

### FLORIDA COMMISSION ON OFFENDER REVIEW

TENA M. PATE, Chair MELINDA N. COONROD, Vice-Chair RICHARD D. DAVISON, Secretary RICK SCOTT, Governor PAM BONDI, Attorney General JEFF ATWATER, Chief Financial Officer ADAM PUTNAM, Commissioner of Agriculture

#### LONG RANGE PROGRAM PLAN

September 30, 2015

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#### Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Florida Commission on Offender Review is submitted in the format prescribed in the budget nstructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2016-17 through Fiscal Year 2020-21. The internet website address that provides the link to the LRPP located on the Florida Commission on Offender Review is www.fcor.state.fl.us. The submission has been approved by me, Tena M. Pate, as Chair of the Commission.

Should you have any questions regarding this document, please contact me at (850) 487-1980.

Sincerely,

Tena M. Pate Chair

COMMITTED TO PROTECTING THE PUBLIC

# LONG RANGE PROGRAM PLAN FISCAL YEARS 2016-17 THROUGH 2020-21

Prepared for the Office of Policy and Budget
September 30, 2015



# FLORIDA COMMISSION ON OFFENDER REVIEW

A Governor and Cabinet Agency Created in 1941

### Florida Commission on Offender Review

### **Mission Statement**

To Ensure Public Safety and Provide Victim Assistance
Through the Post Prison Release Process

### **Agency Goals**

The Florida Commission on Offender Review (Commission) has five goals designed to provide for public safety and increased efficiency, while striving to meet the Commission's approved performance measures and standards.

- **GOAL 1.** To select appropriate individuals for parole.
- **GOAL 2.** To ensure informed decision-making by the Commission and Board of Executive Clemency (Board).
- **GOAL 3.** To guarantee timely decisions.
- **GOAL 4.** To ensure informed decision-making by the Board on Restoration of Civil Rights (RCR) *Without a Hearing* cases.
- **GOAL 5.** To ensure informed decision-making by the Board on RCR With a Hearing cases.

### **Agency Objectives**

The Commission has five goals designed to provide for public safety and increased efficiency, while striving to meet the Commission's approved performance measures and standards.

**GOAL 1.** To select appropriate individuals for parole.

**OBJECTIVE 1A:** To identify individuals who will succeed as law-abiding citizens.

**GOAL 2.** To ensure informed decision-making by the Commission and Board of Executive Clemency (Board).

**OBJECTIVE 2A:** To provide complete and accurate information to the Commission on parole, conditional medical release, control release, conditional release and addiction recovery release decisions, and to the Board on non-RCR<sup>1</sup> cases.

**GOAL 3.** To guarantee timely decisions.

**OBJECTIVE 3A:** To complete the revocation process within specific time frames.

**GOAL 4.** To ensure informed decision-making by the Board on Restoration of Civil Rights (RCR) *Without a Hearing* cases.

**OBJECTIVE 4A:** To ensure that eligibility determinations and investigatory information provided to the Board for RCR *Without a Hearing* cases contain no factual errors.

**GOAL 5.** To ensure informed decision-making by the Board on RCR With a Hearing cases.

**OBJECTIVE 5A:** To ensure that eligibility determinations and investigatory information provided to the Board for RCR *With a Hearing* cases contain no factual errors.

<sup>&</sup>lt;sup>1</sup> Non-RCR: full pardon; pardon without firearm authority; pardon for misdemeanor; commutation of sentence; remission of fines and forfeitures; specific authority to own, possess or use firearms; requests for review; and capital case (death penalty) reviews.

### Service Outcomes & Performance Projection Tables

**GOAL 1:** To select appropriate individuals for parole.

**OBJECTIVE 1A:** To identify individuals who will succeed as law-abiding citizens.

**OUTCOME:** Percent of parolees who have successfully completed their supervision without revocation

within the first three years.

BASELINE YEAR FY 1999-2000	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
90%	90%	90%	90%	90%	90%

The Commission exceeded its projected goal of 90% in FY 2014-15. There were 50 inmates paroled during the reporting period, with 47 or 94% successfully completing their supervision without revocation within the first three years of release.

**GOAL 2:** To ensure informed decision-making.

**OBJECTIVE 2A:** To provide complete and accurate information to the Commission on parole, conditional

medical release, control release, conditional release and addiction recovery release decisions

and to the Board on non-RCR cases.

**OUTCOME:** Percent of all cases placed before the Commission and Clemency Board containing no

factual errors.

BASELINE YEAR FY 1999-2000	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
83%	98%	98%	98%	98%	98%

The Commission exceeded its projected goal of 98% by placing 99% of its cases before the Commission and the Board with no factual errors in FY 2014-15.

**GOAL 3:** To guarantee timely decisions.

**OBJECTIVE 3A:** To complete the revocation process within specific time frames.

**OUTCOME:** Percent of revocation cases completed within 90 days after final hearing.

BASELINE YEAR FY 1999-2000	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
95%	99%	99%	99%	99%	99%

The Commission achieved its projected goal of 99% in FY 2014-15 by completing 1,646 revocation cases within 90 days after the final hearing was held or waived.

### Service Outcomes & Performance Projection Tables

**GOAL 4:** To ensure informed decision-making.

**OBJECTIVE 4A:** To ensure that eligibility determinations and investigatory information provided to the Board

for RCR Without a Hearing cases contain no factual errors.

**OUTCOME:** Percent of RCR Without a Hearing cases provided to the Clemency Board containing no factual

errors.

BASELINE YEAR FY 2011-12	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
100%	99%	99%	99%	99%	99%

The Commission exceeded its projected goal of 99% by placing 100% of the RCR *Without a Hearing* cases before the Board with no factual errors in FY 2014-15.

