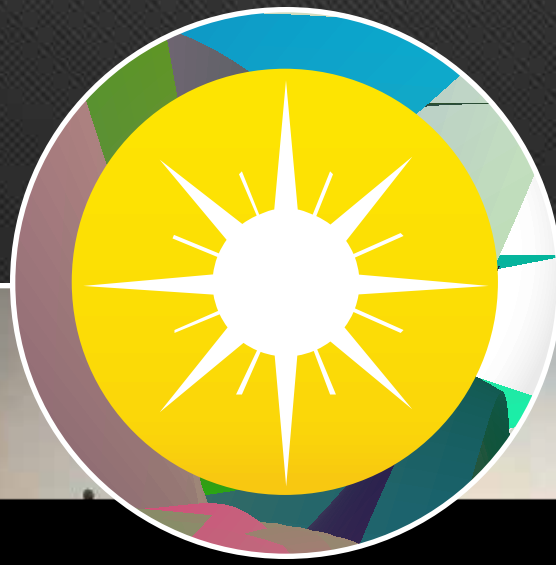


FLORIDA DEPARTMENT OF CORRECTIONS

2013-2016

STRATEGIC PLAN



Changing Lives To Ensure a Safer Florida

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2013-2016 STRATEGIC PLAN

INTRODUCTION

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

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

VISION

Changing lives to ensure a safer Florida.

MISSION

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

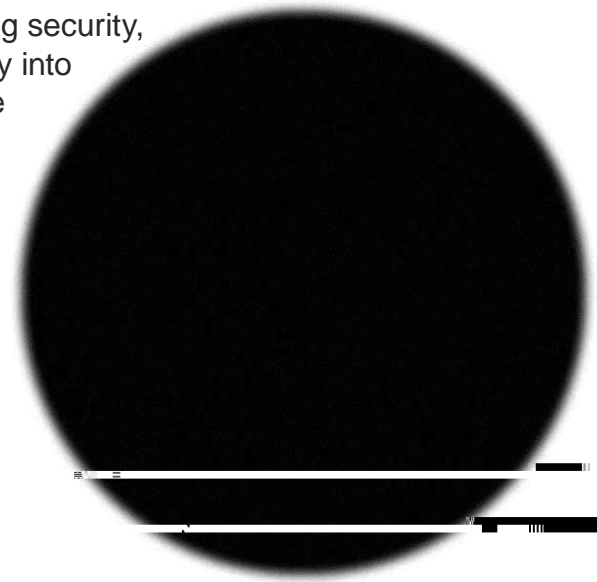
VALUES

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

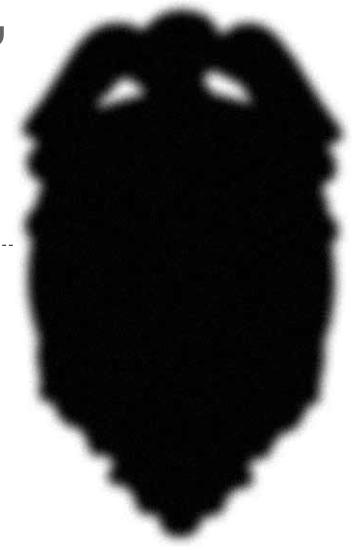
- ‡ Trust
- ‡ Respect
- ‡ Accountability
- ‡ Integrity
- ‡ Leadership

GOALS

GOAL 1



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



Strategy 1.1: Provide for public and staff safety.

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

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

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

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

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

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

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

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

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

Assigned Responsibility: Deputy Assistant Secretary of Institutions

Timeframe for Action: **Priority 1**

Strategy 1.2: Provide a safe and humane environment for i

Objective 1T2.1 Implement and comply with the national audit standa
Elimination Act.

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

Objective 1T2.2 Comply with standards of the Americans with Disabil

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

Objective 1T2.3 Comply with American Correctional Association stand
accreditation.

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

Objective 1T2.4 Comply with internal audit standards as prescribed by

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

Objective 1T2.5 Comply with staff utilization requirements as prescrip
procedures.

