



FLORIDA
DEPARTMENT of
CORRECTIONS

Governor
RON DESANTIS
Secretary
MARK S. INCH

501 South Calhoun Street, Tallahassee, FL 32399-2500

<http://www.dc.state.fl.us>

LONG RANGE PROGRAM PLAN

Department of Corrections
Tallahassee
September 30, 2021

Chris Spencer, Policy Director
Office of Policy and Budget
Executive Office of the Governor
1603 Capitol
Tallahassee, Florida 32399-0001

Eric Pridgeon, Staff Director
House Appropriations Committee
221 Capitol
Tallahassee, Florida 32399-0001

Tim Sadberry, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, FL 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Department of Corrections is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives, and measures for the Fiscal Year 2022-23 through Fiscal Year 2026-27. The internet website address that links to the LRPP located on the Florida Fiscal Portal is <http://www.dc.state.fl.us/pub/index.html>.

Please note, new measures and standards are pending approval; the budget amendment is scheduled to come off consultation on October 7, 2021.

Sincerely,

Mark S. Inch
Secretary



Department of Corrections Long Range Program Plan

Fiscal Years 2022-23 through 2026-27

Agency Mission

Provide a continuum of services to meet the needs of those entrusted to our care, creating a safe and professional environment with the outcome of reduced victimization, safer communities and an emphasis on the premium of life.

Agency Goals (Lines of Effort)

- ❖ Goal 1: Develop World-Class Corrections Professionals
- ❖ Goal 2: Ensure the Security, Safety, Health, and Welfare of Inmates
- ❖ Goal 3: Protect Communities and Support Restoration
- ❖ Goal 4: Provide Mission Support and Infrastructure

Agency Objectives

Objective 1A	Recruit, retain, & right Size to ensure appropriate quality staffing
Objective 1B	Training & leader development to foster corrections excellence
Objective 1C	Work-life balance to support good decision making & healthy staff & families

Objective 2A	Intelligence & law Enforcement to disrupt criminal networks
Objective 2B	Security operations to ensure public safety & reduce violence
Objective 2C	Health & wellness to meet ethical standards & constitutional obligation
Objective 2D	Programming to offer positive choices, reduce idleness, & support rehabilitation

Objective 3A	Offender supervision to deter criminal activity & reduce victimization
Objective 3B	Programming to support rehabilitation & increase success in society
Objective 3C	Community outreach to foster volunteerism & restoration

Objective 4A	Financial stewardship to maximize Floridians' return on investment
Objective 4B	Physical plant to provide a safe, secure, & humane environment
Objective 4C	Information technology to maximize resource efficiency & effectiveness
Objective 4D	Administrative support to synchronize & standardize operations

Agency Service Outcomes and Performance Projections

Line of Effort 1: Develop World-Class Corrections Professionals

Objective 1A: Recruit, retain, & right size to ensure appropriate quality staffing

Outcome: Agency-wide turnover rate

Baseline FY 2015-16	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
23.1%	26%	24%	22%	20%	18%

Objective 1B: Training & leader development to foster corrections excellence

Outcome: Percent of correctional officer series fully certified as of June 30th

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
82.3%	91%	92%	93%	94%	95%

Objective 1C: Work-life balance to support good decision-making & healthy staff & families

Outcome: Mandatory Overtime Hours

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
1,968,611	500,000	350,000	250,000	150,000	50,000

Line of Effort 2: Ensure the Security, Safety, Health, and Welfare of Inmates

Objective 2A: Intelligence & law enforcement to disrupt criminal networks

Outcome: Number of contraband interdictions

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
2,421	2,600	2,700	2,800	2,900	3,000

Objective 2B: Security operations to ensure public safety & reduce violence

Outcome: Number of inmate assaults on inmates and staff

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
5,159	4,000	3,500	3,000	2,500	2,000

Objective 2C: Health & wellness to meet ethical standards & constitutional obligations

Outcome: Percent of Correctional Medical Authority (CMA) findings closed

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
51.9%	50%	60%	70%	80%	90%

Objective 2D: Programming to offer positive choices, reduce idleness & support rehabilitation

Outcome: Percent of unmet programming needs, by initial assessment, among released inmates

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
70.1%	50%	45%	40%	35%	30%

Line of Effort 3: Protect Communities and Support Restoration

Objective 3A: Offender supervision to deter criminal activity & reduce victimization

Outcome: Percent of offenders admitted to prison or probation within 3 years of successfully completing probation

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
9.3%	8%	8%	8%	8%	7%

Objective 3B: Programming to support rehabilitation & increase success in society

Outcome: Percent of inmates reincarcerated within 3 years following release

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
25.3%	22%	21.5%	21%	20.5%	20%

Objective 3C: Community outreach to foster volunteerism & restoration

Outcome: Number of inmates visited in person or through technology-based platform

Baseline FY 2015-16	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
52,000	35,000	40,000	45,000	50,000	60,000

Line of Effort 4: Provide Mission Support and Infrastructure

Objective 4A: Financial stewardship to maximize Floridians’ return on investment

Outcome: Average number of findings from past audits

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
0	0	0	0	0	0

Objective 4B: Physical plant to provide a safe, secure, & humane environment

Outcome: Number of outstanding (non-recurring) capital improvement projects

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
1,153	1,300	1,250	1,200	1,150	1,100

Objective 4C: Information technology to maximize resource efficiency & effectiveness

Outcome: All IT systems, including hardware, operating systems and software are serviceable and supported based on the manufacturers’ recommendations*

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
1.5	1.5	2	2	2.5	3

Objective 4D: Administrative support to synchronize & standardize operations

Outcome: Percent of vehicles that meet DMS standards

Baseline FY 2019-20	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
67%	70%	75%	76%	77%	78%

* Red (1) – Amber (2) – Green (3) scoring. Red indicates that the department’s IT system is out of compliance and not supported on key systems. Amber indicates that the department’s IT system is out of compliance, not supported, or both, but not on key systems. Green indicates that the department’s IT system is not out of compliance and supported.

Linkage to the Governor's Priorities

- ❖ **Governor's Priority #1 – Restore and Protect Florida's Environment**

- ❖ **Governor's Priority #2 – Improve Florida's Education System**
 - **Agency Line of Effort 3: Protect Communities & Support Restoration**
 - **Agency Objective:** Programming to support rehabilitation & increase success in society.
 - **Agency Objective:** Community Outreach to foster volunteerism & restoration.

- ❖ **Governor's Priority #3 – Economic Development and Job Creation**
 - **Agency Line of Effort 1: Develop World-Class Corrections Professionals**
 - **Agency Objective:** Recruit, Retain, & Right Size to ensure appropriate quality staffing.
 - **Agency Objective:** Training & Leader Development to foster corrections excellence.
 - **Agency Objective:** Work-Life Balance to support good decision making & healthy staff & families.