**GOAL 5:** To ensure informed decision-making.

OBJECTIVE 5A: To ensure that eligibility determinations and investigatory information provided to the Board

for RCR With a Hearing cases contain no factual errors.

**OUTCOME:** Percent of RCR With a Hearing cases provided to the Clemency Board containing no factual

errors.

BASELINE YEAR FY 2011-12	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
99%	99%	99%	99%	99%	99%

The Commission achieved its projected goal of 99% by placing 99% of the RCR *With a Hearing* cases before the Board with no factual errors in FY 2014-15.

### Linkage to Governor's Priorities

### **Governor's Priorities**

#### 1. Improving Education

World Class Education

### 2. Economic Development and Job Creation

Focus on Job Growth and Retention Reduce Taxes Regulatory Reform Phase out Florida's Corporate Income Tax

### 3. Maintaining Affordable Cost of Living in Florida

Accountability Budgeting
Reduce Government Spending
Reduce Taxes
Phase out Florida's Corporate Income Tax

The Commission's Long Range Program Plan (LRPP) aims to commit the agency's existing resources to ensuring public safety and providing victims' services for the citizens of this State in an effective and efficient manner. The Commission's highest priority is to ensure public safety.

All five of the Commission's goals link to the Governor's third priority, *Maintaining Affordable Cost of Living in Florida - Accountability Budgeting*, and goals one, four and five link to *Reduce Government Spending*.

### Maintaining Affordable Cost of Living

### **Accountability Budgeting**

- GOAL 1 To select appropriate individuals for parole.
- GOAL 2 To ensure informed decision-making by the Commission and Board.
- GOAL 3 To guarantee timely decisions.
- GOAL 4 To ensure informed decision-making (RCR Without a Hearing cases).
- GOAL 5 To ensure informed decision-making (RCR *With a Hearing* cases).

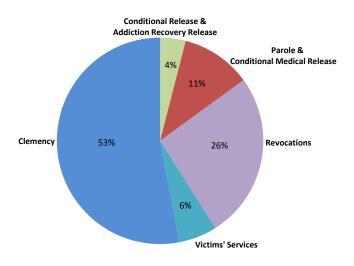
### **Reduce Government Spending**

- GOAL 1 To select appropriate individuals for parole.
- GOAL 4 To ensure informed decision-making (RCR Without a Hearing cases).
- GOAL 5 To ensure informed decision-making (RCR With a Hearing cases).

The Commission selects individuals for parole release who demonstrate rehabilitation and who have used their time in prison to become educated and learn skills so they are able to provide for themselves and their families post release.

Accurate clemency investigations and reports are obtained through staff training and quality assurance measures, maximizing the Commission's resources, and ensuring fiscal responsibility.

### Workload Hours by Activity FY 2014-15



The purpose of the **Post-Incarceration Enforcement** and **Victims' Rights Program** is:

- To provide victims and victims' families an opportunity to participate in the decision-making process of the Commission and Board;
- To set conditions of supervision for releasees to provide maximum assurance of public safety;
- To ensure swift and certain responses when releasees willfully and substantially violate conditions of their supervision; and
- To provide accurate information to the Commission and Board.

The Commission's LRPP for FY 2016-17 through FY 2020-21 is a five-year plan based on established and proposed goals and objectives. In the development of the LRPP, the Commission reviewed and evaluated the services and activities funded in the current year to determine their effectiveness and efficiency. The Commission as it exists today has a multitude of duties.

Created in 1941, the Commission is a constitutionally authorized, quasi-judicial, decision-making body. Article IV, Section 8 of the Florida Constitution, provides that there may be created by law "a parole and probation commission" with the power to supervise persons on probation and grant paroles or conditional releases to persons under sentences for crime (section 20.32, Florida Statutes). Since that time, the Legislature has added the administration of conditional medical

release, control release, conditional release, addiction recovery release supervision and the administration of the capital clemency case counsel list to the Commission's primary duties and responsibilities.

These diverse functions provide the means for fulfilling the Commission's public safety duties: to protect the public by administering parole, conditional medical release, control release, conditional release and addiction recovery release supervision. accordance with statutes and case law, maintaining control over this criminal population is contingent upon the attentive and timely completion of reviews, investigations and hearings. Many of the services provided are aimed at controlling offenders during the post-incarceration phase of their sentences and to facilitate their successful transition back into society. However, if the releasee fails to abide by the terms and conditions of their supervision, the Commission takes swift and certain action appropriate to the violation by means of the revocation process.

In performing its clemency responsibilities, the Commission acts as the investigative arm of the Governor and Cabinet, sitting as the Board of Executive Clemency, and provides administrative support in all clemency matters, including the RCR process.

To carry out the agency's statutorily mandated responsibilities, the Commission will be requesting \$220,420 in funds for FY 2016-17 to support the information technology operational needs and \$72,140 for the Victim Offender Dialogue (VOD) Program.

Chapter 2009-81, Laws of Florida, required the Commission to transfer all of its Information Technology (IT) resources to the Department of Corrections (Department) by July 1, 2009. This resulted in the Commission, through a Service Level Agreement, becoming a customer of the Department for all of its IT services necessary for the successful operation of the Commission. Page 19 of the Service Level Agreement states, 'Beginning July 1, 2009, the Provider will invoice the Customer on a quarterly basis with the delivery, installation, and implementation of the service. The Customer agrees to pay the Provider quarterly, with payments made by journal transfer beginning July 1, 2009. A lump sum appropriation of \$194,450 for payment to the Provider has been allocated for IT services. Payments are for any costs associated with the provision of enhanced technology services for the Customer or for costs associated with upgrading the

Customer's existing technology resources to meet the Provider's equipment standards.' The current amount of \$194,450 provided to the Department for all of the Commission's IT services, is no longer adequate funding to perform all of the Commission's needed IT services.

