



Agency Strategic Plan 2010-2015

Strategic Imperatives & Goals

Florida Department of Corrections

Walter A. McNeil, Secretary



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Secretary's Message

Any sound strategic plan must be dynamic, focusing all organizational activities toward accomplishing its mission. For the Florida Department of Corrections, the Strategic Plan focuses the organization's activities on accomplishing its priorities and provides direction to ensure continual progress over the years.

Properly focused, the strategic plan supports an organizational culture that adheres to fundamental values and principles that guide the agency's operations as well as the efficient and effective use of all available resources. In a climate of environmental and organizational change, the strategic plan serves as the compass that aligns the department's many interacting elements. It sets the direction and standards for recruitment and promotion systems, leadership development, educational advancement and professional training for all employees. It provides the central framework for the agency's official policies, documents and operations.

Finally, the strategic plan serves as a blueprint for cultivating a servant-leadership culture committed to the professional and personal growth and development of every employee serving the agency while also providing services and programs to ensure the successful reentry of offenders to our Florida communities and their families. The plan supports a professional culture and mindset among corrections staff and leads to developing and sustaining mutually beneficial partnerships with government agencies, public and private institutions and service providers to meet our public safety mission.

Our Strategic Plan is a dynamic and integral tool for achieving our vision to make Florida's Department of Corrections a world model of effective and innovative correctional practices. We are prepared to play a leading role in meeting the challenges facing Florida. Each person in our agency envisions a leadership role in public safety committed to professionalism, innovative correctional strategies and evidence-based correctional practices.

As members of the Florida Department of Corrections,

We Never Walk Alone.

Walter A McNeil



Secretary



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Introduction

The Florida Department of Corrections currently incarcerates over 101,000 inmates and supervises over 155,000 offenders under supervision. As the largest state agency in Florida, the Department's 27,000 employees serve a critical need in society. Florida's citizens depend upon the skills, integrity, loyalty and commitment of corrections professionals. The public expects the Department to protect public safety in compliance with federal and state law.

The Department of Corrections is committed to protecting the public, staff and those in its care, custody and control by fostering an organizational environment that promotes a servant-leadership culture. The organizational culture ensures public safety through professionalism, the growth of individuals, ethical standards, accountability, building community and individual and collective integrity. To that end, the purpose of the Florida Department of Corrections' strategic plan is to chart the course for the Department over the next five-year period. The strategic plan focuses on addressing mission-critical imperatives through evidenced-based practices, systems and continual assessment.

As a future-oriented framework, the strategic plan presents seven strategic imperatives. The imperatives are overarching critical strategies necessary for the Department to meet its mission, comply with statutory requirements and maintain public trust. They establish the guideposts that will help focus agency priorities, decision-making, programs, practices and infrastructures.

Imperative I:	Ensure the Safety of the Public
Imperative II:	Ensure the Safety of Department Personnel
Imperative III:	Provide for the Appropriate Care and Supervision of Inmates Under the Department's Jurisdiction
Imperative IV:	Provide for the Appropriate Supervision of All Offenders in the Community
Imperative V:	Ensure Inmates and Offenders are Prepared for Successful Reentry into Communities Statewide
Imperative VI:	Cultivate a Servant-Leadership Organizational Culture that Sustains Professionalism and Succession at All Levels of the Agency
Imperative VII:	Optimize Organizational Performance

Our Vision

Our vision is to make Florida's Department of Corrections a world model of effective and innovative correctional practices.

Our Mission

To protect public safety, to ensure the safety of Department personnel, and to provide proper care and supervision of all offenders under our jurisdiction while assisting, as appropriate, their reentry into society.