 - **Agency Line of Effort 3: Protect Communities & Support Restoration**
 - **Agency Objective:** Offender Supervision to deter criminal activity & reduce victimization.
 - **Agency Objective:** Programming to support rehabilitation & increase success in society.
 - **Agency Objective:** Community Outreach to foster volunteerism & restoration.

 - **Agency Line of Effort 4: Provide Mission Support & Infrastructure**
 - **Agency Objective:** Financial Stewardship to maximize Floridians' return on investment.
 - **Agency Objective:** Information Technology to maximize resource efficiency & effectiveness.
 - **Agency Objective:** Administrative Support to synchronize & standardize operations.

❖ **Governor's Priority #4 – Health Care**

- **Agency Line of Effort 2: *Ensure the Security, Safety, Health, & Welfare of Inmates***
 - **Agency Objective:** Health & Wellness to meet ethical standards & constitutional obligation.
 - **Agency Objective:** Programming to offer positive choices, reduce idleness, & support rehabilitation.

❖ **Governor's Priority #5 – Public Safety**

- **Agency Line of Effort 2: *Ensure the Security, Safety, Health, & Welfare of Inmates***
 - **Agency Objective:** Intelligence & Law Enforcement to disrupt criminal networks.
 - **Agency Objective:** Security Operations to ensure public safety & reduce violence.
 - **Agency Objective:** Programming to offer positive choices, reduce idleness, & support rehabilitation.
- **Agency Line of Effort 3: *Protect Communities & Support Restoration***
 - **Agency Objective:** Offender Supervision to deter criminal activity & reduce victimization.
 - **Agency Objective:** Programming to support rehabilitation & increase success in society.
 - **Agency Objective:** Community Outreach to foster volunteerism & restoration.
- **Agency Line of Effort 4: *Provide Mission Support & Infrastructure***
 - **Agency Objective:** Financial Stewardship to maximize Floridians' return on investment.
 - **Agency Objective:** Physical Plant to provide a safe secure, & humane environment.
 - **Agency Objective:** Information Technology to maximize resource efficiency & effectiveness.
 - **Agency Objective:** Administrative Support to synchronize & standardize operations.

❖ **Governor's Priority #6 – Public Integrity**

- **Agency Line of Effort 1: *Develop World-Class Corrections Professionals***
 - **Agency Objective:** Recruit, Retain, & Right Size to ensure appropriate quality staffing.
 - **Agency Objective:** Training & Leader Development to foster corrections excellence.

Trends and Conditions

The Florida Department of Corrections (FDC) is the third largest state prison system in the country with an annual budget of almost \$2.9 billion. As of June 30, 2021, the FDC has almost 80,500 inmates in its correctional facilities and supervises over 144,000 offenders as part of its community supervision operation. It is also the largest of Florida's state agencies, with more than 25,400 authorized full-time employees. It was created by, and operates under the provisions of Section 20.315 and Chapters 944, 945, 946, 948, 958, and 960, Florida Statutes.

The Department's mission is to "Provide a continuum of services to meet the needs of those entrusted to our care, creating a safe and professional environment with the outcome of reduced victimization, safer communities, and an emphasis on the premium of life." The Department seeks to accomplish its mission through long-range planning strategies and the Legislative Budget Request. Department staff strive for consistency with the goals and objectives of the state and understand that resources must be used in an efficient and effective manner.

INMATE POPULATION

AN INCREASINGLY VIOLENT POPULATION

The trend line for violence at FDC correctional institutions has been increasing for several years. However, heavy movement restrictions, quarantines, and medical isolation caused by COVID-19 resulted in a reduction in violent incidents in 2020. This was a unique set of circumstances that is already returning to pre-COVID-19 trends.

Along with proactive law enforcement and investigation of criminal networks, the primary solution to inmate violence is proper staffing and productive opportunities for inmates to receive rehabilitative services. Unfortunately, resource constraints have led to significantly diminished programming opportunities. High vacancy rates among COs simply means less presence, less oversight, and less deterrence for violence and other criminal activity.

AN INCREASINGLY CRIMINALLY ORGANIZED POPULATION

Security Threat Groups (STGs), also known as gangs, are complex criminal networks. Using their community access beyond the institution, they coordinate the introduction of contraband, secure revenue, and exert influence, both in our correctional institutions and in Florida communities. STG membership has been increasing in Florida's inmate population for the past decade.

As of June 30, 2021, there are approximately 15,713 STG inmates inside FDC institutions. Much of this is attributed to inmate idleness, spurred by high CO vacancy rates, lack of experienced staff, and lack of programming opportunities. Institutional life largely depends on an overall social and governing structure. Deficient staffing increases the possibility that inmates will

affiliate with STGs that promise to provide safety, security, cell phone access, and illegal substances.

AN IDLE POPULATION

Second only to properly staffing Florida's correctional facilities, there is no other factor more important to reducing violence and preparing inmates for success upon release than eliminating inmate idleness.

Professional corrections organizations appropriately recognize the connection between inmate idleness and violence levels within prisons. As recognized by the American Correctional Association (ACA), a combination of inmate job assignments and program opportunities should be available and sufficient to accommodate inmates in general population settings. FDC's gain-time structure is designed to recognize cooperative behavior and compliance with work and program assignments, when calculating days credited toward early release. Years of cost-saving measures in which programming dollars and positions were eliminated which has reduced the availability of providing meaningful activities to the majority of the inmate population.

Approximately 40% of the inmate population is able to participate in a work or program assignment, thus 60% contribute to the idleness referenced above. As it relates to specific program needs such as substance use disorder treatment, only 20% of those requiring treatment have access to substantive programs. Similarly, of the 66% of inmates in need of general education development training, only 4% are enrolled on average. These conditions directly correlate to increases in inmate idleness, which result in significantly higher violence levels within the correctional system.

AN ADDICTED POPULATION

Addiction is a major influencer on criminal behavior, both outside and inside correctional institutions.

Some substances increase the likelihood of violent behavior. Addicted individuals have a higher risk of recidivism and are also more likely to have their addictions exploited by gangs or other predatory groups. Approximately 60% of inmates in FDC's custody come to the Department with some form of addiction. FDC lacks sufficient resources to fully address the treatment needs of inmates. Resources were reduced in FY 18-19 in order to divert funds to pay for constitutionally required inmate healthcare. Funding for substance use disorder treatment was restored in FY 19-20 and subsequently increased in-prison treatment capacity from 3,184 to 9,099 seats. However, re-establishing relationships with treatment providers takes time, and has been significantly delayed as a result of COVID-19.

