



Department of Corrections

Agency Goal

Goal #2: Continue reducing recidivism to keep Florida communities safe.

Executive Summary:

Reducing recidivism leads to less crime, fewer victims, and safer communities. Providing pro-social tools enables inmates and offenders to rehabilitate and adapt to a productive and contributive life in the community. FDC is committed to providing inmates and offenders cost-effective evidence-driven programs, treatment, and services necessary for successful re-entry into society.

Details:

1. FDC will enhance the effectiveness of current programs by implementing a needs assessment instrument that will target programming based upon individual need. Targeted programming lowers costs of incarceration through decreased disciplinary infractions and lowers the number of those returning to prison.

Action Steps:

- FDC will complete the development and implementation of Spectrum, the Department's needs assessment tool.
 - August, 2016:** FDC will complete the Spectrum pilot phase at the Central Florida Reception Center and the Florida Women's Reception Center.
 - September, 2016:** FDC will implement Spectrum review and assessment at permanent facilities for current Spectrum participants.
 - June, 2017:** FDC will begin incremental implementation of the Spectrum assessment process to the remaining reception centers.
 - July, 2018:** FDC will complete Spectrum assessments for inmates currently in the system.
 - Ongoing:** FDC will review and monitor metrics on the utilization of the Spectrum assessment process.

- FDC will participate in the Pew-MacArthur Results First Initiative, which will leverage the best available research and programs across Florida's agencies. Implementing these results will allow the state to cost-effectively invest in evidence-driven tools that exact the best outcomes at the best price.
 - October, 2016:** FDC will complete Phase III, which includes matching the current FDC program inventory to the Results First Clearinghouse Database.
 - January, 2017:** FDC will complete development of a re-conviction database to include arrest records.

- **June, 2017:** FDC will gather information to analyze programs using the Results First benefit-cost model.
 - **December, 2017:** FDC will utilize information learned from this process to inform evidence-driven practices statewide.
2. FDC will increase participation seats in workforce programs. FDC currently has funding for approximately 1,300 program seats, but has a need for 65,000. Evidence shows that inmates who receive workforce training and certifications prior to release are significantly less likely to commit future crimes.

Action Steps:

- FDC will seek resources from the Legislature to increase staff, and obtain technology and equipment that will allow FDC to expand its workforce training programming. This will allow more inmates to receive industry certifications prior to release.
 - **Ongoing:** FDC will complete research on best practices of how other states utilize technology and equipment in their workforce training programs.
 - **October, 2016:** FDC will include in its Legislative Budget Request \$3 million (NR) for contracted career and workforce education services, which will provide 1,350 additional workforce program certificates.
 - **May 2017:** FDC will lobby the Legislature for \$3 million (NR) for contracted career and workforce education services, which will provide 1,350 additional workforce program certificates.
 - **July 2017:** FDC will create an implementation plan and develop request for proposal for products and services.
3. Addiction and mental health disorders resulting from substance abuse negatively impact an inmate's and an offender's ability to successfully complete programs, which increases the likelihood of their return to prison.

Action Steps:

- **Ongoing:** FDC will assess the inmate population's needs for substance abuse and/or mental health services.
 - **Ongoing:** FDC will release a procurement for in-prison (behind the fence) substance abuse treatment programs. These programs will offer varying levels of service and inmates will be assigned services based on the identified level of need. This change will maximize the use of current funds and allow the Department to increase the number of inmates receiving substance abuse treatment services.
4. FDC will standardize academic curriculum to provide continuity of education programming at each institution. FDC currently offers curricula that vary institution by institution, which reduces successful completion of courses. Evidence proves that incomplete programming has no lasting effect on reducing recidivism.