Our Code of Conduct

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

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

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

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

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

Our Guiding Principles

Our guiding principles are the fundamental truths upon which all our actions as employees of the Department of Corrections are based. They represent the basic and essential elements that produce positive outcomes. The department will achieve excellence by promoting and implementing a servant-leadership organizational culture committed to the following core principles:

- ***We abide by all of the laws of the United States and the State of Florida, and our conduct will be professional and always place the public's interest above our own.***
- ***We perform all assigned duties in a professional manner without compromising the public trust and confidence in the department.***
- ***We are all role models!***
- ***We are all committed to successful inmate re-entry into our communities.***
- ***We treat all people with respect and honor their humanity.***
- ***We expect 100% accuracy and proficiency and strive for excellence in our work performance.***
- ***We expect continual process improvements and staff development as a means of maintaining our focus on increasing public safety.***
- ***We report all violations of rules, policies, procedures and the law.***
- ***We recognize the value of all employees and reward excellence.***
- ***We recognize and respect the cultural similarities and differences of those we work with and those whom we serve.***

Florida Department of Corrections

Agency Strategic Plan 2010-2015

Strategic Imperatives



Imperative I:

Ensure Public Safety

Ensuring public safety requires an organizational culture and infrastructure that maintains state-of-the-art security operations, management systems and a highly trained professionally developed workforce. **This imperative addresses issues related to inmate intake and classification as well as community supervision of offenders.**



Goal 1: Protect the Public Through Safe and Secure Incarceration of Inmates

Key Performance Indicators:

1. Inmate escape rates
2. Ratios of appropriately trained staff to inmates
3. Appropriate assessment and classification of inmates according to their risk/threat of escape
4. Maintenance and innovations in physical plant security features and systems

Strategic Objectives:

- 1.1:** Eliminate all escapes from a secure perimeter.
- 1.2:** Maintain ratio of trained correctional officers to inmates at one officer to approximately five inmates to ensure institutional security and safety standards.
- 1.3:** Identify appropriate inmate risk levels 98 % of the time using the inmate classification system for outside work squads and work release centers.
- 1.4:** At the institutional level, maintain fully functional security physical plant components while pursuing ongoing physical and technology-based security innovations to ensure institutional safety and security.

Goal 2: Protect the public through effective supervision of offenders

Key Performance Indicators:

1. Staffing levels sufficient to ensure effective community supervision
2. Timely reporting of offender violations for non-compliance of conditions of supervision
3. Absconder rates

Strategic Objectives:

- 2.1:** Maintain probation officer workloads to ensure effective offender supervision as measured by a defined workload points formula.
- 2.2:** On an annual basis, achieve 100 % timely completion of violation reports by probation officers for new arrests and technical violations within established periods from a baseline of 99.6 % timely completion.
- 2.3:** On an annual basis, reduce absconding rates by offenders under our jurisdiction by 2 % from the 2009 baseline.

Goal 3: Ensure victims and stakeholders are treated with dignity, sensitivity and respect in all agency operations

Key Performance Indicators:

- 1: Adherence to statutory victim notification requirement at release and escape of inmates.
- 2: Amount of victim restitution collected and disbursed to victims
- 3: Assurance of victims' rights and services

Strategic Objectives:

- 3.1:** Notify 100% of all victims of inmate releases and escapes within the required statutory time period.
- 3.2:** Increase the amount of victim restitution collected annually from a FY 2008-09 baseline of \$32,241,453.37.
- 3.3:** By October 1, 2010, develop a survey tool to assess victims' services provided by the Department.
- 3.4:** By December 2010 and on a biennial basis, survey victim populations to determine effectiveness of services and need areas.

Imperative II:

Ensure the Safety of Department Personnel

The Florida Department of Corrections considers maintaining safe, secure and supportive work environments for all employees an uncompromising priority. Addressing the needs of the “whole person” is key to a professional and safe environment and will require that issues such as domestic violence and workplace-induced stress be targeted.

Given the agency’s belief that our employees are our greatest resource, the Department is committed to reducing domestic and family violence incidences involving Department employees. Awareness campaigns, statewide training and access to supportive employee assistance programs focus on the destructive, costly and sometimes deadly impact that domestic and family violence has on safety in the workplace and community. **This imperative also addresses issues relating to staff safety in the workplace as well as physical security in the correctional environment.**



Goal 1: Ensure the safety of staff against harm by others

Key Performance Indicators:

1. Rates of inmate/offender assaults on staff
2. Annual turnover rates of department staff overall and in specified occupational categories in the department
3. Number of statewide awareness campaigns and employee training offerings
4. Ratings on national professional standards for security based on physical security and mission requirements of the facilities
5. Ratings on Department security audit and operational review standards

Strategic Objectives:

- 1.1:** Reduce the rate of inmate/offender on staff assaults requiring outside medical care by 5 % on an annual basis from a baseline rate of 3.2 assaults per 10,000 inmates for FY 2008-2009.
- 1.2:** Decrease turnover rates for correctional officers and staff in all occupational categories by 3 % above the 2009 levels Department-wide.
- 1.3:** Beginning July 1, 2010, increase the number of ongoing statewide awareness campaigns and training opportunities addressing workplace-induced stress and domestic violence.
- 1.4:** Achieve 100 % of all relevant American Correctional Association (ACA) mandatory standards necessary to maintain ACA accreditation.
- 1.5:** On an annual basis, institutions will meet all compliance requirements with the Department's security standards relevant to staff safety as determined by Department audits and operational reviews.

Goal 2: Ensure staff safety within Department facilities

Key Performance Indicators:

1. Maintenance in institutional infrastructure, physical plant security features, and fleet
2. Number of Department accident//incident rates
3. Number of Department workers' compensation claims

Strategic Objectives:

- 2.1:** At the institutional level, maintain fully functional institutional infrastructure, physical plant security features, and fleet to ensure institutional safety.
- 2.2:** Annually reduce the number of Department accident/incident rates by 10 % from a baseline rate of 14.48 per 100 full-time staff as of January 1, 2009.
- 2.3:** Annually reduce the number of Department workers' compensation claims and related financial settlements by 10 % from a baseline rate of 4,302 claims as of January 1, 2009.

Imperative III:

Provide for the Appropriate Care and Supervision of Inmates Under the Department's Jurisdiction

Providing for the personal safety of inmates in our charge is a priority of the Department's mission. In so doing, the Department incarcerates inmates and provides adequate conditions of confinement as required by federal and state law. **This imperative addresses issues relating to inmate safety and conditions of confinement, specifically, inmate medical and mental health care.** Issues relating to inmate programs and reentry can be found in Imperative V.



Goal 1: Provide a safe and humane environment for inmates

Key Performance Indicators:

1. Number of inmate homicides
2. Number of inmate-on-inmate assaults (by severity, regardless of prosecution)
3. Number of substantiated Prison Rape Elimination Act (PREA) incidents
4. Number of grievances related to conditions of incarceration
5. Number of active Security Threat Groups (STG)/gang members in prison

Strategic Objectives:

- 1.1:** Maintain inmate homicide rates below the national average for state prisons of 4 per 100,000 inmates based on the 2006 national average.
- 1.2:** Reduce the rate of inmate-on-inmate assaults requiring outside medical treatment by 5 % annually from the FY 2008-09 baseline rate of 1.32 per 1,000 inmates and reduce the rate of all other inmate-on-inmate assaults by 2% annually from the FY 2008-09 baseline of 18.0 per 1,000 inmates.
- 1.3:** Eliminate all substantiated Prison Rape Elimination Act (PREA) incidents.
- 1.4:** Reduce the number of sustained grievances relating to food services and dietary concerns, religious expression and practices, and other conditions of incarceration by 5% annually from the FY 2008-09 baselines.
- 1.5:** Annually increase the identification and validation of STG groups and their members in prison from a baseline of 732 STG/ 5,752 identified members as of January 1, 2009.

Goal 2: Ensure inmates receive system-wide quality and cost-effective medical and mental health care and treatment.

Key Performance Indicators:

1. Number and rate of inmate suicides
2. Past due inmate medical appointments
3. Daily per diem rate for inmate health care expenses

Strategic Objectives:

- 2.1:** Annually maintain a rate of inmate suicides at less than 12 per 100,000 inmates based on an annual national average of 17 inmate suicides per 100,000 inmates in state prisons (2006 data),
- 2.2:** Decrease the number of past due chronic illness clinic (CIC) medical appointments by 10 % annually from a 2009 baseline of 1,500 by 2014.
- 2.3:** Maintain per diem rate for inmate health care expenses at less than or equal to the 2009 per diem rate of \$12.50.

IMPERATIVE IV:

Provide for the Appropriate Supervision of Offenders in the Community

For offenders under community supervision, correctional probation officers work to assist and monitor each offender, as appropriate, in his/her compliance with court ordered sanctions. Sanctions include substance abuse or mental health treatment, victim restitution, prohibited contact with the victim, community service hours, anger management counseling, and other conditions of supervision. **This imperative addresses issues relating to offender supervision and compliance with those sanctions.**



Goal 1: Provide appropriate supervision to all offenders based on risk, supervision type and offender needs.