AN AGING POPULATION

Health Services Expenditures as a Percent of Total FDC Budget

Florida's statutory approach to sentencing generally leads to an older prison population. The elderly inmate population continues to rise. As of June 30, 2021, elderly inmates (50+ years of age, as defined in statute) accounted for 28% of the total inmate population. The elderly population is projected to increase further, which will continue to drive healthcare costs, outside hospital visits, in-house treatment, and bed space needs. FDC's health services budget currently accounts for approximately 22% of the overall Department operating budget.

SEVERE PERSONNEL SHORTAGES

FDC is experiencing unprecedented turnover rates in CO and CPO positions. While some of this turnover is due to the stress of extended work schedules and increased demand for overtime in dangerous environments, much of it is attributed to comparatively higher salaries paid by county jails, other state law enforcement agencies, and private enterprise. In general, salary scales of similar Florida corrections professionals exceed that of FDC COs and CPOs by up to 30%. Additionally, when comparing baseline salaries of the 10 largest prison systems in the country, Florida ranks seventh.

FDC's high turnover rate has resulted in a crisis-level shortage of correctional personnel, resulting in the Department's consistent challenge to meet its safety and security obligations. High attrition rates often lead to posts staffed by inexperienced officers who lack the seasoned judgment needed to exercise their responsibilities with prudence.

Between 2007 and 2019, in a series of cost-saving measures, more than 3,837 positions were eliminated from the Department. Many of these cuts were made in FY 12-13 when the Department transitioned from 8 to 12-hour shifts. Coupled with the reduction of staffed positions, a 12-hour shift often turns into a 16-hour shift, and days off are lost due to mandatory overtime. Extending an officer's shift length in a prison environment is physically, mentally, and emotionally grueling.

This situation results in a very large number of officers quitting soon after exposure to the environment. The first year CO attrition rate has risen to 46%. Throughout FDC, in any given week, well over 2,000 critical security posts are left unmanned for at least some period of time because there is simply no one to fill them.

Even when the critical security post is filled, the stress of working under these conditions has resulted in unprecedented rates of unscheduled absences, failures to report, and rule and procedure violations resulting in disciplinary actions. Requests and referrals to the Employee Assistance Program and Family and Medical Leave Act usage by COs have also risen. FDC's budget is only funded at a level sufficient to meet payroll for 92% of authorized positions at current salary levels. The shortage of personnel brought on by grueling working conditions is, in fact, funding a portion of the pay and mandatory overtime of remaining personnel.

AGING INFRASTRUCTURE & MISSION SUPPORT

FDC has more square footage and infrastructure to maintain than any other state agency in Florida.

The Department of Management Services (DMS) is the state agency charged with overseeing 12 million square feet of the Florida Facilities Pool. FDC is directly responsible for approximately 41% more square feet than DMS, but has a smaller facility operating budget. FDC is directly responsible for approximately 22 million square feet of infrastructure, with an annual operating budget of only \$52 million. This includes densely occupied buildings that are fully operational 24-hours a day, and provide for the food service, medical service, laundry service and housing needs for thousands of adults.

Due to budgetary restrictions, FDC has been unable to sufficiently address physical plant needs. FDC has seen notable increases in upgrade and repair requirements. At present, the budgetary estimate to address all needed repairs in the Department exceeds \$373 million. Though the Legislature has funded a portion of FDC's fixed capital outlay requests for the past few years, addressing the Department's infrastructure needs is a multi-year effort that will require several years of appropriate resourcing.

Seventeen of FDC's 50 major institutions were constructed prior to 1980. All 17 institutions currently require modernization. These requirements include electrical distribution upgrades, thermal efficiencies, windows, locking controls, energy efficiencies, plumbing systems, water efficiencies, roofs, and more. Additionally, with only 24% of FDC's 623 housing units having air conditioning, the Department must work to develop innovative solutions to address environmental challenges.

FDC's vehicle fleet has also seen impacts of budgetary restrictions. FDC has over 1,960 vehicles that are more than 12 years old. As of November 2020, 65% of the Department's 3,019 vehicles met the DMS criteria for replacement of a standard vehicle based on age. Between January 2019 and December 2020, FDC removed 413 vehicles from its fleet that were designated and sold as scrap, meaning they were inoperable and unrepairable.

Many components of FDC's Information Technology infrastructure are considerably outdated. Restrictive resourcing prohibited the Department from effectively maintaining even the most basic technology standards and implementing critical infrastructure upgrades.

With the Department's emphasis on enhancing programming, FDC needs an inmate network that will provide segregated infrastructure. The existing network cannot support this.

REMEDIATING LITIGATION

Healthcare and Disability-Related Lawsuit Funding

FDC is experiencing increased expenditures related to remediating litigation.

The State of Florida is responsible for providing inmates with a constitutional standard of care when they are admitted to the Department's institutions. This standard of care includes comprehensive medical, mental health, and dental services.

In 2011, the Florida Legislature directed FDC to privatize inmate health services. This directive led the Department to solicit and award healthcare contracts to two contracted healthcare providers (Contractor A and B) in Fiscal Year 12-13. Throughout the term of these fixed-price contracts, the Department and the contracted providers determined that the providers had significantly underestimated the cost of providing services to Florida's inmate population. As a result, the provider's performance was impacted.

In 2015, a class-action lawsuit was filed against the Department and Contractor A, alleging that inmates had not received proper healthcare. A settlement agreement for the class-action lawsuit was reached in 2017.

In 2016, a four-count complaint for declaratory and injunctive relief was filed against FDC, alleging that the Department was failing to provide appropriate Hepatitis C treatment. The fiscal impact of this complaint reached over \$14 million in FY 18-19.

Additionally, the Department has spent approximately \$100 million since December 2017 on direct acting antivirals to treat inmates with Hepatitis C.

In 2017, a three-count class-action complaint was filed against FDC, alleging the Department was consistently violating laws designed to protect incarcerated people with disabilities. In July 2017, a settlement agreement was reached. In addition to making changes to healthcare processes related to inmates with disabilities, FDC has seen notable increases in expenditures related to infrastructure modifications, hearing aids, sign language interpreters, and Americans with Disabilities Act (ADA) coordinators to ensure the Department's compliance with ADA standards.

As a result of these issues, including underpricing and performance challenges, Contractor A (servicing Regions 1, 2, and 3) elected to terminate their contract, at-will, with services ending in 2016. The early termination led the Department to conduct an emergency procurement to secure healthcare services for Regions 1, 2, and 3. This emergency contract with a new correctional healthcare provider (Contractor C) began in 2016. In 2017, the Department terminated Contractor B's contract (servicing Region 4) due to poor performance. Services in Region 4 were then added to the emergency contract with Contractor C.

