

# **OFFICE OF THE INSPECTOR GENERAL**

## **FLORIDA DEPARTMENT OF CORRECTIONS**

# **ANNUAL REPORT**

**For Fiscal Year 1999-2000**



**September 30, 2000**

**Michael W. Moore**  
Secretary

**Fred W. Schuknecht**  
Inspector General



FLORIDA  
DEPARTMENT of  
CORRECTIONS

Governor  
**JEB BUSH**

Secretary  
**MICHAEL W. MOORE**

*An Affirmative Action/Equal Opportunity Employer*

2601 Blair Stone Road • Tallahassee, FL 32399-2500

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October 16, 2000

Mr. Michael W. Moore  
Secretary  
Florida Department of Corrections  
2601 Blair Stone Road  
Tallahassee, FL 32399-2500

Dear Secretary Moore:

I am pleased to submit the 1999-2000 Annual Report for the Office of the Inspector General as required by Chapter 20.055(7), Florida Statutes.

I believe we have made significant strides in providing a better product for management, particularly with regards to investigative reports. Your support of the Office of the Inspector General's functions is appreciated and is instrumental in making the improvements a reality. I look forward to another productive year.

Sincerely,

Fred Schuknecht  
Inspector General

FS/JC/sc  
Enclosure



# Office of the Inspector General Annual Report

**For Fiscal Year 1999-00  
September 30, 2000**

*Florida Department of Corrections  
Michael W. Moore, Secretary*

*Governor  
Jeb Bush*

## **Executive Summary**

### **Agency Background**

As the nation's fourth-largest prison system, the Florida Department of Corrections fulfills a primary responsibility for public safety in Florida. Through a network of 57 major prisons and 70 work camps and community-based facilities, the department manages incarceration and care for more than 71,000 inmates. An additional 150,000 felony offenders are supervised through 180 probation offices statewide. The agency's 27,923 staff carry out this public safety mandate 24 hours a day, 365 days a year. The agency's annual operating budget is \$1.66 billion.

### **Purpose of the Annual Report**

This report, required by the Inspector General Act of 1994, summarizes the activities and accomplishments of the Florida Department of Corrections, Office of the Inspector General, during fiscal year 1999-00.

Section 20.055, Florida Statutes, defines the duties and responsibilities of each Inspector General with respect to the state agency in which the office exists. The statute requires that the Inspector General submit an annual report of activities during the preceding fiscal year to the agency head.

This report provides departmental staff and other interested parties with an overview of the Office of the Inspector General's progress in accomplishing its mission as defined by Florida Law. This report contains a brief description of the most significant of these activities for the past fiscal year.

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## Introduction

### Organization/Duties

The Office of the Inspector General and its two bureaus, State Investigations and Internal Audit, perform the following functions:

1. Conduct investigations, audits, and management reviews relating to the staff, programs, and operations of the department.
2. Inform the Secretary of fraud, abuse, and deficiencies relating to programs and operations administered by the department; recommend corrective action; and report on progress made in implementing corrective action.
3. Advise in the development of performance measures and standards for the evaluation of agency programs.
4. Operate the contraband interdiction program, narcotic canine program, and inmate drug testing program.
5. Coordinate department activities required by the Whistle-blower's Act and "Get Lean Hot-Line" program.
6. Provide effective coordination and cooperation with the Auditor General, OPPAGA, and the Florida Department of Law Enforcement.
7. As a member of the Governor's Council on Integrity and Efficiency (GCIE), share ideas with other inspectors general for improving the IG function and coordinating activities that cross agency lines.