Key Performance Indicators:

1. Risk system validity
2. Offender success rate in completing supervision
3. Degree to which Individualized Supervision Plans (ISP) address offender needs

Strategic Objectives:

- 1.1:** By January 30, 2011, validate the effectiveness of the Department's offender risk assessment system.
- 1.2:** On an annual basis, beginning in 2010, increase the number of offenders who successfully terminate supervision by 2 % from a baseline success rate of 45.7% as of July 2009.
- 1.3:** On an annual basis, beginning in 2010, increase the quality of Individualized Supervision Plans.



IMPERATIVE V:

Ensure Inmates and Offenders are Prepared for Successful Reentry into Communities Statewide

The Florida Department of Corrections is committed to reducing crime in the state's communities by reducing recidivism. Program services designed to reduce recidivism include substance abuse treatment and programs that address literacy, adult basic education, life coping skills and workforce readiness during incarceration. Additionally, reentry strategies have included the establishment of reentry centers, a Reentry Advisory Council as well as expanding faith and character-based residential programs. The Department forges community and faith-based partnerships to address the needs of the inmate during incarceration and the ex-offender upon his or her return to society. **This imperative focuses on intervention services that provide inmates and offenders with programs and support that enhance their successful reentry into Florida's communities.**



Goal 1: Prepare inmates for appropriate institutional adjustment, transition, and reentry into the community

Key Performance Indicators:

1. Recidivism rates for inmates receiving reentry services
2. Percentage of inmates entering incarceration and undergoing comprehensive needs assessment.
3. Number of Reentry Centers
4. Percentage/number of inmates participating in faith and character-based programs
5. Number of inmates participating in substance abuse treatment
6. Number of inmates earning GED certificates
7. Number of inmates placed in a facility that provides at least one documented primary program need (e.g., substance abuse)
8. Number of inmates completing career and technical education programs
9. Evaluation of reentry partnership agreements

Strategic Objectives:

- 1.1:** Reduce inmate recidivism rate from its baseline of 32.8% to 20 % by 2014.
- 1.2:** By October 1, 2010, and on an annual basis, conduct formal needs assessments using the Correctional Integrated Needs Assessment System (CINAS) on 90 percent of inmate admissions.
- 1.3:** Beginning January 1, 2010, increase the number of Re-Entry Centers by 10 percent annually through 2015 from a baseline of two in 2009 (Demilly Correctional Institution and Baker Correctional Institution.).
- 1.4:** Increase the percentage/number of inmates participating in faith and character-based programs annually from the FY 2008-2009 baseline.
- 1.5:** Increase the number of inmates participating in substance abuse treatment programs by 10 % annually from a baseline of 4,902 inmates receiving primary treatment and 39,361 receiving screening assessments for FY 2008-09.
- 1.6:** Increase the number of inmates receiving GED awards by 5 % annually from a baseline of 1,953 GED awards in FY 2008-09.
- 1.7:** On an annual basis, increase the percentage of inmates placed in a facility that provides at least one of the inmate's program needs from the 2009 baseline.
- 1.8:** Increase the number of inmates participating in and completing vocational and technical education certificate programs by 5 % annually from a baseline of 1,562 certificate earners in FY 2008-09.
- 1.9:** By July 1, 2012, evaluate 100 % of the partnership agreements with agencies/organizations that affect reentry for effectiveness as measured by a validated assessment tool.

Goal 2: Provide offenders under supervision with assistance needed to aid, encourage, and bring about improvement in their conduct and condition.

Key Performance Indicators:

1. Recidivism rate for offenders under supervision (i.e., those who complete supervision and, subsequently, reoffend within 3 years).
2. Number of offenders who successfully complete court ordered treatment (substance abuse, mental health, sex offender)
3. Degree to which referrals address offender needs in education and other self-improvement programming

Strategic Objectives:

- 2.1:** Reduce offender recidivism rate from its baseline of 20% to 10.7% by 2014.
- 2.2:** Increase the number of offenders who successfully complete court ordered treatment (substance abuse, mental health, and sex offender) by 2 % annually from a baseline of 19,210 in FY 2008-09.
- 2.3:** Increase documented referrals by 2 % annually that address offender needs in education and other self-improvement programming from a baseline rate of 163,736 referrals as of September 15, 2009.