LINES OF EFFORT

The Department has developed goals and strategic initiatives/objectives/priorities consistent with the state and agency's mission and based on the allocation of fiscal, human, technological, capital, and other resources. This allocation of resources is achieved through a data-driven selection process that relies on careful consideration of the Department's capabilities and environment. The Strategic Plan for 2021 to 2024 identifies four basic goals or lines of effort, 14 primary strategies and 45 objectives that will guide the Department's growth, development and financial priorities within the trends and conditions that reflect the social, economic and political environment in which it must operate.

The Department's Line of Efforts and associated Strategies as outlined in the Strategic Plan are listed below.

- ❖ **Line of Effort 1 - Develop World-Class Corrections Professionals:** Invest in our members for their professional development, growth and success.
 - Recruit, Retain, & Right Size to ensure appropriate quality staffing
 - Training & Leader Development to foster corrections excellence
 - Work-Life Balance to support good decision making & healthy staff & families

- ❖ **Line of Effort 2 - Ensure the Security, Safety, Health, and Welfare of Inmates:** To ensure FDC facilities remain safe and secure, keeping the public, staff, and inmates out of harm's way by maintaining lawful custody of those entrusted to our care,
 - Intelligence & Law Enforcement to disrupt criminal networks
 - Security Operations to ensure public safety & reduce violence
 - Health & Wellness to meet ethical standards & constitutional obligation
 - Programming to offer positive choices, reduce idleness, & support rehabilitation

- ❖ **Line of Effort 3 - Protect Communities and Support Restoration:** Implement rehabilitative programs that support a continuum of services for inmates and offenders, resulting in a successful transition into the community.
 - Offender Supervision to deter criminal activity & reduce victimization
 - Programming to support rehabilitation & increase success in society
 - Community Outreach to foster volunteerism & restoration

- ❖ **Line of Effort 4 - Provide Mission Support and Infrastructure:** Provides administrative services that assist in carrying out the Department's strategic plan.
 - Financial Stewardship to maximize Floridians' return on investment

- Physical Plant to provide a safe, secure, & humane environment
- Information Technology to maximize resource efficiency & effectiveness
- Administrative Support to synchronize & standardize operations

These lines of effort and strategies serve as a road map to guide the planning, direction, and activity of the Department's five primary programs, 1. Department Administration, 2. Security and Institutional Operations, 3. Health Services, 4. Community Corrections, and 5. Education and Programs. These programs are comprised of services for which performance is measured in terms of outcomes (impact or public benefit of a service). These services are comprised of activities for which performance is measured in terms of outputs (products or services). What follows is a program by program discussion of existing trends and conditions that will impact the Department's ability to deliver outputs and outcomes, that will, in turn, impact the accomplishment of strategic initiatives/objectives/priorities and lines of effort, and, ultimately, its mission.

Department Administration

The Department Administration program is comprised of two services, 1. Executive Direction and Support Services and 2. Information Technology. For the fiscal year beginning July 1, 2021, the total operating budget for this program is approximately \$66.9 million and includes 648.5 authorized positions.

The Administration program provides administrative and support functions to the other four programs. These support functions include accounting, budgeting, procurement, personnel, technology services, legislative affairs, staff development, strategic initiatives, facilities contract management, and legal services.

The Department Administration program will continue to assess ways to maximize the benefits of technology and use the enterprise philosophy. It is anticipated that this program will be the lead for enhancing business systems to maximize resources without compromising our mission. Correctional Officers and Correctional Probation Officers serve as the front line to accomplish the Department's core mission of ensuring the safety of inmates and offenders, correctional staff and Florida's communities. Their core functions and roles are fully supported by this program.

Security and Institutional Operations

Twenty-four hours a day, 365 days a year, the Security and Institutional Operations program manages 80,495 incarcerated inmates (as of June 30, 2021). Inmates are housed in 143 correctional facilities consisting of 50 major institutions (prisons), including seven privately run, 15 prison annexes, three re-entry centers, 33 work camps, 30 community release centers which include 18 privately-run (contract) centers, two road prisons/forestry camps, and one Basic Training Unit throughout Florida. The Security and Institutional Operations program is the largest public-safety investment in the state. About 65% of the Department's budget is

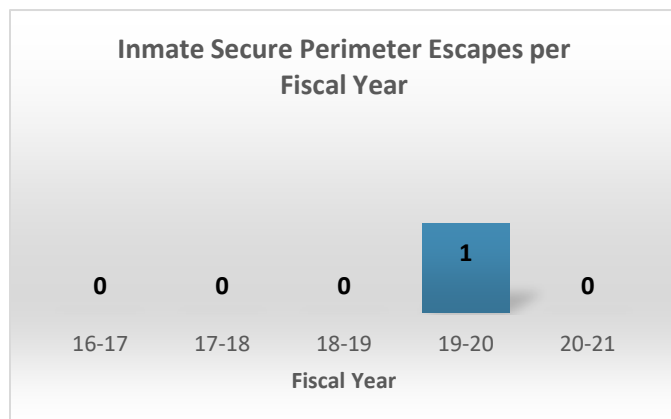
allocated to this program. For the fiscal year beginning July 1, 2021, the total operating budget is approximately \$1.84 billion and 21,329 authorized positions for these seven services:

1. Adult Male Custody Operations
2. Adult and Youthful Offender Female Custody Operations
3. Male Youthful Offender Custody Operations
4. Specialty Correctional Institution Operations
5. Executive Direction and Support Services
6. Correctional Facilities Maintenance and Repair