### Mission Statement

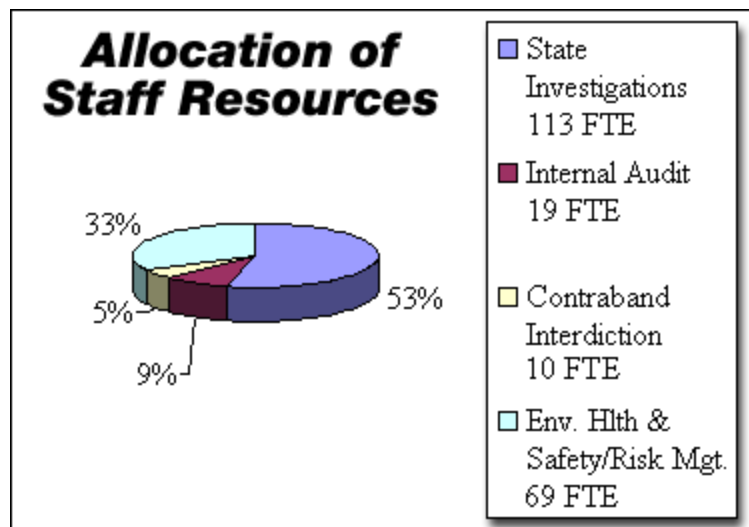
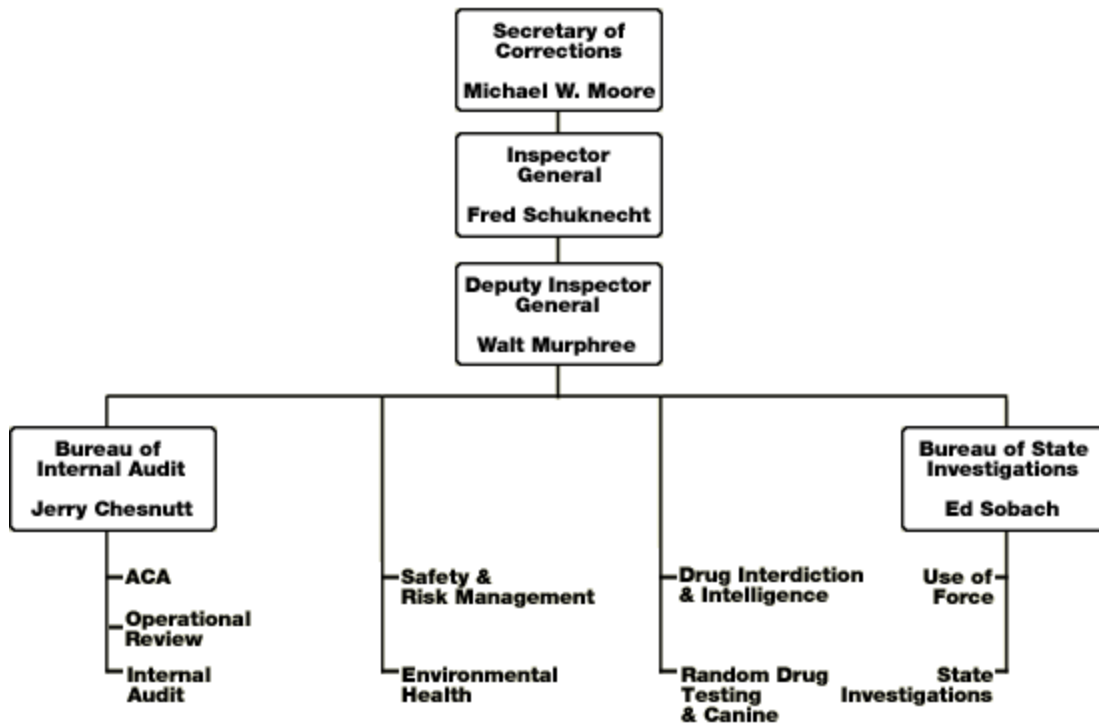
To provide the department with an independent review, audit, or investigation of department operations and programs, thereby improving the efficiency and effectiveness of department programs.

### Specific Areas of Responsibility

To meet the growing needs of a rapidly expanding Department of Corrections, the Office of the Inspector General has had to maximize the efficient use of its resources by addressing those matters of greatest concern and vulnerability to fraud and abuse. Specific functions and the benefits they provide are as follows:

1. Manage a statewide computerized management information network and coordinate this activity with other designated key managers.
  - Provide a daily incident/event reporting system from all areas of the department, enabling early identification of problems and timely allocation of investigative resources.
  - Collect statewide data for use by key correctional managers in developing strategies to address problems.
  - Provide for the systematic and coordinated flow of information to the Public Information Office regarding issues of importance to the public and the department.
  - Provide leadership in the department's effort to maintain a strong, formal, cooperative working relationship with the Department of Law Enforcement and other law enforcement and investigative agencies.
  