Goal 3: Improve employment opportunities for inmates and offenders

Key Performance Indicators

1. Number of inmates participating in Prison Rehabilitative Industries and Diversified Enterprises, Inc. (PRIDE) and Prison Industry Enhancement (PIE) programs
2. Number of inmates in work release programs
3. Number of community work squads
4. Supervised offender employment rate

Strategic Objectives:

- 3.1:** Increase the number of inmates participating in PRIDE and PIE programs by 5 % annually from a baseline rate of 2.1 % as of January, 2009.
- 3.2:** Increase the percent of the total inmate population in work release programs to 4 % from a baseline rate of 3.6% as of January, 2009.
- 3.3:** Annually increase the number of inmates assigned to community work squads by 5 % from a baseline rate of 4.7% as of January, 2009.
- 3.4:** Annually increase supervised offender employment rates by 2 % from a baseline rate of 58.26% as of January, 2009.

IMPERATIVE VI:

Cultivate a Servant-Leadership Organizational Culture that Sustains Professionalism and Leadership Succession at All Levels of the Agency

The Florida Department of Corrections is a dynamic public agency committed to its leadership role in public safety. As a criminal justice agency, long-term organizational performance excellence requires building healthy relationships and a system of performance-based organizational succession. Our focus is on cultivating a servant-leadership-centered culture that motivates employees to achieve their fullest potential professionally and personally. To sustain a vibrant servant-leadership community, agency leaders, supervisors, managers, and staff at all levels are expected to consistently model ethical conduct and instill core values and elements of correctional professionalism. To promote the growth of all employees, agency leadership will encourage educational advancement, community service and the ongoing recognition of employee success and contributions at all level of the organization. **This mission-centered imperative focuses on building strong relationships with the premise that we are all leaders and contribute by leading at our level of service. The agency commits to the belief that our people are our greatest asset and their development as professionals and individuals are critical to organizational success.**



Goal 1: Ensure a servant-leadership culture committed to the development and practice of nationally recognized correctional and criminal justice leadership skills and competencies agency-wide.

Key Performance Indicators:

1. Needs assessment and quality of agency leadership succession and professionalism
2. Number of agency executive and senior level leaders completing recognized criminal justice and agency designated correctional leadership programs
3. Number of agency managers and supervisors completing agency designated supervisory correctional leadership and succession programs
4. Number of agency leadership succession and professionalism courses and programs implemented
5. Number of agency staff completing designated leadership and professionalism courses and programs
6. Number of staff completing voluntary and required leadership and professionalism courses and program

Strategic Objectives:

- 1.1:** By October 1, 2010, develop for approval, comprehensive performance-based leadership and professionalism needs assessment tools for all levels and categories of Department staff.
- 1.2:** By January 1, 2011, the executive leadership team will approve a performance-based leadership and professionalism development plan for statewide implementation.
- 1.3:** By July 1, 2011, all executive and designated levels of senior agency leaders will have completed recognized criminal justice, corrections or agency specific leadership programs
- 1.4:** By July 1, 2011, all agency staff in manager or supervisor level positions will have completed or be in the process of completing recognized criminal justice, corrections or agency specific supervisory leadership programs
- 1.5:** On an annual basis, increase the number of leadership and professionalism courses and programs available to Department employees statewide.
- 1.6:** By July 1, 2011, all correctional employees will have access to agency approved required and elective corrections specific leadership and professionalism courses and programs.

Goal 2: Develop and retain a diverse, well-trained and prepared workforce.

Key Performance Indicators:

1. Employee retention and turnover rates
2. Multi-cultural and generational workforce
3. Professional advancement of internal candidates
4. Number of agency-wide cross-training program initiatives
5. Development and implementation of an agency succession plan

Strategic Objectives:

- 2.1:** Increase employee retention and decrease turnover rates in all categories by 3 % annually from 2009 baselines
- 2.2:** By August 31, 2010, develop a multi-generational workforce and cultural diversity program to be implemented agency-wide.
- 2.3:** Increase promotion rates of internal candidates in all categories from the 2009 baseline.
- 2.4:** By January 1, 2011, produce guidelines for exemplary cross-training protocols within the parameters of the Department's rules and procedures.
- 2.5:** By July 1, 2010, obtain approval for an agency-wide succession plan and implementation strategy from the Executive Leadership Team (ELT).