Currently the Commission has a backlog of IT application and programming requests ranging from October 2012 to July 2015. The requests include programming updates for current databases including the Clemency database (MAC) and outstanding requests for the creation of additional databases for Clemency records, Communications, Victims' Services, and Personnel Furthermore, the Commission's and Accounting. Enterprise Email Servers will reach an end of life status in the coming year and the current system will need to be replaced. The Commission will be requesting \$200,000 in non-recurring funding for information technology applications and programming services and requesting \$20,420 in recurring funding to replace the aging Enterprise Email Server with Microsoft Office/ Exchange 365 Suite.

#### Victims' Services

Victim assistance is a major tenet of the Commission's mission and is considered vitally important. Article I, Section 16(b) of Florida's Constitution, and sections 947.06 and 960.001, Florida Statutes, address the need to protect the rights of victims of crime and the need for victims' input in the criminal justice process. Victims' Services provides direct, personal assistance to crime victims and their families and assures their opportunity to participate in the parole, conditional medical release, control release, conditional release, addiction recovery release supervision, and clemency processes.

Victims' Services staff strive to reduce victimization through education and by providing and fostering an environment of compassion, dignity, and respect. They use this platform to: inform victims of their right to be heard and participate in the parole, conditional medical release, control release, conditional release, addiction recovery release supervision, and clemency processes; educate victims about the parole, conditional medical release, control release, conditional release, addiction recovery release supervision, and clemency processes; provide advance notice to victims of upcoming parole, conditional medical release and clemency proceedings; personally greet victims; provide a separate waiting area; and accompany them during hearings. A toll-free telephone number is also available for support

or information before, during, and after the hearing process.

On June 30, 2015, there were 20,243 clemency cases pending, with most requiring victim input. Further, there are approximately 4,561 inmates currently with parole eligible cases in which input from victims is appropriate.

Victim input plays a critical role in assisting the Commission and Board to make informed decisions. Great effort must be spent trying to locate victims, many of whom have relocated, changed their names through marriage or have been out of contact with the criminal justice system for many years. Employing trained, professional staff to assist victims of crimes ensures that the victim's rights are protected and they are not subjected to further victimization as a result of a release or clemency hearing decision.

During the 2010 Florida Legislative Session, SB 200, a victim-friendly bill was passed and became law on July 1, 2010 (Chapter No. 2010-95). The new law amended sections 947.16, 947.174, and 947.1745, Florida Statutes, giving the Commission authority to increase the interval between parole consideration re-interviews from within five years to within seven years for parole eligible offenders who were convicted of murder, attempted murder, sexual battery, or attempted sexual battery, or who are serving a 25-year minimum mandatory sentence under section 775.082, Florida Statutes. Currently, Victims' Services comprise 6% of the Commission's workload with central and field office staff providing 21,176 victim assists during FY 2014-15.

During the 2013 Legislative Session, HB 685, an additional victim-friendly bill was passed and became law on July 1, 2013. The new law amended sections 947.16, 947.174, and 947.1745, Florida Statutes, giving the Commission authority to increase the interval between parole consideration re-interviews from within two years to within seven years for parole eligible offenders who were convicted of specified crimes. The Commission's mission and philosophy are to provide for public safety with goals which seek to ensure that Florida's citizens are safe, and to do so in an effective and efficient manner. Lengthening the time between subsequent interview dates for those inmates who pose the greatest risk to the public and who are not expected to receive parole in the near future, reduces further victimization and trauma to crime victims and their families.

To further enhance the support services offered to crime victims, the Commission is requesting funding for a Victim Offender Dialogue (VOD) Program. VOD is a victim-centered, victim-initiated program which provides victims of violent crime the opportunity for a one-time structured, face-to-face meeting with their offender(s) in a secure, safe environment, in order to facilitate a healing and recovery process. The program also allows offenders to learn about the impact of their crime on victims and to take direct responsibility for their behavior.

A victim-initiated VOD program will greatly benefit the victims and/or survivors of some of the most violent and heinous crimes committed by offenders in the Florida prison system. The trauma some survivors contend with are life sentences of their own. VOD can offer a new sense of healing and justice. For victims and survivors who choose VOD, the process offers a way to express some of their pain and to get answers to questions only the offenders in their cases can provide.

Properly prepared offenders begin to grasp a more personal understanding of the extent of the impact of their crimes and of personal accountability. Offenders may not use their participation in VOD to advance their parole or other post prison supervision.

The Commission is requesting \$72,140 in non-recurring funds for the Victim Offender Dialogue Program (\$9,138 Expenses and \$63,002 Contracted Services).

#### **Parole**

The Commission administers parole (Chapters 947, 948, and 949, Florida Statutes), a discretionary prison release, which allows an inmate who has been granted parole to serve the remainder of his prison sentence outside of the confines of the institution. Once released, the parolee is subject to strict conditions of supervision set by the Commission. The Commission monitors the parolee's progress through supervision reviews and conducts revocation hearings when alleged violations are reported. If a parolee is found to have willfully and substantially violated the terms and conditions of his supervision, the Commission may return the parolee to prison.

Inmates eligible for parole are those who committed:

1. a first-degree murder, a felony murder, or the crime of making, possessing, throwing, projecting, placing, or discharging a destructive device (or the attempt of) prior to May 25, 1994;

- 2. all other capital felonies prior to October 1, 1995;
- 3. a continuing criminal enterprise (violation of s. 893.20, F.S.) prior to June 17, 1993;
- 4. a murder of a law enforcement officer (and other specified officers) prior to January 1, 1990;
- 5. a murder of a justice or judge prior to October 1, 1990; 6. any felony prior to October 1, 1983, or those who elected to be sentenced "outside the guidelines" for felonies committed prior to July 1, 1984;
- 7. any habitual felony offender sentence prior to October 1, 1988.