2. Conduct criminal and administrative investigations in state correctional facilities.
  - Provide investigative staff to conduct criminal investigations of felonies in state correctional facilities and to coordinate those activities with other law enforcement and investigative agencies including prosecution through State Attorneys offices.
  - Provide investigative staff to conduct administrative investigations into improper procedures, misconduct on the part of staff and/or offenders in state correctional facilities and offices, and coordinating these activities with appropriate departmental staff.
  - Provide for timely intervention in areas of identified concern to reduce the potential for situations/problems to escalate such as staff disputes, escapee recapture, etc.
  
3. Assist the Office of Institutions in providing a safer environment for employees, inmates, and visitors by discouraging the introduction of contraband at state correctional facilities.
  - Maintain an automated tracking system for contraband seized within state correctional facilities.
  - Conduct unannounced interdiction operations.
  - Review contraband control procedures at state correctional facilities for compliance with department policy and procedure.
  - Conduct searches of state correctional facilities for illegal narcotics utilizing certified narcotic canine teams.
  
4. Direct the department's safety and risk management program, including staff training and site inspections.
  
5. Assume internal audit responsibility for assessing the efficiency and effectiveness of management controls and programs to determine compliance with department procedures.

- Conduct compliance audits in accordance with professional standards.
- Conduct operational reviews at department facilities and offices to identify management deficiencies and facilitate corrective action.
- Assist with investigations involving fraud, waste, or misappropriation of funds.
- Serve as the department's liaison with the Office of the Auditor General and the Office of Program Policy Analysis and Government Accountability on all audits and performance reviews completed by those offices.





## Bureau of State Investigations

The Bureau of State Investigations is responsible for conducting criminal, administrative, and internal affairs investigations. The bureau also coordinates the agency's Get Lean Hot-Line activity, and serves as the final reviewing authority for all "use-of-force" incidents.

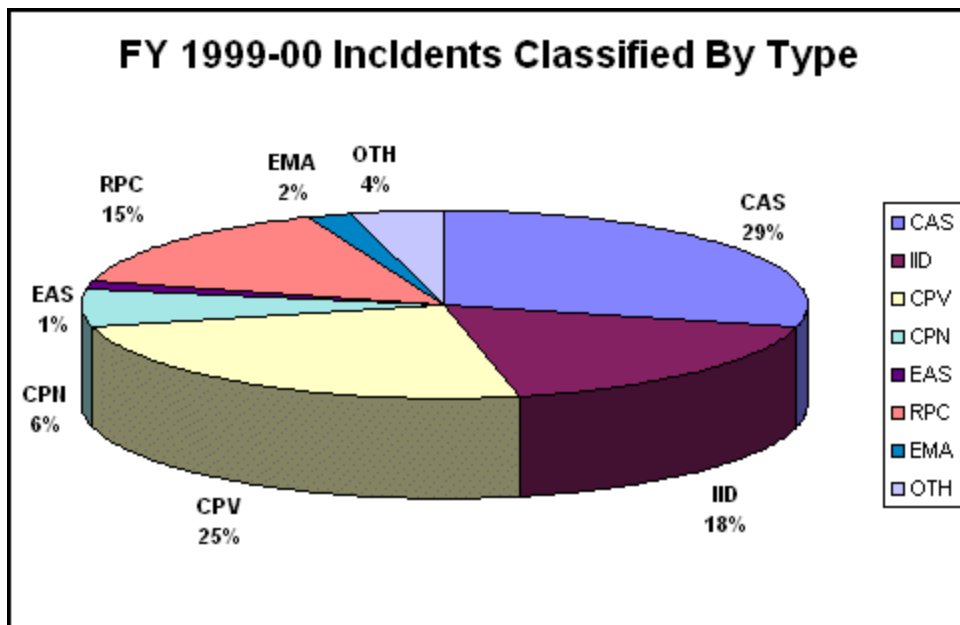
### Investigations

When completed, criminal investigations are referred to the appropriate State Attorney's Office for prosecution. Administrative and internal affairs investigations are referred to management for appropriate follow-up action.

