WORK CAMP | 292 | | | | | | | |
| HOMESTEAD C.I. | 666 | | | | | | | |
| JACKSON C.I. | 1,341 | | | | | | | |
| JACKSON WORK CAMP | 274 | | | | | | | |
| JACKSONVILLE BRIDGE | 140 | | | 165 | | | | |
| JEFFERSON C.I. | 1,141 | | | | | | | |
| KISSIMMEE C.R.C. | 150 | | | 156 | | | | |
| LAKE C.I. | 775 | | | | | | | |
| LAKE CITY C.F. | 889 | | X | | | | | |
| LANCASTER C.I. | 440 | | X | | | | | |
| LANCASTER C.I. CAMP PROGRAM | | | | | | | | |
| LANCASTER W.C. | 209 | | X | | | | | |
| LARGO R.P. | 73 | | | | | | | |
| LAWTEY C.I. | 795 | | | | | | | |
| LIBERTY C.I. | 1,293 | | | | | | | |
| LIBERTY SOUTH UNIT | 415 | | | | | | | |
| LOWELL ANNEX | 1,381 | | | | | | | |
| LOWELL C.I. | 967 | | X | | | | | |
| LOWELL WORK CAMP | 338 | 394 | X | | | | | |
| LOXAHATCHEE R.P. | 91 | | | | | | | |
| MADISON C.I. | 1,176 | | | | | | | |
| MADISON WORK CAMP | 282 | | | | | | | |
| MARION C.I. | 1,281 | | | | | | | |
| MARION WORK CAMP | 277 | | | | | | | |
| MARTIN C.I. | 1,460 | | | | | | | |

| FDC Program Services Inventory | | Classification Programs | | | | | Re-Entry Centers/Facilities | |
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| Funding Source | | GRF | GRF | GRF | Outside Sources | FIU and Volunteers | GRF | GRF/JAG Byrne Grant |
| Data Provided | | Capacity | Locations | Capacity | Capacity | Capacity | Capacity | Locations |
| MARTIN WORK CAMP | 257 | | | | | | | |
| MAYO C.I. ANNEX | 1,297 | | | | | | | |
| MAYO WORK CAMP | 302 | | | | | | | |
| MIAMI NORTH C.R.C. | 174 | | | 186 | | | | |
| MOORE HAVEN C.F. | 979 | | | | | | | |
| NWFRC ANNEX. | 1,316 | | | | | | | |
| NWFRC MAIN UNIT. | 1,297 | | | | | | | |
| OKALOOSA C.I. | 850 | | | | | | | |
| OKALOOSA WORK CAMP | 268 | | | | | | | |
| OKEECHOBEE C.I. | 1,616 | | | | | | | |
| OKEECHOBEE WORK CAMP | 404 | | | | | | | |
| OPA LOCKA C.R.C. | 144 | | | 150 | | | | |
| ORLANDO BRIDGE | 134 | | | 136 | | | | |
| ORLANDO C.R.C. | 83 | | | 84 | | | | |
| PANAMA CITY C.R.C. | 67 | | | 71 | | | | |
| PENSACOLA C.R.C. | 80 | | | 84 | | | | |
| PINELLAS C.R.C. | 41 | | | 45 | | | | |
| POLK C.I. | 1,106 | | | | | | | 1,208 |
| POLK WORK CAMP | 289 | | | | | | | |
| PUTNAM C.I. | 448 | | | | | | | |
| QUINCY ANNEX | 394 | | | | | | | |
| R.M.C WORK CAMP | 427 | | | | | | | |
| R.M.C.- MAIN UNIT | 1,358 | | | | | | | |
| R.M.C.- WEST UNIT | 844 | | | | | | | |
| REENTRY CTR OF OCALA | 97 | | | 100 | | | | |
| S.F.R.C SOUTH UNIT | 635 | | | | | | | |
| S.F.R.C. | 1,051 | | | | | | | |
| SAGO PALM RE-ENTRY | 334 | | | | | | | 384 |
| SANTA ROSA ANNEX | 1,389 | | | | | | | |

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|---|---|---|---|---|---|---|---|---|
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| Funding Source | | GRF | GRF | GRF | Outside Sources | FIU and Volunteers | GRF | GRF/JAG Byrne Grant |
| Data Provided | | Capacity | Locations | Capacity | Capacity | Capacity | Capacity | Locations |
| SANTA ROSA C.I. | 1,525 | | | | | | | |
| SANTA ROSA WORK CMP | 295 | | | | | | | |
| SHISA HOUSE EAST | 15 | | | 32 | | | | |
| SHISA HOUSE WEST | 31 | | | 15 | | | | |
| SOUTH BAY C.F. | 1,938 | | | | | | | |
| ST. PETE C.R.C. | 143 | | | 150 | | | | |
| SUMTER  C.I. | 1,174 | | X | | 92 | | | |
| SUMTER ANNEX | 66 | | X | | | | | |
| SUMTER B.T.U. | 32 | 112 | | | | | | |
| SUMTER WORK CAMP | 289 | | | | | | | |
| SUNCOAST C.R.C.(FEM) | 162 | | | 165 | | | | |
| SUWANNEE C.I | 1,199 | | X | | | | | |
| SUWANNEE ANNEX | 1,294 | | | | | | | |
| SUWANNEE WORK CAMP | 332 | | | | | | | |
| TALLAHASSEE C.R.C | 111 | | | 121 | | | | |
| TAYLOR ANNEX | 1,365 | | | | | | | |
| TAYLOR C.I. | 1,239 | | | | | | | |
| TAYLOR WORK CAMP | 407 | | | | | | | |
| TOMOKA C.I. | 1,251 | | | | | | | |
| TOMOKA CRC-285 | 110 | | | 113 | | | | |
| TOMOKA CRC-290 | 80 | | | 84 | | | | |
| TOMOKA CRC-298 | 58 | | | 60 | | | | |
| TOMOKA WORK CAMP | 283 | | | | | | | |
| TTH OF BARTOW | 78 | | | 79 | | | | |
| TTH OF DINSMORE | 142 | | | 150 | | | | |
| TTH OF KISSIMMEE | 148 | | | 150 | | | | |
| TTH OF TARPON SPRING | 83 | | | 84 | | | | |
| UNION C.I. | 1,947 | | | | | | | |
| UNION WORK CAMP | 420 | | | | | | | |

| FDC Program Services Inventory | | Classification Programs | | | | | Re-Entry Centers/Facilities | |
|---|---|---|---|---|---|---|---|---|
| CURRENT LOCATION | Population Count 09/30/2015 | Basic Training Program | Extended Day Program | Community Release Centers | LIFERS Program | Corrections Transition Program (FIU) | Contracted Re-Entry Centers | Contracted Reentry Facilities |
| Funding Source | | GRF | GRF | GRF | Outside Sources | FIU and Volunteers | GRF | GRF/JAG Byrne Grant |
| Data Provided | | Capacity | Locations | Capacity | Capacity | Capacity | Capacity | Locations |
| W.PALM BEACH C.R.C. | 148 | | | 150 | | | | |
| WAKULLA ANNEX | 1,496 | | | | | | | |
| WAKULLA C.I. | 1,297 | | | | | | | |
| WAKULLA WORK CAMP | 422 | | | | | | | |
| WALTON C.I. | 1,158 | | | | | | | |
| WALTON WORK CAMP | 272 | | | | | | | |
| ZEPHYRHILLS C.I. | 658 | | | | | | | |
| TOTAL | 99,581 | 506 | 8 | 3,895 | 92 | 40 | 1,296 | 2,757 |