Goal 3: Ensure professional development opportunities, employee recognition and career advancement pathways for all agency employees

Key Performance Indicators:

1. Number and type of employee recognitions and awards
2. Number of innovative recommendations submitted by employees and adopted
3. A staff development action plan, number of programs and courses addressing self-awareness and personal development including but not limited to grief and bereavement, stress awareness, anger management, and the prevention of domestic and workplace violence
4. Number of staff development classes promoting educational development, career advancement and correctional career pathways for all employee levels
5. Number of employee recognitions, acknowledgements and celebration events statewide

Strategic Objectives:

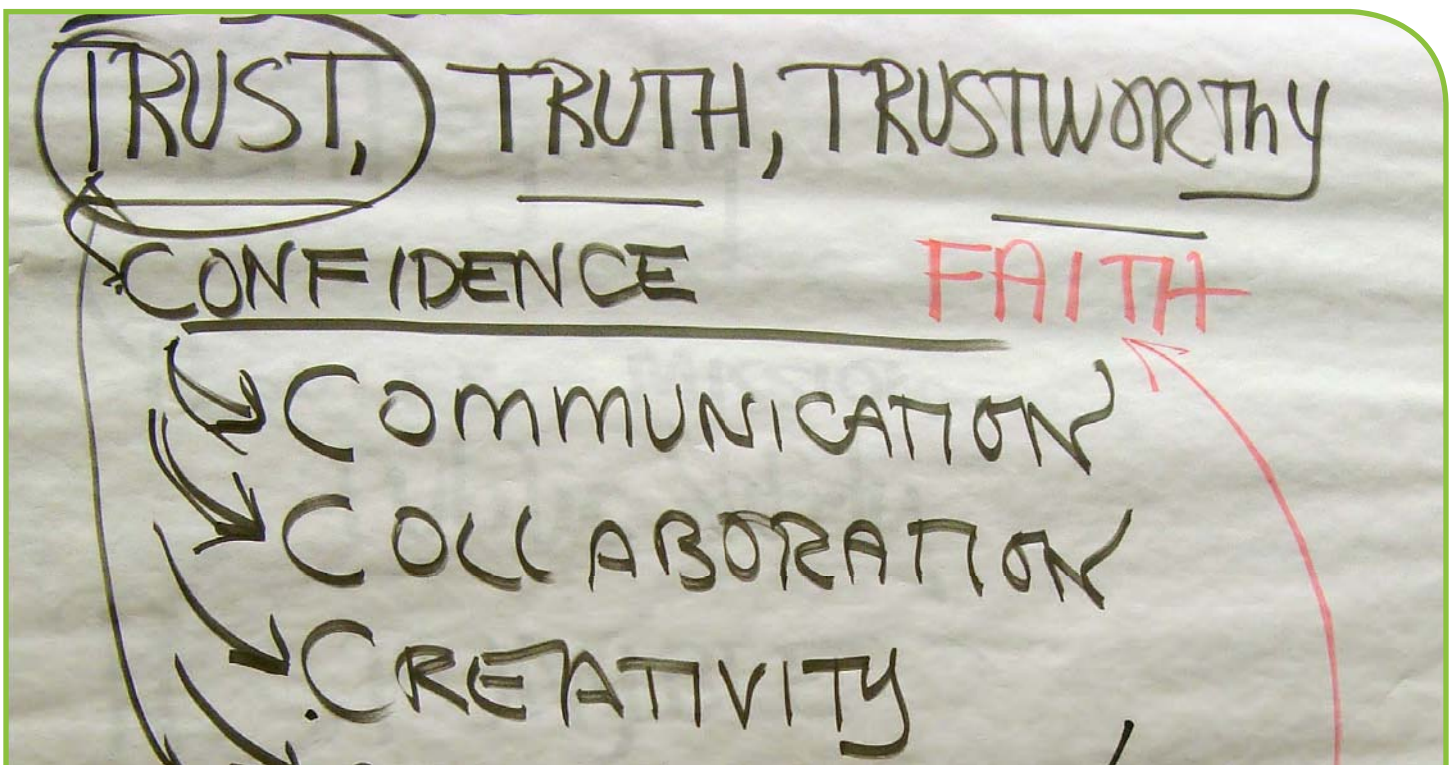
- 3.1:** By July 1, 2010, establish and implement a consistent process/procedure for internal and public recognition of employees for innovations, leadership, educational advancement, professional accomplishments and community service.
- 3.2:** By July 1, 2010, develop an action plan to promote educational development, career advancement and correctional career pathways for all employees.
- 3.3:** By July 1, 2010, develop a comprehensive staff development plan and a set of programs and courses to address self-awareness and personal development for all agency employees.
- 3.4:** By January 1, 2011, develop and implement statewide staff development programs to promote the agency's commitment to educational development, career advancement and correctional career pathways for all employees (areas include but are not limited to grief and bereavement, stress awareness, anger management, and the prevention of domestic and workplace violence).
- 3.5:** Increase opportunities and celebration events for employee recognition, acknowledgements, and accomplishments annually.