During the 1999-00 fiscal year, 15,937 incidents were reported to the Inspector General's Office. Those incidents were classified in the following categories:

LEGEND	<i>Classification of Incident</i>	NUMBER
<b>CAS</b>	Complaints Against Staff	4,602
<b>IID</b>	Inmate Injuries or Death	2,836
<b>CPV</b>	Crimes vs. Persons (Violent)	3,907
<b>CPN</b>	Crimes vs. Persons - Property (Non-	1,010
<b>EAS</b>	Escape / Attempted Escape	213
<b>RPC</b>	Recovery/Possession of Contraband	2,409
<b>EMA</b>	Employee Arrests	284
<b>OTH</b>	Other	676
<b>TOTAL</b>		<b>15,937</b>





Of these incidents, 2,508 official investigations were assigned as indicated by the chart below.

<i>Investigation Assignment by Office</i>	
FIELD OFFICE	TOTAL
TALLAHASSEE	662
GAINESVILLE	668
ORLANDO	378
DELRAY BEACH	289
TAMPA	511
<b>TOTAL</b>	<b>2,508</b>

Of the 2,508 investigations assigned, 2,478 were completed as of June 30, 2000. Of those, 333 were forwarded to State Attorney's Offices throughout Florida for possible prosecution.

### Investigation Highlights

As illustrated by the "Classification of Incident" chart on page , the majority of reported incidents involved:

- Complaints against staff, which include improper conduct, alleged excessive use of force, and staff/offender relationships;
- Crimes vs. Persons, which include battery on a law enforcement officer, battery on another inmate, sexual battery, and possession of a weapon; and
- Inmate injuries or Deaths, which included suicide, suicide attempts, homicides, natural deaths, accidental deaths and injuries.

## **Get Lean Hot-Line**

The bureau also coordinates department responses to suggestions and complaints received via the comptroller's Get Lean Hot-Line. During FY 1999/2000, the bureau received 36 hot-line complaints. Of those, 28 involved complaints against department staff, and 8 were suggestions for cost savings however, no measurable savings were reported.

## **Technology and Organizational Enhancements Aimed at Cost Saving/Efficiency**

- Instituted an investigative routing tracking system whereby the status of any case can be immediately accessed.
- Realigned institutional inspectors in Region II to establish a satellite office at Union Correctional Institution to evenly distribute workload. Reassigned inspectors from Putnam Correctional Institution and Lancaster Correctional Institution for more effective use of these full time employees.
- Publication of Inspector Procedures Manual and statewide training to all inspectors to insure minimum standards and consistency in the investigative process.
- Transferred field staff to establish Use of Force Unit (2 full time employees) to ensure a final independent review of all use of force incidents.
- All inspectors put on LAN system fiscal year 1999/2000. Changes to cases now done via computer, thereby expediting the process and reducing mail costs.
- Automated case diary and work record. Field supervisors can access case status automatically.
- Required monthly reporting on all cases over 45 days. Number of overdue cases was reduced by 20%.
- Began the development of a Management Information Notification System (MINS). The purpose of this system is to give management timely information on incidents while providing details not reflected in the initial report to the Emergency Action Center (EAC). MINS will replace the current "E"-mail system used for reporting incidents to the Inspector General's Office. It also has a data system feature, whereby the information from all reported incidents will be maintained in a data file.

## **Contraband Interdiction Unit**

The Contraband Interdiction Unit was established in 1993. The unit's mission is to provide a safer environment for employees, inmates and visitors by discouraging the introduction of contraband at state correctional facilities.

The unit conducts unannounced interdiction operations at Department of Corrections facilities, conducts searches for illegal narcotics utilizing certified narcotic

canines, and oversees the inmate Drug Testing Program. During interdiction operations, employees, visitors, inmates, vehicles and areas on department grounds are searched for contraband. Employees, visitors and inmates are also subject to inspection by a chemical detection unit that uses technology referred to as Ion Mobility Spectrometry to find traces of illegal drugs on persons and objects. The Contraband Interdiction Unit also utilizes certified narcotic canine teams to assist with interdiction operations as well as to conduct searches of department facilities and property. The unit is also responsible for oversight of the inmate drug-testing program.