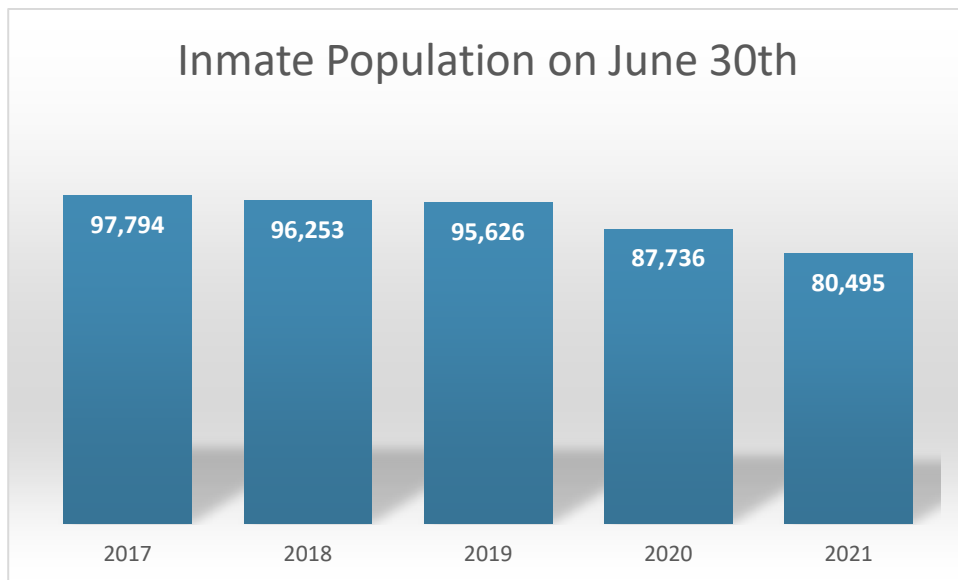
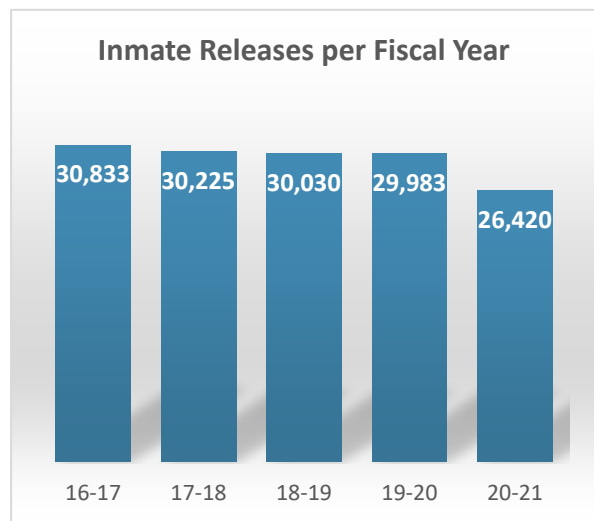
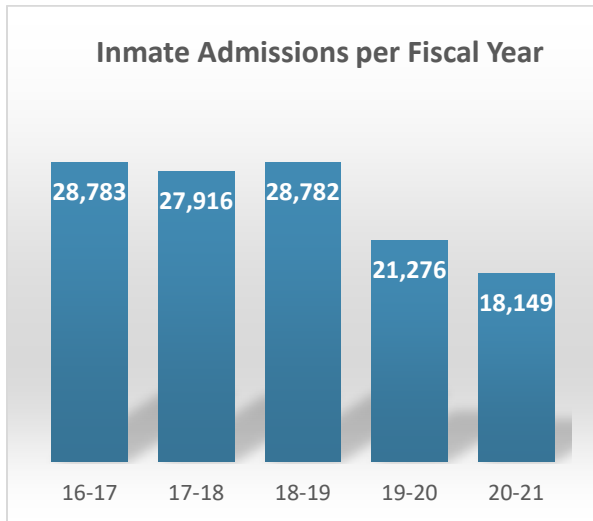
The major activities of this program involve maintaining security, drug testing, food service, and production, as well as providing opportunities for inmates to sharpen job skills, and develop good work habits and attitudes that can be applied upon release. The primary focus of these services is to ensure that the operations of all institutions meet required security standards that are essential to providing supervision of inmates of varying custody levels, an optimum level of public safety, and a safe and secure environment for staff and offenders. This is achieved by providing adequate staffing of well-trained officers, perimeter barriers equipped with electronic detection systems, high security grade locking systems, single cell housing units for high-risk inmates, unannounced security audits of all facilities, specialized response teams for emergency situations, and individual emergency plans. Transportation of inmates outside the secure perimeter of the institutions for medical appointments, work assignments, or court appearances is a vital public safety function.

The public expects the Department to carry out the sentence of the court in a manner that enhances the safety of Florida residents. This is done by incarcerating inmates in facilities meeting their security custody level requirements, which are based upon crime, escape risk and likelihood of harming correctional staff and other inmates. As a result, Florida's prisons house violent and nonviolent inmates in a variety of correctional housing settings. Through cost-effective correctional strategies such as reception system programs, the Department uses technology to achieve the most secure system for housing inmates and monitoring. The Department has been able to keep inmate escapes at a low level. The following chart indicates the 5-year trend in escapes from a secure perimeter facility.

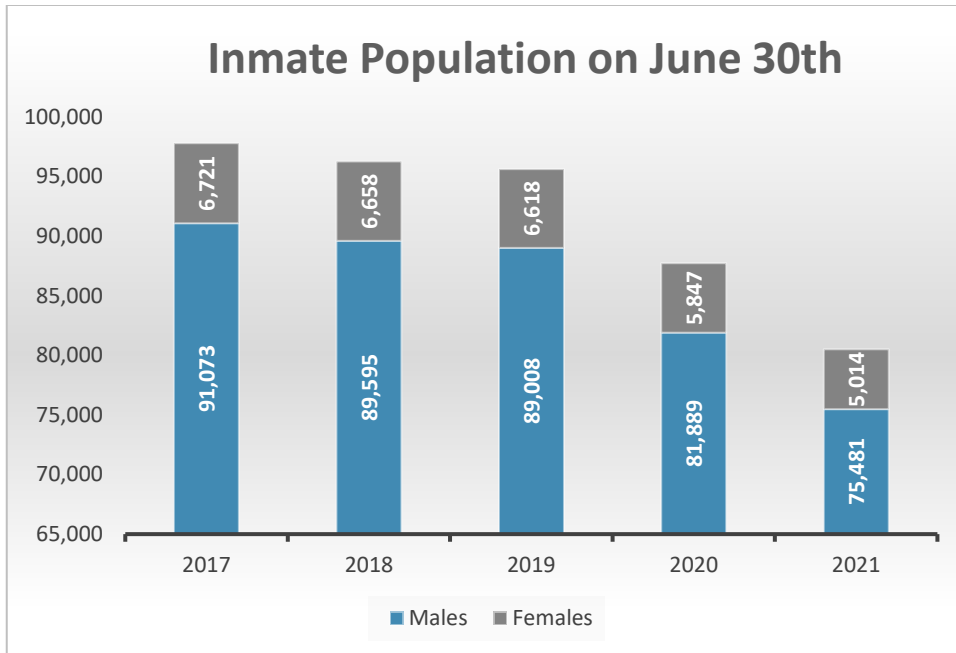
Florida must be prepared to provide appropriate facilities for individuals sentenced to state correctional facilities. Trends indicate that individuals sentenced to prison today will be incarcerated significantly longer than in the past due, in part, to the 85% of sentence served law enacted in 1995. The average percentage of sentence served in custody did not



change from FY 2019-20 to FY 2020-21 (86.7%). The following charts illustrate that inmate admissions remain less than the number of inmates released last year. Additionally, the overall inmate population over the last five years has continued to decline.



On June 30, 1980, there were 800 women incarcerated in Florida's correctional system. Forty-one years later, on June 30, 2021, the number of female inmates was 5,014, an increase of over 525 percent. For males during the same period the increase was approximately 300 percent (from 18,892 to 75,481). However, current trends illustrate a decrease in population for both genders. The female inmate population decreased 14.2% (5,847 to 5,014), from June 30, 2020 to June 30, 2021. The male inmate population also decreased 8% (81,889 to 75,481) during the same period. NOTE: COVID-19 restrictions have resulted in a reduction of intakes, affecting inmate admissions and population.