Some inmates will not be eligible for consideration until the year 2020 or beyond. On June 30, 2015, there were 4,561 inmates who are eligible for parole and 547 releasees on parole supervision. In FY 2014-15, the Commission made 1,300 parole decisions and granted parole to 25 inmates.

The Commission exceeded its projected goal of 90% for the reporting period by 4%, with 47 of 50 paroled inmates successfully completing their supervision without revocation within the first three years of release.

#### **Conditional Medical Release**

In 1992, the Florida Legislature created the Conditional Medical Release Program (section 947.149, Florida Statutes), a discretionary release allowing the Commission to release inmates on supervision who are "terminally ill" or "permanently incapacitated," and who are not a danger to themselves or others. The Department is charged with the responsibility of recommending to the Commission cases to be considered for conditional medical release. Upon release, the offender is subject to conditions of supervision set by the Commission. The Commission monitors the offender's progress through periodic medical reviews and conducts revocation hearings when alleged violations are reported. This supervision can be revoked, and the offender returned to prison if the Commission determines that a willful and substantial violation has occurred. The Commission may return the offender to custody if their medical or physical condition improves. In FY 2014-15, 100% of offenders placed on conditional medical release successfully completed supervision. The Department has recommended 77 inmates for release in the past three fiscal years. The Commission granted release to 35, or 45%, of those recommended by the Department. In FY 2014-15, the Commission granted 15 of the 35 inmates recommended by the Department for conditional medical release, or 43%.

#### **Conditional Release**

In 1988, the Florida Legislature created the Conditional Release Program (section 947.1405, Florida Statutes) and placed it under the administration of the Commission. This program is a non-discretionary release program and requires mandatory post-prison supervision for inmates who are sentenced for certain violent crimes and who have served a prior felony commitment at a state or federal correctional institution, or who are sentenced as a habitual offender, violent habitual offender, violent career criminal or designated sexual predator.

Inmates who are subject to conditional release and have completed their incarceration are supervised for the remainder of their sentences. These offenders are subject to strict conditions of supervision set by the Commission. The Commission monitors their progress through supervision reviews and conducts revocation hearings when alleged violations are reported. If a conditional releasee is found to have willfully and substantially violated the conditions of supervision, the Commission may return him to prison. On June 30, 2015, there were 3,108 releasees on conditional release supervision, and in FY 2014-15 the Commission set terms and conditions for 5,386 releasees.

### **Addiction Recovery**

The Florida Legislature created the Addiction Recovery Supervision Program (section 944.7431, Florida Statutes) in 2001 and placed it under the Commission's administration. This program requires mandatory post-prison supervision for offenders released from a state correctional facility who are convicted of a crime committed on or after July 1, 2001, and have a history of substance abuse or addiction or have participated in any drug treatment, and have not been convicted of a disqualifying offense. Upon release, the offender is subject to strict conditions of supervision set by the Commission. In FY 2014-15, 92% of offenders placed on addiction recovery supervision successfully completed supervision. The Commission monitors the offender's progress and conducts revocation hearings when alleged violations are reported. If the Commission finds the offender willfully and substantially violated the terms and conditions of supervision, the Commission may return the offender to prison. During FY 2014-15, 1,172 offenders were placed in the program. As of June 30, 2015, there were 317 offenders on addiction recovery supervision.

#### **Control Release**

The Florida Legislature created the Control Release Authority (section 947.146, Florida Statutes) in 1989 with the members of the Commission acting as the release authority. When active, control release is utilized as a prison population management tool to keep it at less than 99% of the total capacity. Currently, the Commission is not reviewing the inmate population for discretionary release under this authority as there are sufficient prison beds to house the current prison population. Today, a small number of control releasees remain under supervision. The Commission monitors their progress through supervision reviews and conducts revocation hearings when alleged violations are reported. This supervision can be revoked, and the offender returned to prison if the Commission finds a willful and substantial violation has occurred.

#### Revocations

The revocation process is essential to the Commission's mission to ensure public safety and comprises 26% of the agency's workload. The violation process begins when law enforcement or the Department notifies the Commission that an offender under supervision has allegedly violated one or more conditions of their supervision. The Revocations Unit is responsible for reviewing these reported violations and preparing a warrant for a Commissioner's signature; updating the National Crime Information Center/Florida Crime Information Center databases; responding to requests from law enforcement agencies; and coordinating the extradition of out-of-state violators. In FY 2014-15, there were 2,080 warrants issued by the Commission.

Revocation hearings are quasi-judicial fact-finding hearings conducted by a Commission Investigator. They are held for offenders who are under parole, conditional medical release, control release, conditional release or addiction recovery release supervision. These hearings include parole preliminary hearings, final revocation hearings, bond hearings, and courtesy interstate probable cause hearings for the Department. Revocation hearings include testimony from witnesses and are usually held at the county jail. In FY 2014-15, 99% of revocation hearings were completed by the Commission within 90 days of the final hearing.

The Revocations Unit conducts an in-depth analysis of hearing and waiver packages prepared by Commission Investigators and dockets the cases for final

Commission action. Docketing and processing of cases for Commission action include review of supervision eligibility and violations of supervision. In FY 2014-15, 1,753 revocation events were docketed.

### Clemency

The Governor and members of the Cabinet sit as the Clemency Board and set forth the Rules of Executive Clemency. The Commission operates as the administrative and investigative arm of the Board. Clemency is a constitutionally authorized process and the forms of clemency include: full pardon; pardon without firearm authority; pardon for misdemeanor; commutation of sentence; remission of fines and forfeitures; specific authority to own, possess, or use firearms; restoration of civil rights in Florida; restoration of alien status under Florida law; and capital case (death penalty) reviews.