Action Steps:

- October, 2016:** FDC will establish subject area and educational functioning level curricula development teams.
 - March, 2017:** FDC will review the Department of Education (DOE) curricula frameworks and evaluate current materials to ensure DOE standards are met.
 - June, 2017:** FDC will identify evidence-based curricula that may be used to meet academic needs.
 - September, 2017:** FDC will purchase an evidence-based curriculum for statewide implementation.
 - October, 2017:** FDC will train academic staff on new curriculum use.
 - January, 2018:** FDC will implement new curriculum statewide.
5. FDC will seek resources from the Legislature to reduce homelessness among high risk offenders by providing post-release transitional housing. This will reduce recidivism, as the period just following release is when offenders are most likely to commit a crime due to lack of employment or housing.

Action Steps:

- January 2017:** Begin gathering data from Low-Income Housing providers and the Florida Housing Finance Corp.
 - September, 2017:** FDC will assess its high risk offender population needs forecasted for release by geography.
 - September, 2017:** FDC will include in its Legislative Budget Request funding to reduce homelessness of high risk offenders.
 - January, 2018:** FDC will lobby the Legislature for funding to reduce homelessness of high risk offenders.
 - July, 2018:** FDC will create an implementation plan and develop requests for proposal for service delivery.
6. FDC will expand inmate work-release participation to enable as many inmates as possible to develop workforce skills in the community prior to release.

Action Steps:

- Ongoing:** FDC is using economic and inmate release data to identify areas of the state where there is a need for work release centers.
 - Ongoing:** FDC has begun maximizing current substance abuse treatment and work release funding that will enable more inmates to successfully complete substance abuse treatment, obtain workforce certifications, and obtain paid employment in the community.
7. FDC will implement a classification unit management pilot to improve delivery of correctional services by locating a classification officer in the inmate dormitory. This hands on approach will enhance case management, reduce grievances and behavior problems, increase communication, and support the continuum of care.

Action Steps:

- June, 2017:** FDC will conclude the pilot.

- August, 2017:** FDC will report the findings of the pilot to the Governor's Office and the Legislature.
8. FDC will reduce the use of restrictive housing (RH) through intensive programming, which will assist inmates with transitioning back to the general population and the community. Confinement, or restrictive housing, has negative impacts on the health and wellness of an inmate, which contributes to behavioral issues and disciplinary infractions. This inhibits an inmate from receiving access to programs that prepare them for release to the community.

Action Steps:

- December, 2016:** FDC will complete research of national trends and analyze FDC's current processes.
 - August 2017:** FDC will determine the most efficient RH policies and procedures for Florida's unique institutional environment.
 - September, 2017:** FDC will revise processes, procedures, and rules to ensure that Florida's RH needs are best met.
 - September, 2017:** FDC will request funding and FTE in its Legislative Budget Request to appropriately staff six facilities to national standards and reduce the use of restrictive housing.
 - March, 2018:** FDC will lobby the Legislature for funding and FTE to appropriately staff six facilities to national standards and reduce the use of restrictive housing.
 - July, 2018:** FDC will complete development of alternative confinement techniques as a solution to restrictive housing.
 - July, 2018:** FDC will complete intensive programming pilots that test new curriculum for restrictive housing, and then develop an implementation plan.
 - July, 2018:** FDC will initiate staffing and the implementation plan.
 - March, 2019:** FDC will complete implementation of its RH plan.
9. FDC will increase the use of community corrections supervision as an alternative to incarceration so that offenders can complete programming in the community and stay connected to support resources such as employment and family.

Action Steps:

- September, 2017:** FDC will request funding and FTE in its Legislative Budget Request to establish an appropriate caseload ratio for correctional probation officers.
- January, 2018:** FDC will lobby the Legislature for funding and FTE to establish an appropriate caseload ratio for correctional probation officers.
- July, 2018:** FDC will initiate hiring, establish an appropriate baseline for employment hiring rates statewide, and forecast success rates in each circuit.
- December, 2018:** FDC will complete implementation of staff hiring.
- Ongoing:** FDC will increase the employment rate of offenders by enhancing partnerships with the Department of Economic Opportunity and private sector workforce specialists, leveraging their expertise to enhance employment outcomes for inmates and offenders.