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

Strategy 1.3: Ensure all inmates receive quality and cost-e and mental health care and treatment.

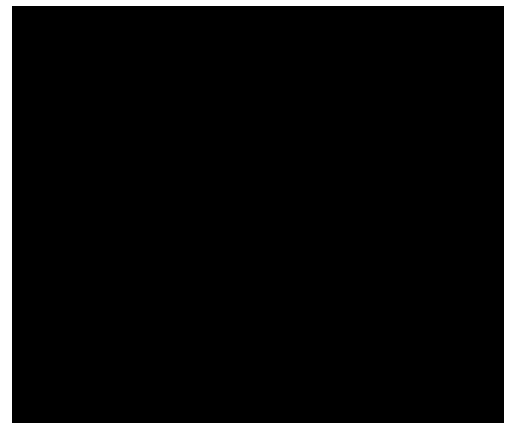
Objective 1T3.1 Ensure compliance with Correctional Medical Authorit

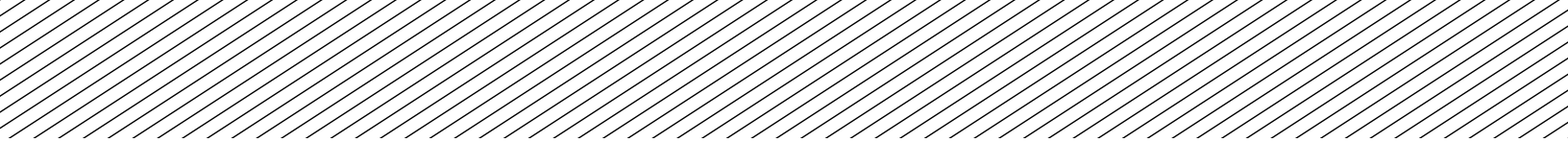
Assigned Responsibility: Assistant Secretary of Health Se
Timeframe for Action 1: Priority

Objective 1T3.2 Ensure comprehensive healthcare contract monitoring

Assigned Responsibility: Assistant Secretary of Health Se
Timeframe for Action 1: Priority

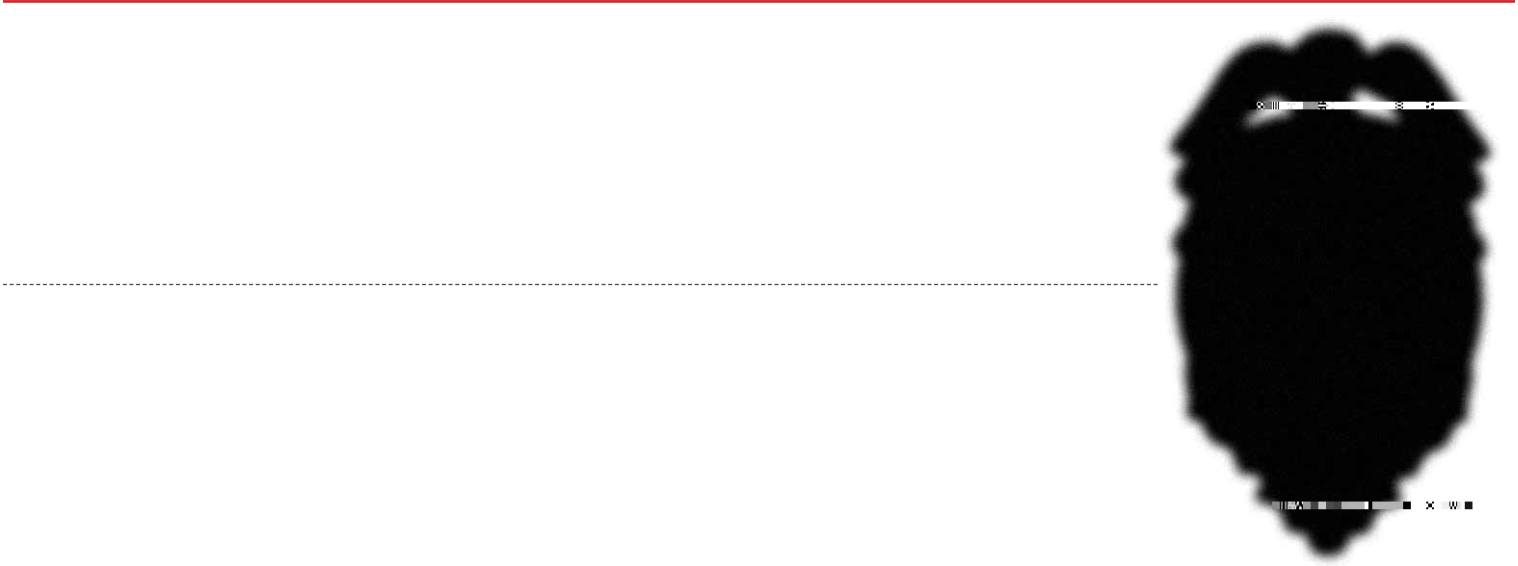
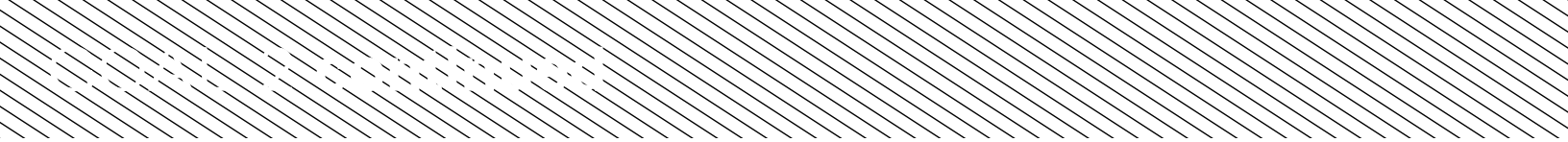
Objective 1.3.3:

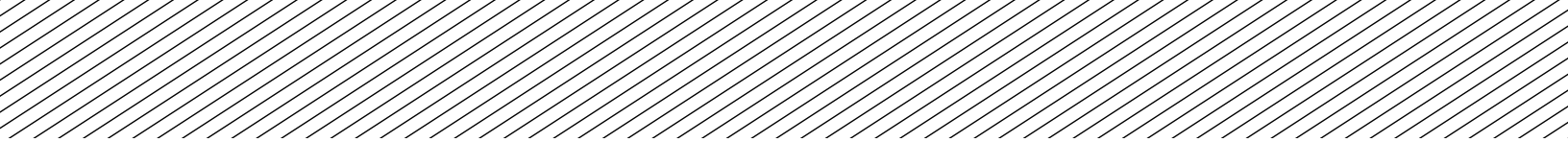


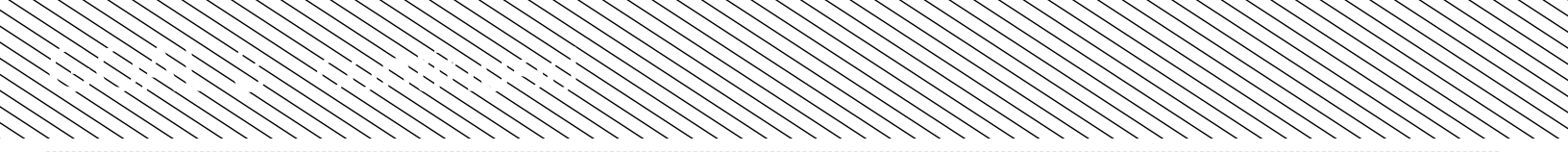


Assigned Responsibility: Assistant Secretary of Institutions









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

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

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

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

Assigned Responsibility: Assistant Secretary of Community Corrections

Timeframe for Action: **Priority 1**

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

Assigned Responsibility: Assistant Secretary of Community Corrections

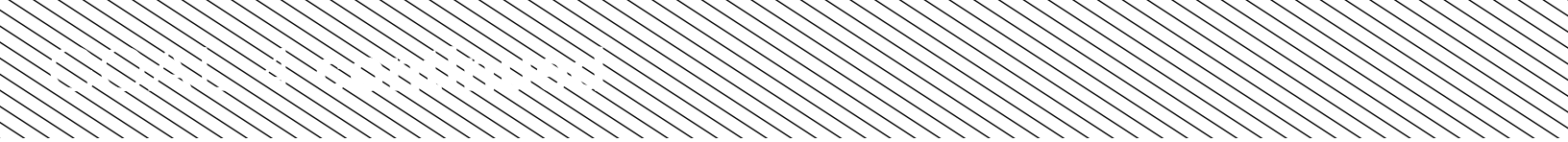
Timeframe for Action: **Priority 1**

Goal 4: Optimize organizational performance.