Under the Florida Constitution, when a person is convicted of a felony, they lose the right to vote, serve on a jury, hold public office, and possess a firearm. Administered by the Commission, the clemency process provides the means through which an offender may have some or all of their rights restored. The clemency process also provides a means by which the Board may consider an offender for relief from punishment. Persons seeking or being considered today for clemency relief are either incarcerated, released from a correctional facility or have completed their term of supervision. An individual may apply for commutation of sentence through a request for review as set forth in the Rules of Executive Clemency.

The type of clemency investigation conducted by the Commission primarily depends on the severity and nature of the offense and the form of clemency relief being sought. The Commission's website provides detailed information regarding the list of offenses that determine the processing category. The depth and scope of each investigation vary by type, and each type has a different waiting period after completion of sentence.

The Commission assists the Board in the orderly processing of matters placed before the Board for consideration and action. The Commission conducts comprehensive, confidential investigations for applicants utilizing records and databases of state and federal courts, and multiple criminal justice agencies. The referral, assignment, and approval of all cases processed by the Commission are generated and managed by the clemency database. These detailed investigations

provide a broad picture of the applicant's history and activities, which assist the Board in making informed decisions.

Information is also available on the clemency page of the Commission's website (www.fcor.state.fl.us/clemencyOverview.shtml) including application forms and instructions. Individuals may also check to see whether their rights have been granted. If granted, a copy of the certificate may be printed directly from the website. As of July 31, 2015, there have been 1,114,650 RCR website searches, 128,107 RCR certificates located, 77,912 RCR certificates printed, and 376,598 RCR certificates available. The Commission provides the Board's action to the Florida Department of State on a daily basis so that it may use the information for verification purposes with the Central Voter Registration Database.

Restoration of Civil Rights (RCR) investigations are classified as follows: Without a Hearing and With a Hearing. Without a Hearing investigations are those where offenders, depending on the offense of conviction, are eligible for consideration only after five years have passed since the date of completion of all sentences and conditions of supervision imposed for all felony convictions, if no crimes have been committed and if the applicant has not been arrested for a misdemeanor or felony for the five years prior to the date the application is being reviewed. With a Hearing investigations are those where offenders with more serious offenses are eligible for consideration only after seven years have passed since the date of completion of all sentences and conditions of supervision imposed for all felony convictions.

During the 2014 Florida Legislative Session, HB 5303 reassigned the responsibility for appointing capital clemency counsel from the Justice Administrative Commission to the Board of Executive Clemency. Under the bill, the Board may only appoint private counsel; it cannot appoint the public defender or the regional conflict counsel. The statutory fee cap is \$10,000 and paid from funds appropriated to the Commission. In fiscal year 2014-15, the Commission was funded \$125,000 to pay for new capital clemency counsel services, of which \$28,537 was non-recurring and the Justice Administration Commission was funded \$125,000 to pay for outstanding capital clemency counsel services. In fiscal year 2015-16, the Commission requested and received additional funding in the amount of \$153,537 for capital clemency counsel services for a total funding of \$250,000.

#### **GOAL ONE**

The Commission's first goal is to select individuals for parole who will succeed as law-abiding citizens. The Commission conducts a thorough review of an inmate's record when determining whether to release an inmate on parole.

The Commission reviews the circumstances and seriousness of the offense, as well as the inmate's prior criminal record, previous education, employment history, risk assessment evaluations, disciplinary record and program participation in prison, substance abuse history, and any other information that would impact a release decision. Commission Investigators interview the inmate at the prison, review the complete institutional record and the inmate's release plan, and provide the Commission with an investigative report. The Department provides mental health records upon request.

The Commission must make a finding that there is a reasonable probability that the inmate will be lawabiding, will not become a public charge, and that their release will be compatible with their own welfare and the welfare of society when considering an offender for parole. The Commission sets the term and conditions of supervision for those released on parole. The conditions are intended to protect the public and to facilitate the parolee's successful reintegration into society. The inmate must agree to the term and conditions of supervision in order to be paroled. If the parolee willfully and substantially violates the conditions of supervision, the Commission may revoke supervision and return the offender to prison.

The Commission also furthers this goal through the analysis of parole revocations data to identify common factors among this population of offenders that may have contributed to their inability to successfully transition into the community. This information aids the Commission in making future parole decisions and in assisting correctional probation officers in supervising parolees.

The Commission exceeded its projected goal of 90% in FY 2014-15 for goal one. There were 50 inmates paroled during the reporting period, with 47 or 94% successfully completing their supervision without revocation within the first three years of release.

#### **GOAL TWO**

The Commission's second goal is to ensure informed decisions are made by placing cases before the Commission and Board that have no factual errors. The objective of this goal is to ensure that the Commission and Board have the most complete and accurate information upon which to base their decisions. "Complete information" means that staff has obtained, or attempted to obtain, all relevant information necessary. "Accurate information" means that the information presented has been verified, or there is a statement in the report or investigation as to the reason the information could not be verified. "Factual errors" are defined as an omission of information or reporting incorrect information. These errors do not include typographical errors.

The types of cases reviewed for errors include non-RCR clemency investigations, cases considered for release, and revocation hearings. The Commissioners and the Board identify errors in the reports and investigations for the various types of cases reviewed. These errors are tabulated and expressed as a percentage of the total number of cases that are placed before the Commission and the Board. Targeting the error rate through performance measures allows the Commission to thoroughly evaluate errors and improve the release, revocation, and non-RCR clemency process.

This goal remains a high priority of the agency because the Commission and Board are ultimately decision-making bodies. The information provided to them by staff forms the basis of their decisions. Accordingly, their effectiveness as decision-makers is directly related to, or dependent in large part upon, the completeness and accuracy of the information provided.