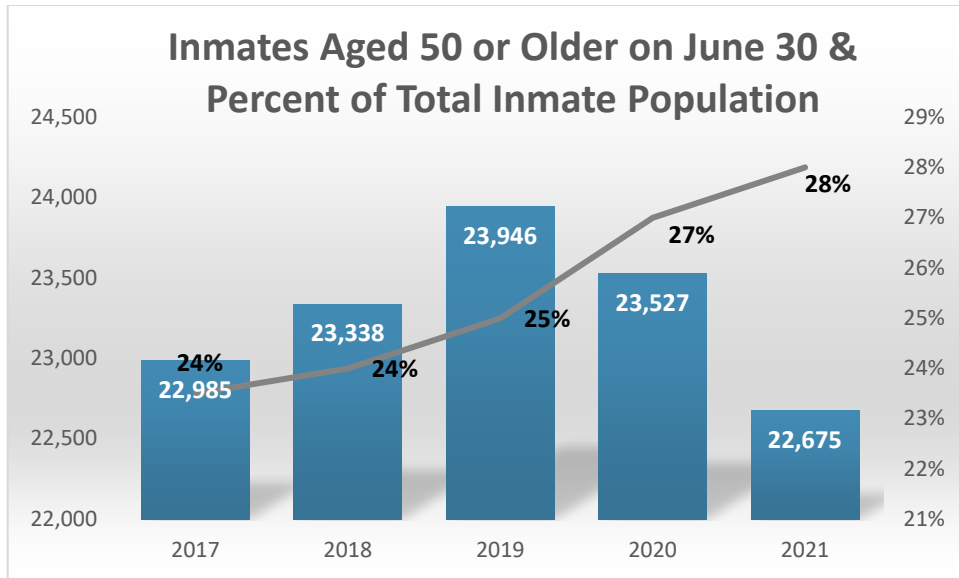


If current trends continue, the Security and Institutional Operations program will consistently manage an inmate population of less than 100,000. To safely, securely, and economically incarcerate all inmates, this office will use enhanced security technology, intelligence analytics and advanced information systems to protect the public with the least impact on taxpayer dollars. The results of these efforts prevent escapes, reduce contraband, safeguard the correctional staff and other inmates, and reduce taxpayer expense.

Health Services

Inmate Health Services are provided to all inmates in major institutions. These services provide a complete inmate health care system, ranging from general medical care to acute mental health treatment, necessary for a humane environment. Inmates have access to medical, dental, and mental health care. For the fiscal year beginning July 1, 2021, the total operating budget for this program is approximately \$567.7 million and 151.5 authorized positions.

All inmates incarcerated in state correctional facilities must have access to health care. Moreover, the percentage of inmates that are 50 years and older is an increasing portion of the inmate population. This group of inmates is more likely to need critical healthcare and require even more resources than younger inmates. The following chart illustrates the percentage of older inmates continues to increase at a faster pace than the overall inmate population over the past year.



More and more inmates with infectious diseases challenge the Department's ability to continue to provide quality medical care within existing resources. The agency strives to provide constitutionally adequate care to inmates through efficient means.

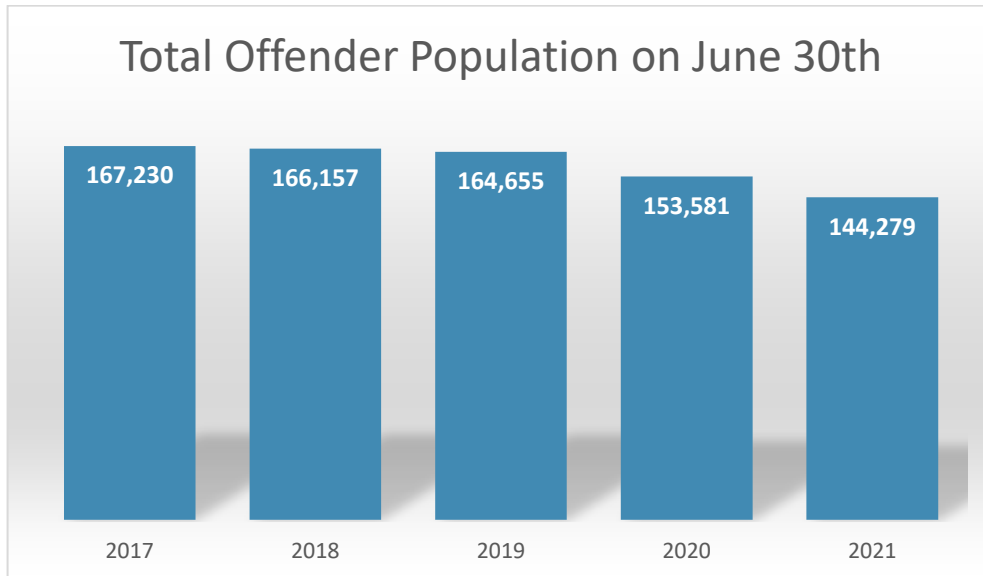
Community Corrections

Community Corrections is comprehensive community supervision that comprises a multitude of human resources, communications systems, and specialized supervision approaches intended to protect the community and encourage sentenced offenders to avoid future criminal behavior. Offenders can come under the purview of this program through specific court placement or by other assignment to a community-based program as a condition of prison release. The Community Corrections program has 2,793 authorized positions and is responsible for the supervision of 144,279 offenders, as of June 30, 2021. It is comprised of one service, Community Supervision, with a total operating budget of \$240 million for the fiscal year beginning July 1, 2021.

The Community Corrections program manages many levels of supervision utilizing technology such as Global Positioning System (GPS). Correctional Probation Officers make contact with offenders, ensuring court required conditions are met. Offenders not complying are returned to the court or Florida Commission on Offender Review for further sanctions. Emphasis is placed on the more specialized community offender needing a higher level of supervision, including drug offender probation, community control, sex offender probation, sex offender community control, post-prison release, and all offenders convicted of a sex crime.

The data below details the number of offenders supervised by the Community Corrections program, which has consistently decreased over the past five years. The total offender population contains all the offenders under the control of the Department, which includes active, active-suspense, out of state offenders and the absconder population. NOTE: COVID-19

restrictions have resulted in a reduction of intakes, affecting offender admissions and population.