*Sgt. Eric Gonzalez and Ellie are one of the ten dog teams and handlers.*

Interdiction operations during the last three fiscal years yielded the following results:

<b><i>Drug Interdiction Operations</i></b>				
<b>RESULTS</b>	<b>1996-</b>	<b>1997-</b>	<b>1998-</b>	<b>1999-</b>
<b>Discipline:</b>				
Employees	29	18	11	20
Inmates	4	4	19	70
<b>Arrests:</b>				
Employees	1	6	1	3
Visitors	20	30	40	56
Inmates	2	0	1	1
<b>Seizures:</b>				
Alcohol (gallons)	0	0	0	0
commercial	2.4	17.15	6.05	46.48
homemade	.75	.25	3.25	0
Drugs (grams)	0	0	0	0
marijuana	84.4	243.85	274.99	138.97
cocaine	14.4	6.5	6.61	11.25
Weapons	0	0	0	0
commercial sharps	911	910	517	904
homemade sharps	46	51	32	30
blunt instruments	66	347	109	26
firearms (in vehicles)	7	8	29	33
ammunition (in	1,017	592	963	1,579
Cash	\$140.00	\$225.00	\$106.00	\$832.00
<b>Ionscans:</b>				
Employees	4,079	4,742	6,262	8,173
Visitors	2,507	4,253	5,353	6,158
Inmates	30	11	737	1,909
Total Ionscans	6,616	9,006	12,352	16,240

Note: The Office of the Inspector General added a second IONSCAN drug detection unit in 1998 which allows the bureau to provide more as well as simultaneous operations.

## Use of Force

The Use of Force Unit was established in August of 1999 at the direction of the Secretary and is staffed by an Inspector Supervisor and a Senior Inspector. The mission of the Unit is to review all incidents of physical force at state correctional facilities and ensure compliance with established rules, procedures and statutes.

To accomplish this, the unit conducts an independent review and evaluation of all force incidents upon receipt of the required reports, associated documents and videotapes from each location. Use of force incidents that reveal possible procedural violations, inmate abuse, excessive/improper/unauthorized force, or battery by correctional employees are referred to the Bureau of State Investigations and an internal investigation is conducted. During this reporting period, 169 use of force incidents have been referred for further investigation.

The following chart categorizes all incidents reported to the Use of Force Unit from November 1, 1999, when the database became operational, through June 30, 2000:

<b>Classification</b>	<b><i>Reason Force Was Used</i></b>	<b>NUMBER</b>
<b>27a</b>	Self Defense	359
<b>27b</b>	Escape/Recapture	4
<b>27c</b>	Prevent Escape During Transport	1
<b>27d</b>	Prevent Property Damage	11
<b>27e</b>	Quell A Disturbance	362
<b>27f</b>	Physical Resistance to a Lawful	1,418
<b>27g</b>	Prevent Suicide	173
<b>27h</b>	Restrain Inmate for Medical Treatment	113
<b>27i</b>	Cell Extraction	72
<b>TOTAL</b>		<b>2,513</b>

## Computer Voice Stress Analyzer

The Computer Voice Stress Analyzer (CVSA) is a state-of-the-art computer process that detects voice stress and is used for truth verification. The Office of the Inspector General has purchased 5 CVSA units that have been used extensively during the course of numerous investigations. The CVSA is currently used by over 800 law enforcement agencies. The CVSA has become a much more efficient and effective investigative tool than the previous method of contracting for polygraphs on a case-by-case basis. It is laptop portable with the interviewee speaking into a microphone.

The CVSA is an effective investigative/interview tool, especially when used in

combination with advanced interview techniques to determine truthfulness or deception. The certified examiners who operate the CVSA are also inspectors who have many years of investigative experience in the correctional setting.