The Commission addresses this priority by establishing clear policies and procedures, providing training, and completing Quality Assurance (QA) reviews. This ensures that staff produce a quality work product by having the Commission provide clear direction as to what is expected in the performance of their duties. Training provides detailed instruction on the correct procedures that must be followed when acting as a hearing officer in revocation proceedings or when acting as an investigator on a clemency case. The QA reviews are conducted by regional administrators, supervisors, and central office staff.

The percent of cases placed before the Commission and Board containing no factual errors for FY 2014-15 was 99%, exceeding the goal of 98%.

#### **GOAL THREE**

The Commission's third goal is to guarantee timely decisions by ensuring that once the final revocation hearing has been held or waived for control release, conditional release and addiction recovery release supervision cases, the Commission will render its decision within 90 days. In FY 1999-2000, the baseline percentage of revocation cases voted within 90 days was 95%. In FY 2014-15, the percentage remains high at 99%.

The Commission achieved its goal and will strive to maintain this high level of performance.

#### **GOALS FOUR & FIVE**

The Commission's fourth and fifth goals focus on ensuring informed decisions are made by placing RCR cases before the Board containing no factual errors. RCR cases are categorized as RCR *Without a Hearing* and RCR *With a Hearing* investigations.

The objective of these goals is to ensure that the Board has the most complete and accurate information with which to base their decisions pertaining to RCR. "Complete information" means that staff has obtained or attempted to obtain all relevant information necessary for the Board to make an informed decision. "Accurate information" means that the information presented has been verified, or there is a statement in the report or investigation as to the reason the information could not be verified. "Factual errors" are defined as an omission of information, reporting incorrect information, or incorrectly determining eligibility. These errors do not include typographical errors.

The Commission acknowledges the significance and importance of the RCR process and providing quality investigative reports. Utilizing performance measures allows the Commission to evaluate the error rate of RCR cases and to improve the process. Errors are identified in Executive Orders and investigations for the various types of RCR cases reviewed. These errors are tabulated and expressed as a percentage of the total number of RCR cases that are placed before the Board.

The Commission addresses this priority by establishing clear policies and procedures, providing training, completing QA reviews, and holding monthly clemency teleconferences. This ensures that staff produce a quality work product by providing clear direction as to

what is expected in the performance of their duties. Training provides detailed instruction on the Rules of Executive Clemency and the correct procedures when conducting a clemency investigation. The QA reviews are conducted by regional administrators, supervisors, and central office staff. Monthly statewide clemency teleconferences address questions from the field staff, discuss policies and procedures, and allow Clemency Investigations' staff the opportunity to discuss any relevant issues.

The Commission met its projected goal of 99% by placing 99% of the RCR *With a Hearing* cases and exceeded its projected goal of 99% by placing 100% of the RCR *Without a Hearing* cases before the Board with no factual errors in FY 2014-15.

### FLORIDA COMMISSION ON OFFENDER REVIEW

Performance Measures & Standards - Exhibit II

# Performance Measures & Standards - Exhibit II

Department: Florida Commission on Offender Review	Department No	o.: 78000000			
Program: Post-Incarceration Enforcement and Victims' Rights	Code: 780100	00			
Service/Budget Entity:	Code:				
Approved Performance Measures for FY 2014-15	Approved Prior Year Standard FY 2014-15	Prior Year Actual FY 2014-15	Approved Standard for FY 2015-16	Requested Standard for FY 2016-17	
Percent of revocation cases completed within 90 days after final hearing	99%	99%	99%	99%	
Percent of cases placed before the Commission and Clemency Board containing no factual errors	98%	99%	98%	98%	
Number of conditional release/addiction recovery cases handled	5,597	7,390	5,597	5,597	
Number of revocation determinations	1,400	1,753	1,400	1,400	
Number of clemency cases completed	12,000	6,121	6,000	6,000	
Number of parole and conditional medical release decisions	1,374	1,338	1,374	1,374	
Number of victim assists	15,000	21,176	15,000	15,000	
Percent of RCR With a Hearing cases provided to the Clemency Board containing no factual errors	99%	99%	99%	99%	
Percent of RCR Without a Hearing cases provided to the Clemency Board containing no factual errors	99%	100%	99%	99%	
Number of parolees who have successfully completed their supervision without revocation within the first three years	34	47	34	20	
Percent of parolees who have successfully completed their supervision without revocation within the first three years	90%	94%	90%	90%	

### FLORIDA COMMISSION ON OFFENDER REVIEW

Assessment of Performance For Approved Performance Measures - Exhibit III

# Assessment of Performance For Approved Performance Measures - Exhibit III

### LRPP Exhibit III (1): PERFORMANCE MEASURE ASSESSMENT

<b>Department:</b> Florida C	Commission on Offender I	Review	
<b>Program:</b> Adult Prison	S		
Service/Budget Entity:	Post-Incarceration Enfo	rcement and Victims' Righ	nts
Measure: Number of	parole and conditional me	edical release decisions	
Action:			
Performance Asses	ssment of <u>Outcome</u> Meas	sure Revision o	of Measure
=	ssment of <u>Output</u> Measur	=	of Measure
	A Performance Standards	<del></del>	
	The community of the contract of		
Approved Standard	<b>Actual Performance</b>	Difference	Percentage
	Results	(Over/Under)	Difference
1,374	1,338	(-36)	1%
Factors Accounting for	the Difference:	, ,	
Internal Factors (check			
Personnel Factors		Staff Capacity	
Competing Prioritie	<u> </u>	Level of Training	
Previous Estimate	=	Other (Identify)	
	ice Cannot Fix the Proble	• • • • • • • • • • • • • • • • • • • •	
=			
Current Laws Are v	Norking Against the Agen	icy iviission	
time between parole c		013, the Commission incress from within two years to ewer parole decisions.	
External Factors (checl	call that applyly		
Resources Unavaila		Technological Problems	
Legal/Legislative C	=	Natural Disaster	
Target Population		Other (Identify)	
_	ice Cannot Fix the Proble	• • • • • • • • • • • • • • • • • • • •	
Current Laws Are v	Norking Against the Agen	icy iviission	
Management Efforts to	o Address Differences/Pr	roblems (check all that ap	ply):
Training		Technology	
Personnel		Other (Identify)	
been an increase in th	e number of conditional the Florida Department o	as made fewer parole det I medical release decision of Corrections. The Comm	ns on cases referred to