The Community Corrections program may have fewer offenders to supervise in the future. According to the Supervised Population Forecast for FY 2021-22, adopted by the Criminal Justice Estimating Conference (CJEC) on November 20, 2020, there will be an estimated 83,975 active offenders on June 30, 2022. This program must continue to effectively utilize existing resources to ensure appropriate supervision of offenders recommending proportionate graduated sanctions when reporting violations in lieu of prison and provide programs and resources to offenders to assist in successful completion of supervision. The use of technological advancements will assist in more accurately monitoring the offender population.

Education and Programs

There were 26,420 inmates in Florida's prisons who returned to their communities during the fiscal year ending June 30, 2021. Enhancing the abilities of inmates and offenders under supervision so they become productive members of their communities after serving the sentence of the court is a large part of the Department's mission. Success in this endeavor demands those inmates and offenders lacking adequate education, skills, and work experience have opportunities to participate in self-improvement and work programs. These programs focus on academic and vocational education, substance abuse treatment, and other specialized programs.

Four services comprise correctional Education and Programs, 1. Adult Substance Abuse Prevention, Evaluation and Treatment Services, 2. Basic Education Skills, 3. Adult Offender Transition, Rehabilitation and Support, and 4. Community Substance Abuse. These services are provided to inmates and offenders managed by the Security and Institutional Operations and

Community Corrections programs. For the fiscal year beginning July 1, 2021, the total operating budget for this program is \$101.7 million and 491 authorized positions.

The Department recognizes these opportunities to improve lives since the majority of inmates admitted test at the ninth-grade level or below. Also, approximately fifty-eight percent of the inmate population is in need of substance abuse treatment. Providing these self-improvement opportunities is critical to modifying behaviors.

The Department tracks the rate that inmates and offenders relapse into criminal behavior (recidivism) to measure the positive influences of its self-improvement and work programs. The three-year recidivism rate for releases in 2017 is 24.1%, decreasing from the previous year. The Department's published recidivism report found that the higher the education level of an inmate upon release, the less likely they will return to prison or community supervision for re-offending within three years. Additional recidivism data can be found at:

<http://www.dc.state.fl.us/>.

The residents of Florida expect the Department to successfully transition inmates and offenders back into society in the most cost-effective manner possible. Maximizing the use of technology and targeting appropriate programs to identified inmates will help to keep program delivery and supervision costs down.

Potential Policy Changes Affecting the Agency Budget Request

None at this time.

Changes Requiring Legislative Action

None at this time.

Agency Task Forces and Studies in Progress

The Fiscal Year 2021-2022 General Appropriations Act requires:

- By November 1, 2021, all re-entry programs must provide the following information to the Department of Corrections: the population served by the program including information relating to the criminal history, age, employment history, and education level of inmates served; the services provided to inmates as part of the program; the cost per inmate to provide those services; any available recidivism rates; and any matching funds or in-kind contributions provided to the program. The department shall compile this information and submit a report to the chair of the Senate Appropriations Committee and the chair of the House Appropriations Committee by February 1, 2021.
- The Department of Corrections shall, before closing, substantially reducing the use of, or changing the purpose of any state correctional institution as defined in section 944.02, Florida Statutes, submit its proposal to the Governor's Office of Policy and Budget, the

chair of the Senate Appropriations Committee, and the chair of the House Appropriations Committee for review.

- The department shall, before eliminating any general revenue funded public worksquad officer positions, submit its proposal to the Governor's Office of Policy and Budget, the chair of the Senate Appropriations Committee, and the chair of the House Appropriations Committee for review and approval.
- Each correctional facility Warden, in conjunction with the Chief Financial Officer of the Department of Corrections, shall submit a report on the allocation of human resources and associated budget by correctional facility to the chair of the Senate Appropriations Committee and the chair of the House Appropriations Committee by July 30th of each year. At a minimum, each correctional facility must identify the number of full-time authorized positions, delineating between filled and vacant, the projected number of employee hours needed to fulfill the operations of each facility, specifically denoting projected overtime hours, the methodology utilized to assign overtime in a uniform and equitable manner, and recruitment efforts and challenges including turnover rates. The department shall submit a comparison of actual utilization to projected estimates. The Inspector General shall certify that he or she has reviewed the information contained in each report and has verified its accuracy.
- The Department of Corrections must submit monthly status reports regarding the status of the implementation and transition to 8.5 hour shifts for correctional officers employed at affected state operated correctional facilities to the chair of the House Appropriations Committee and the chair of the Senate Appropriations Committee. The report must include: a timeline of the estimated transition to 8.5 hour shifts by month for each facility; the progress of the transition at each facility; the number of filled and vacant correctional officer positions at each facility, by class; the amount of overtime hours and expenditures for each correctional officer class per month at each facility; and the number of use of force incidents per month at each facility. The use of force incidents shall specify the number of inmate-on-inmate events, inmate-on-officer assaults, and contraband. The department must deliver the report by the 15th day following the end of each calendar month.
- The Department of Corrections shall prepare a report detailing the amount of overtime expended per facility; the number of positions in overlap, with justification for each overlapped position; and identify the number of unfunded positions that may be eliminated. The report shall be submitted to the chair of the Senate Appropriations Committee and the chair of the House of Representatives Appropriations Committee by January 1, 2022.

The Department is mandated by statute to develop the following reports:

- Annual Report of Department Activities (20.315, F.S.)
- Referral of Sexually Violent Predators to the Department of Children and Families (394.931, F.S.)

- Correctional Education Program Activities (944.801, F.S.)
- Random and Reasonable Suspicion Substance Abuse Treatment Tests (944.473, F.S.)
- Addiction Recovery Supervision Program (944.4731, F.S.)
- Identification Cards for Inmates (944.605, F.S.)
- Post-release Job Placement (946.516, F.S.)
- Treatment of Elderly Offenders (944.8041, F.S.)
- Sentencing Practices and Sentencing Score Thresholds, Trends (921.002, F.S.)
- Effectiveness of Participating Counties and County Consortiums in Diverting Nonviolent Offenders from the State Prison System (948.51, F.S.)
- Comprehensive Correctional Master Plan Update (944.023, F.S.)
- Correctional Security Audit Findings (944.151, F.S.)
- Inmate Population Exceeding Capacity, Bed-Capacity Deficiency Plan (944.0231, F.S.)
- Long-Range Program Plan (216.013, F.S.)
- Youthful Offender Basic Training Program and Community Residential Program, Implementation (958.045, F.S.)
- Citizen Support Organization (Corrections Foundation and Foundation for Correctional Excellence), (20.058, F.S.)
- Provide Other Personal Services (OPS) employment data (110.131(4), F.S.)