The results of the CVSA examination are considered by the inspectors and IG management as one factor in assigning resources for an efficient and effective investigation. Other factors might be physical and testimonial evidence, potential hazards to staff and inmates, and collaboration of other interviews.

### **Safety and Risk Management**

The Safety and Risk Management Unit was established to promote increased safety awareness throughout the department. It endeavors to prevent employee and inmate job-related accidents. The unit also controls risk losses by providing fire and occupational safety for employees and inmates within the department. The Safety and Risk Management Unit has been part of the Office of the Inspector General for the last four years.

All facility environmental health and safety officers are now dually responsible to the Safety Program Manager and the Warden of the facility. All safety officers were provided computers at the beginning of this fiscal year and are now online with the department's risk management program.

### ***Inspections***

The major thrust of the department's risk management effort in fiscal year 1999-2000 was to prevent fire and occupational safety hazards at all state correctional facilities. Annual fire and OSHA-related safety inspections of established institutions, as well as inspections of new and renovated correctional facilities, help provide a safer work place for employees and volunteers and a safer residential environment for inmates throughout the state correctional system. The arrival of fiscal year 2000 saw the responsibility for the Environmental Health of the agency to be shifted from the Office of Health Services to the Safety and Risk Management Unit.

### ***Training***

Training sessions on loss control management were conducted in each region. This training includes accident investigation, analysis of reports detailing outstanding liability claims, review of workers' compensation claims, examination of the department's safety manual, and dealing with lost property. Self-Contained Breathing Apparatus training, which teaches rescue and evacuation techniques from smoke-filled environments, was made available to all institutions through the Florida State Fire College.

### ***Safety Manual***

The Department of Corrections Safety and Environmental Health Manual served well for many years and has been used as a model by several other agencies of state government. It is currently undergoing a significant revision

and expansion. Using numerous suggestions from field staff, some forms and procedures are being modified to increase the productivity of the facility safety officers in their unique positions and to better communicate everyday safety to our employees. Each chapter in the safety manual will be a separate procedure and is being reviewed for applicability. Every effort is being made to complete the process in a timely manner. It is, however, expected that the process will not be completed until late in fiscal year 2000-2001. Training courses for each region will be conducted in the next fiscal year to make all facilities aware of the many changes in this manual.

### ***Future Endeavors***

Organize the account design in the Casualty Report Series to facilitate the timely review of the data now being received via CD-ROM. Electronically transmit the casualty report series data from central office to all facilities for review. Change [Florida Administrative Code, Chapter 33](#) relating to inmate property to provide complete instructions relating to the reimbursement for missing items. Deposit the missing inmate property claim reimbursement checks at Central Office to coincide with the changes being made to the inmate banking system.



## Bureau of Internal Audit

### Mission

The mission of the Office of the Inspector General, Bureau of Internal Audit is to assist the Secretary and the department in ensuring that: (1) agency goals are met; (2) all resources are used consistent with laws, regulations, and policies; (3) all resources are safeguarded against waste, loss, and misuse; and (4) reliable data is obtained, maintained, and fully disclosed.

### Goals

Our primary purpose is to take a proactive approach in meeting our agency's needs. Toward that end, we have established four key goals to accomplish our mission:

- Provide for quality audits, reviews, studies, and investigations
- Perform audits, reviews, studies, and investigations in a timely manner
- Use our resources efficiently; and
- Provide adequate audit coverage to mitigate the agency's risks.

The bureau consists of two units: the Financial and Compliance Audit Section and the Operational Review Section. In addition, the ACA Coordinator is part of the bureau.

### Internal Audit Section

The **Internal Audit Section** conducts financial, compliance, electronic data processing, and performance audits for the agency per Section 20.055 F.S. Such audits are conducted in accordance with the current Standards for the Professional Practice of Internal Auditing published by the Institute of Internal Auditors (Red Book), and generally accepted government auditing standards promulgated by the Comptroller General of the United States (Yellow Book).

The section employs nine professional staff members with oversight from the Bureau Chief who functions as the Director of Auditing. The staff includes two Certified Public Accountants, three Certified Internal Auditors, one Certified Information System Auditor, and one Certified Fraud Investigator. The nature of their work places them on the road much of the year as they audit Department facilities and programs throughout the state.