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

Objective 4.1.1: To provide training on applicable statutes, policies, and procedures to procurement and program staff.
Assigned Responsibility: Director of Procurement and Contract Management
Timeframe for Action: **Priority 1**

Objective 4.1.2: To ensure the development of clear, concise sc ontract Manags/Span<</ActualText<FEFF0



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

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action:

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

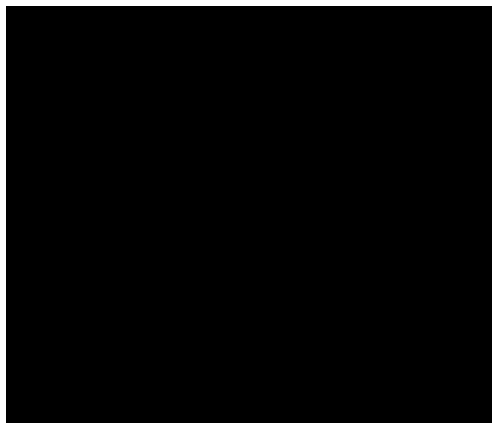
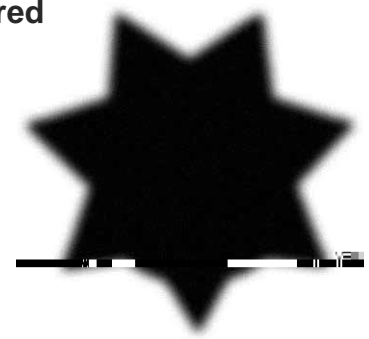
- Objective 4.7.1: To reinforce partnerships with Florida's colleges and universities for the provision of research in the area of corrections.
Assigned Responsibility: Chief of Staff
Timeframe for Action: **Priority 1**

 - Objective 4.7.2: To continue to host our Community Partnership meetings to strengthen ties to local stakeholders and community organizations.
Assigned Responsibility: Director of Legislative Affairs
Timeframe for Action: **Priority 1**

 - Objective 4.7.3: To continue to encourage the development of local criminal justice partnerships.
Assigned Responsibility: Regional Directors (Institutions and Community Corrections)
Timeframe for Action: **Priority 1**

 - Objective 4.7.4: To ensure partnerships with irn2
-
-

Objective 5.1.2: To maximize attendance at training and conferences offered through the Florida Criminal Justice Executive Institute,



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

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

Assigned Responsibility: Deputy Secretary

Timeframe for Action: **Priority 1**

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

Assigned Responsibility: Deputy Secretary

Timeframe for Action: **Priority 3**

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

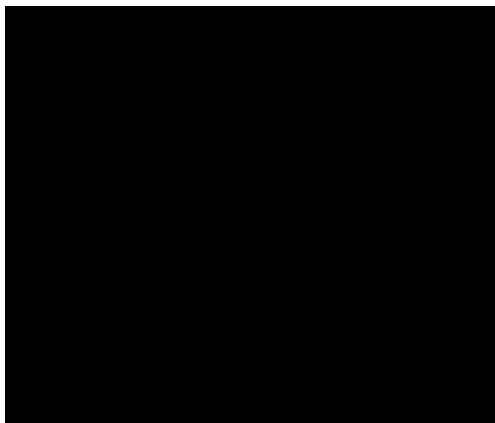
Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 2**


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

Assigned Responsibility: Deputy Assistant Secretary of Planning and Program Analysis

Timeframe for Action: **Priority 2**




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Inmates working at Prison Rehabilitative Industries and