IMPERATIVE VII:

Optimize Organizational Performance

As the third largest state corrections system in the nation and the largest agency in the state, the Department's vision is to serve as a world model of organizational performance excellence and innovative correctional practices. The Department realizes this vision through the cultivation of a servant-leadership culture and process improvements that continuously support Departmental operations while promoting good stewardship of the state's human, financial and facility resources. **This imperative focuses on issues relating to the agency's fundamental commitment to people, processes and products as well as the leveraging of technology and innovation to achieve optimum performance.**



Goal 1: Promote effective and innovative correctional practices

Key Performance Indicators:

1. Establishment of a cross-functional agency Planning and Innovations Advisory Team (PIT)
2. Publish an organizational performance excellence and innovations plan

Strategic Objectives:

- 1.1:** By July 1, 2010, appoint a cross-functional Planning and Innovations Team (PIT) to review and recommend the feasibility of proposals for agency advancement.
- 1.2:** By October 1, 2010, approve and publish the agency organizational performance excellence and innovations plan.

Goal 2: Develop effective communication tactics with Department staff and the public.

Key Performance Indicators:

1. Quality of agency communications
2. Survey results of employee knowledge on agency issues, policies and practices
3. Survey results of public knowledge on the agency's mission, issues and practices

Strategic Objectives:

- 2.1:** By September 1, 2010, approve and publish an agency communications plan.
- 2.2:** By July 1, 2011, and annually thereafter, increase employee knowledge of agency issues, policies, and practices from established 2010 baselines as measured by staff developed survey tools that are administered by executive leadership substantive areas.
- 2.3:** By July 1, 2011 and annually thereafter, increase public knowledge on the agency's mission and practices from established 2010 baselines as measured by staff developed survey tools that are administered by executive leadership substantive areas.



Goal 3: Improve agency operations through innovations and the use of technology advancements.

Key Performance Indicators

1. Published agency innovations and technology advancement plan
2. Number of results-oriented operational changes using innovation and technology as strategies
3. Employee education on efficient use of computer and other technology tools
4. Employee education on innovation and strategic thinking, application and processes

Strategic Objectives:

- 3.1:** By January 1, 2011, approve and publish an agency technology and innovations plan.
- 3.2:** By August 30, 2010, identify current uses of technology and other innovations implemented to increase agency effectiveness and efficiency, recommend future innovative strategies to improve agency processes and practices, and report findings to the Executive Leadership Team.
- 3.3:** By August 31, 2010, develop an agency-wide computer and technology tools educational training program designed to increase productivity and effectiveness.
- 3.4:** By January 1, 2011, implement educational course offerings on innovative and strategic thinking, application and processes.

Goal 4: Develop results-based partnerships to accomplish the Department's mission

Key Performance Indicators:

1. Quality of partnership and resource development strategy
2. Number of services and funding received through inter-agency and other partnerships statewide

Strategic Objectives:

- 4.1:** By January 1, 2011, publish an agency partnership and resource development plan to strategically address agency priority needs.
- 4.2:** Annually increase the number of statewide services and funding received through inter-agency, community, and other partnerships in designated categories (e.g., reentry, inmate programs) above the 2009 established baselines.



Prepared by the

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