### Assessment of Performance For Approved Performance Measures - Exhibit III

### LRPP Exhibit III (2): PERFORMANCE MEASURE ASSESSMENT

<b>Department:</b> Florida C	ommission on Offender I	Review	
<b>Program:</b> Adult Prisons			
		rcement and Victims' Righ	
·		sfully completed their sup	pervision without
revocation within the f	irst three years		
Action:			
	sment of <u>Outcome</u> Meas		of Measure
	sment of <u>Output</u> Measur	re Deletion o	of Measure
Adjustment of GAA	Performance Standards		
A managed Chandand	Astual Danfannana	D:fforonce	Danasatana
Approved Standard	Actual Performance	Difference	Percentage
2.4	Results	(Over/Under)	Difference
34	47	(13)	38%
Factors Accounting for			
Internal Factors (check Personnel Factors	ali tilat appiy).	Staff Canacity	
		Staff Capacity Level of Training	
Competing Prioritie Previous Estimate I		Other (Identify)	
	ice Cannot Fix the Proble	• • • • • • • • • • • • • • • • • • • •	
= -	Vorking Against the Agen		
Current Laws Are v	VOIKING Against the Agen	Cy Wiission	
	in 47 parolees that succe	to parole in FY 11-12 was essfully completed their su	
External Factors (check	call that annly):		
Resources Unavaila		Technological Problems	
Legal/Legislative Cl		Natural Disaster	
Target Population (	_	Other (Identify)	
= ' '	ce Cannot Fix the Proble	• • • • • • • • • • • • • • • • • • • •	
	Vorking Against the Agen		
		,	
25 in FY 14-15. Theref	ore, the current standard	to parole was 25 in FY 12- d of 34 parolees successfu hree years could not be n	Illy completing their
Management Efforts to	o Address Differences/Pr	roblems (check all that ap	vlq:
Training		Technology	F-77*
Personnel		Other (Identify)	
		- ( 11	
	Commission recommend rinmates released to par	ds revising the performan	ce standard from 34 to

### FLORIDA COMMISSION ON OFFENDER REVIEW

LRPP EXHIBIT IV (1): Performance Measure Validity and Reliability **Department:** Florida Commission on Offender Review **Program:** Adult Prisons Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights Measure: Number of parolees who have successfully completed their supervision without revocation within the first three years Action (check one): Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure. **Data Sources and Methodology:** The Commission is requesting revisions to the approved standard from 34 to 20 due to a decrease in the number of offenders released on parole. Source: Florida Department of Corrections' Offender Based Information System (OBIS). Validity: This indicator is a valid measure of how individuals placed on parole are successful in abiding by their conditions of supervision. **Reliability:** This measure consistently yields the same results and is free from random errors.

LRPP EXHIBIT IV (2): Performance Measure Validity and Reliability
<b>Department:</b> Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
<b>Measure:</b> Percent of parolees who have successfully completed their supervision without revocation within the first three years
Action (check one): N/A
<ul> <li>Requesting revision to approved performance measure.</li> <li>Change in data sources or measurement methodologies.</li> <li>Requesting new measure.</li> <li>Backup for performance measure.</li> </ul>
Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (3): Performance Measure Validity and Reliability
Department: Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
Measure: Percentage of revocation cases completed within 90 days after final hearing
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.
Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (4): Performance Measure Validity and Reliability
Department: Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
<b>Measure:</b> Percentage of cases placed before the Commission/Clemency Board containing no factual errors
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.
Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (5): Performance Measure Validity and Reliability
Department: Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
Measure: Number of revocation determinations
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.
Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (6): Performance Measure Validity and Reliability
Department: Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
Measure: Number of conditional release/addiction recovery cases handled
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.
Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (7): Performance Measure Validity and Reliability
Department: Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
Measure: Number of clemency cases completed
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.
Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (8): Performance Measure Validity and Reliability
<b>Department:</b> Florida Commission on Offender Review
Program: Adult Prisons
<b>Service/Budget Entity:</b> Post Incarceration Enforcement and Victims' Rights
Measure: Number of parole and conditional medical release decisions
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.
Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (9): Performance Measure Validity and Reliability
Department: Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
Measure: Number of victim assists
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.  Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (10): Performance Measure Validity and Reliability
Department: Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
<b>Measure:</b> Percent of RCR With a Hearing cases provided to the Clemency Board containing no factual errors
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.
Data Sources and Methodology:
Validity:
Reliability:

LRPP EXHIBIT IV (11): Performance Measure Validity and Reliability
<b>Department:</b> Florida Commission on Offender Review
Program: Adult Prisons
Service/Budget Entity: Post Incarceration Enforcement and Victims' Rights
<b>Measure:</b> Percent of RCR Without a Hearing cases provided to the Clemency Board containing no factual errors
Action (check one): N/A
Requesting revision to approved performance measure. Change in data sources or measurement methodologies. Requesting new measure. Backup for performance measure.
Data Sources and Methodology:
Validity:
Reliability:

### FLORIDA COMMISSION ON OFFENDER REVIEW

Associated Activities Contributing To Performance Measure - Exhibit V

# Associated Activities Contributing To Performance Measure - Exhibit V

LRPP Exhibit V: Identification of Associated Activities Contributing to Performance Measures							
Measure Number	Approved Performance Measures for FY 2014-2015		Associated Activities Title				
1	Number of parolees who have successfully completed their supervision without revocation within the first three years		<ul><li>(2) Offender Revocations</li><li>(4) Parole Determinations</li><li>(5) Victims' Services</li></ul>				
2	Percentage of parolees who have successfully completed their supervision without revocation within the first three years		<ul><li>(2) Offender Revocations</li><li>(4) Parole Determinations</li><li>(5) Victims' Services</li></ul>				
3	Percentage of revocation cases completed within 90 days after final hearing		<ul><li>(2) Offender Revocations</li><li>(5) Victims' Services</li></ul>				
4	Percentage of cases placed before the Commission/Clemency Board containing no factual errors		<ul><li>(1) Conditional Release</li><li>(2) Offender Revocations</li><li>(3) Clemency Services</li><li>(4) Parole Determinations</li><li>(5) Victims' Services</li></ul>				
5	Number of conditional release/addiction recovery cases handled		<ul><li>(1) Conditional Release</li><li>(5) Victims' Services</li></ul>				
6	Number of revocation determinations		<ul><li>(2) Offender Revocations</li><li>(5) Victims' Services</li></ul>				
7	Number of clemency cases completed		(3) Clemency Services (5) Victims' Services				
8	Number of parole and conditional medical release decisions		(4) Parole Determinations (5) Victims' Services				
9	Number of victim assists		<ul><li>(1) Conditional Release</li><li>(2) Offender Revocations</li><li>(3) Clemency Services</li><li>(4) Parole Determinations</li><li>(5) Victims' Services</li></ul>				
10	Percent of RCR With a Hearing cases provided to the Clemency Board containing no factual errors		(3) Clemency Services (5) Victims' Services				
11	Percent of RCR Without a Hearing cases provided to the Clemency Board containing no factual errors		(3) Clemency Services (5) Victims' Services				

# Agency-Level Unit Cost Summary - Exhibit VI:

COMMISSION ON OFFENDER REVIEW	FISCAL YEAR 2014-15					
SECTION I: BUDGET	OPERATING				FIXED CAPITAL	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT					9,569,579	(
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)					25,362	0
FINAL BUDGET FOR AGENCY					9,594,941	0
SECTION II: ACTIVITIES * MEASURES	FTE	Number of Units	(1) Unit Cost	Expenditures	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)						
Conditional Release * Number of conditional and addiction recovery cases handled	17.00	7,390	50.82	484,350	375,555	
Offender Revocations * Number of Revocation Determinations	37.00	1,753	1,392.53	2,179,571	2,441,110	
Clemency Services * Number of clemency cases completed	46.00	6,121	823.41	3,632,617	5,040,108	
Parole Determination * Number of parole and conditional medical release decisions	13.00	1,338	771.88	968,698	1,032,777	
Victims' Services * Number of Victim Assists	9.00	21,176	28.76	849,210	609,056	
TOTAL	122.00			8,114,446	9,498,606	
SECTION III: RECONCILIATION TO BUDGET						
PASS THROUGHS						
TRANSFER - STATE AGENCIES						
AID TO LOCAL GOVERNMENTS						
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS						
OTHER						
REVERSIONS					96,342	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)					9,594,948	
SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT CO	ST SUMM	ARY			_	

<sup>(1)</sup> Some activity unit costs may be overstated due to the allocation of double budgeted items.

<sup>(2)</sup> Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.

<sup>(3)</sup> Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.

<sup>(4)</sup> Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

### Glossary of Terms & Acronyms

#### **Capital Case:**

A case in which an inmate has been sentenced to death and the Governor's Office has requested Clemency Investigations to review, update, or conduct an interview of the inmate and prepare an in-depth investigation for consideration for a commutation of sentence to life.

#### **Clemency Pending Case:**

A clemency case received by the Office of Executive Clemency and the Florida Commission on Offender Review that is moving through some stage of the eligibility determination or investigation process and/or is awaiting final action by the Clemency Board.

### **Clemency Investigation:**

A background investigation conducted by a Commission Investigator to determine those persons requesting clemency who should be considered for any form of clemency by the Governor and Cabinet sitting as the Executive Clemency Board.

### **Final Hearing:**

A fact-finding quasi-judicial hearing by the Commission's authorized representatives for the purpose of determining whether a releasee has violated the conditions of release; and if so, recommend a disposition to the Commission.

#### Investigator:

An employee of the Commission responsible for conducting parole, clemency and revocations investigations, holding revocation hearings, and preparing reports for Commission and Board review.

#### Releasee:

An offender who has been released to a program of parole, conditional medical release, control release, conditional release, or addiction recovery release supervision.

#### Restitution:

A special condition of release, whereby the releasee is required to make payments to the victim of the crime.

#### Restoration of Civil Rights (RCR) With a Hearing Case:

With a Hearing investigations are those where offenders with more serious offenses are eligible for consideration only after seven years have passed since the date of completion of all sentences and conditions of supervision imposed for all felony convictions.

#### Restoration of Civil Rights (RCR) Without a Hearing Case:

Without a Hearing investigations are those where offenders, depending on the offense of conviction, are eligible for consideration only after five years have passed since the date of completion of all sentences and conditions of supervision imposed for all felony convictions, if no crimes have been committed and if the applicant has not been arrested for a misdemeanor or felony for the five years prior to the date the application is being reviewed.

#### Request for Review:

A request to waive the Board Rules by an individual seeking a commutation of sentence.