## Summary of Audits Completed

During FY 1999-2000, the Financial and Compliance Section completed 15 audits and assisted with financial reviews conducted by the Bureau of State Investigations. The audit reports issued during FY 1999-2000 are summarized in the chart below:

FY 1999-00 Internal Audit Reports		
Audit Number	Project Title	Report Issue Date
98001	Distribution Center Operations	7/13/99
99011	Employee Benefit Trust Fund - Columbia CI	7/29/99
99005	Substance Abuse Tier V - Cocoa WRC	7/30/99
99007	Performance Based Budgeting	9/16/99
99009	Utilization of Grant Funds	10/6/99
99012	Employee benefit Trust Fund - New River CI	11/18/99
99013	Substance Abuse Tier V - Pensacola WRC	12/3/99
20002	Pharmacy Contract - Lowell CI	1/31/00
20004	Pharmacy Contract - Lake City CI	3/2/00
20003	MIS Access Audit	4/3/00
20001	MIS Contracts Audit	4/17/00
20005	Grants and Aid Appropriations	5/23/00
20008	Substance Abuse Tier V - Gainesville CI	5/24/00
20007	Inmate Grievance Audit	6/1/00
20011	Petty Cash - various institutions	6/2/00

*Note: The above reports are Adobe Acrobat PDF files and require the [free viewer plug-in](#).*

## Audit Results

The bureau views its audit mandate as an opportunity not only to identify site-specific deficiencies so that local managers can correct them, but also to ferret out system-wide deficiencies and weaknesses which, when addressed by management and corrected, produce long-term improvements benefiting the entire department. Highlights of system-wide improvements generated by bureau activity during the past fiscal year include the following:

### ***Pharmacy Operations***

The two pharmacy contract audits conducted during FY 99-00 disclosed a statewide material internal control weakness in the processing of payments to the vendor. The procedures for processing payments to the vendor lacked sufficient internal controls in preventing and detecting errors or



irregularities. Although the items tested did not reveal any fraudulent transactions, the environment included risk factors that could allow fraud to occur and go undetected.

### ***Distribution Center Operations***

We conducted comparative cost analyzes between the Region II Distribution Center and the institutions for the rest of the state, by region, and against the Prime Vendor Program prices for the differences in average unit price for the purchase of food items. Our analysis indicated that the Regional Distribution Center could purchase merchandise at a lower cost by utilizing the single delivery concept, however, the savings generated did not offset the cost to operate the Distribution Center.

### ***Substance Abuse Tier V Program***

Our three audits of the Substance Abuse Tier V Program indicated that the vendors and Department were weak in monitoring the program, which resulted in the following statewide weaknesses:

- a. The Department of Corrections Drug History Database was inaccurate and unreliable.
- b. Inmates who were in need of and had been recommended to attend a more intense drug treatment program were not receiving the recommended drug treatment.

### ***MIS Contracts***

An audit of the contracts with Information Technology (IT) independent contractors revealed the Department violated purchasing regulations when hiring OIT consultants by issuing purchase orders up to ten times higher than the \$15,000 allowable threshold for Category II. These violations occurred due to confusion surrounding the intent of a Department of Management Services (DMS) purchasing program.

### **Operational Review Section**

With a staff of five professional employees, the Operational Review Section coordinates compliance reviews at 52 major prisons and at other department facilities and offices. The reviews document compliance with policy-based standards addressing all critical agency operations. During a typical four-day review, a prison is evaluated by a team of independent reviewers specializing in security, food service, safety, environmental health, inmate programs and other strategic correctional areas.

Operational Review helps coordinate the development of checklists used to verify compliance with newly implemented procedures. Checklist items will eventually become standards in the operational review process, so these items are closely reviewed to ensure they are referenced in the procedure. To ensure that Department of Corrections staff understand what is required

in a checklist, training was provided by Bureau of Internal Audit staff to employees who are going to be directly involved in checklist development. Staff in the Operational Review Section are continuing to provide support/assistance to Central Office staff concerning the writing and/or modifying of checklists and in some cases making suggested changes to procedures. Currently, checklists are being incorporated, as standards, into the operational review document in the priority areas of security, programs and education.

The Report Writer program developed by the Bureau, provides a computerized data base of review findings that allows for a series of comprehensive reports to be produced for management. These reports are designed to provide agency administrators key information about system wide trends and issues.

During Fiscal Year 1999-00, operational reviews were conducted at 25 major prisons, and generated 1,613 findings or instances of non-compliance with agency policy. The distribution of findings within key component areas is illustrated in the following table:

<b>FY 1999-00 Operational Review Findings</b>	
Security	322
Food Service	222
Construction & Maintenance	67
Personnel	n/a
Safety & Environmental Health	605
Fiscal Management	n/a
Programs	119
Information Technology	58
Inspector General	69
Education	27
Health Services	124
<b>TOTAL</b>	<b>1,613</b>



## **Other Activities**

### **Association of Inspectors General**

The Inspector General played an active role in the ongoing evolution of this national association which was formed in October, 1996. Fred Schuknecht was elected to the board of directors in November, 1998, and subsequently was elected treasurer of the association. Sharing of information among state and local inspectors general from throughout the nation is a primary benefit, as well as the association's new certification of IG's effort.

### **Governor's Council on Integrity and Efficiency**

The Inspector General is an active member and attends the regularly scheduled meetings of Florida's inspectors general. Open communication among the IG's and the Chief Inspector General continues to enhance the effectiveness of the IG community.

### **Professional Audit Organizations**

The Bureau of Internal Audit participates in several professional organizations, including the Audit Director's Roundtable, **Institute of Internal Auditors**, Florida Audit Forum, **Association of Certified Fraud Examiners**, and the American Association of Certified Public Accountants. These organizations promote progress and professionalism in the field through sharing of ideas and best practices.

### **Investigators' Roundtable**

The Investigators' Roundtable brings together members of investigative units of the Inspector Generals' offices for each agency on a monthly basis to identify best practices and discuss common issues. These meetings promote progress through the sharing of ideas and best practices among state agencies.

### **Performance Measures**

The Financial and Compliance Audit Section of the Bureau of Internal Audit is responsible for monitoring the agency's progress in developing performance measures. During FY 1998-99 the bureau assessed the reliability and validity of measures adopted by the Legislature under the 1998-1999 General Appropriations Act. A follow-up, including assessment of new measures is being conducted in 2000/2001.



## Goals

The major goals of the Office of the Inspector General are delineated as follows:

### **Law Enforcement Authority**

Amend Chapter 944.31 to give the Secretary authority to designate inspectors within the Office of the Inspector General as sworn law enforcement officers. Would streamline the department's criminal investigations by not having to rely on outside law enforcement agencies, particularly in the area of making arrests. Would increase the professionalism and perception of objectivity of DC investigations by having all law enforcement certified staff.

- Approximately 75 of 90 inspectors would require cross-over training from correctional officer to law enforcement officer certification.

### **Improve Investigative Process**

Continue to improve the process for conducting investigations to add the following enhancements:

- Improve the report review process to reduce the number of cases needing to be reworked.
- Reduce inaccurate data by utilizing the department's new Management Information Notification System (MINS) which is tied to both COPES and the inmate system (OBIS).
- Increase the use of voice stress analyzer technology (CVSA).
- Expand the use of TASK (activity tracking) whereby the status of cases can be reviewed online by IG management.

### **Contraband Interdiction Unit**

- Increase seizures of illegal narcotics utilizing certified narcotic canine teams.
- Increase the efficiency and reduce the cost of the inmate drug-testing program by implementing an on-site drug test and automating the collection of results data.

### **Safety and Risk Management**

- Reduce workers compensation claims via enhanced oversight by facility safety officers. Measure progress based on dollar reductions per facility.

## **Operational Review**

- Revise review standards whereby only standards included in procedure manual checklists are audited.
- Centralize operational review teams within the Inspector General's Office. This will eliminate reliance on otherwise-occupied field staff and increase the objectivity of the review process.
- Coordinate the ACA audit process with operational review to eliminate duplication.