The Secretary of the Department is mandated by statute to be a member or appoint a designee to the following groups that may be mandated to develop reports:

- Council on the Social Status of Black Men and Boys (16.615, F.S.)
- Child Abuse Prevention and Permanency Advisory Council (39.001, F.S.)
- Council on Homelessness (420.622, F.S.)
- Criminal and Juvenile Justice Information Systems Council (943.06, F.S.)
- Criminal Justice Executive Institute (943.1755, F.S.)
- Criminal Justice Standards and Training Commission (943.11, F.S.)
- Statewide Drug Policy Advisory Council (397.333, F.S.)
- Joint Task Force on State Agency Law Enforcement Communications (282.1095, F.S.)
- State Council for Interstate Adult Offender Supervision (949.07, F.S.)
- Suicide Prevention Coordinating Council (14.20195, F.S.)
- Criminal Justice Mental Health Policy Council (394.656, F.S.)
- Florida Substance Abuse and Mental Health Corporation's Criminal Justice, Mental Health, and Substance Abuse Reinvestment Program grant review committee (394.658, F.S.)
- Florida Violent Crime and Drug Control Council (943.031, F.S.)
- Drug Control Strategy and Criminal Gang Committee (943.031, F.S.)
- Rural Economic Development Initiative (288.0656, F.S.)
- Criminal Punishment Code Task Force (ch. 2019-167, LOF)



Performance Measures and Standards - LRPP Exhibit II

LRPP Exhibit II - Performance Measures and Standards

Department: Corrections	Department No.: 70
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Program: Administration	Code: 7001
Service/Budget Entity: Executive Director and Support Services	Code: 70010200

Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Agency-wide turnover rate (1)	18.0%	31.1%	18%	18%
Average number of findings from past audits (Financial Management) (2)	New Measures	0	0	0
Average number of findings from past audits (Administration) (3)	New Measures	0	0	0
All IT systems, including hardware, operating systems and software are serviceable and supported based on the manufacturers' recommendations. (4)	New Measures	1.5	3	3
Agency cybersecurity risk level (5)	New Measures	2	3	3
Average number of days for Public Records to Close a request (6)	New Measures	62.8%	60%	60%

Office of Policy and Budget - June 2021

LRPP Exhibit II - Performance Measures and Standards

Department: Corrections	Department No.: 70
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Program: Institutions	Code: 7003
Service/Budget Entity: Security and Institutional Operations	Code: 7003XXXX

Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Number of inmates visited in person or through technology-based platform (7)	60,000	21,656	60,000	60,000
Number of Inmate assaults on inmates and staff (8)	New Measure	3,972	0	0
Mandatory Overtime Hours (9)	New Measure	2,556,101	0	0

Service/Budget Entity: Adult Male Custody Operations	Code: 70031100
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Number of contraband disciplinary reports (10)	New Measure	11,609	0	0
Number of contraband interdictions (11)	New Measure	2,648	2,000	2,000
Escapes (correctional facility or work camp) (12)	New Measure	0	0	0

LRPP Exhibit II - Performance Measures and Standards

Service/Budget Entity: Adult and Youthful Offender Female Custody Operations	Code: 70031200
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Number of contraband disciplinary reports (13)	New Measure	11,609	0	0
Number of contraband interdictions (14)	New Measure	2,648	2,000	2,000
Escapes (correctional facility or work camp) (15)	New Measure	0	0	0

Service/Budget Entity: Male and Youth Offender Custody Operations	Code: 70031300
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Number of contraband disciplinary reports (16)	New Measure	11,609	0	0
Number of contraband interdictions (17)	New Measure	2,648	2,000	2,000
Escapes (correctional facility or work camp) (18)	New Measure	0	0	0

LRPP Exhibit II - Performance Measures and Standards

Service/Budget Entity: Specialty Institutional Operations	Code: 70031400
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Number of contraband disciplinary reports (19)	New Measure	11,609	0	0
Number of contraband interdictions (20)	New Measure	2,648	2,000	2,000
Escapes (correctional facility or work camp) (21)	New Measure	0	0	0

Service/Budget Entity: Executive Direction and Support	Code: 70031900
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Correctional Officer Vacancy Rate (22)	New Measures	30.6%	15%	15%
Average years in correctional officer class (23)	New Measures	4	4	4
Percent of institutional leadership that received leadership training (24)	New Measures	21.0%	100%	100%
Percent of correctional officer series fully certified as of June 30th (25)	New Measures	90.5%	85%	85%
Percent of inmates released that were homeless at time of release (26)	New Measure	7.1%	0%	0%
Percent of inmates released with employment arranged at time of release (27)	New Measure	7.9%	100%	100%

LRPP Exhibit II - Performance Measures and Standards

Service/Budget Entity: Corrections Facility Maintenance and Repair	Code: 70032000
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Average number of corrective maintenance work orders opened over 30 days (28)	New Measure	192	200	200
Average number of corrective maintenance work orders opened over 60 days (29)	New Measure	47	75	75
Number of outstanding (non-recurring) items on the capital improvement plan (30)	New Measure	1,316	1,500	1,500
Percent of vehicles that meet DMS standards (31)	New Measure	61.2%	90%	90%

Office of Policy and Budget - June 2021

LRPP Exhibit II - Performance Measures and Standards

Department: Corrections	Department No.: 70
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Program: Community Corrections	Code: 7005
Service/Budget Entity: Community Corrections	Code: 7005XXXX

Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Percent of prison admissions from revocations (32)	New Measure	37.1%	35%	35%
Percent of terminated offenders who successfully paid restitution ordered (33)	New Measure	30.2%	30%	30%
Percent of offenders admitted to prison or probation within 3 years of successfully completing probation (34)	New Measure	8.2%	10%	10%

Office of Policy and Budget - June 2021

LRPP Exhibit II - Performance Measures and Standards

Department: Corrections	Department No.: 70
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Program: Health Services	Code: 7025
Service/Budget Entity: Inmate Health Services	Code: 70251000

Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Percent of Correctional Medical Authority (CMA) findings closed (35)	New Measure	27.9%	100.0%	100.0%

Office of Policy and Budget - June 2021

LRPP Exhibit II - Performance Measures and Standards

Department: Corrections	Department No.: 70
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Program: Education and Programs	Code: 7045
Service/Budget Entity: Education and Programs	Code: 7045XXXX

Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Number of major institutions that met or exceeded the number of volunteer hours for the fiscal year (36)	New Measure	15	17	17
Percent of unmet programming needs, by initial assessment, among released inmates (37)	New Measure	52.8%	0%	0%
Percent of inmates reincarcerated within 3 years following release (38)	New Measure	22.2%	0%	0%

Service/Budget Entity: Adult Substance Use Prevention, Evaluation, and Treatment	Code: 70450100
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Percent of unmet substance use disorder programming needs, by initial assessment, among released inmates (39)	New Measure	65.3%	0%	0%
Percent of inmates reincarcerated within 3 years following release with substance use disorder needs who participated in substance use programming (40)	New Measure	21.2%	0%	0%

LRPP Exhibit II - Performance Measures and Standards

Service/Budget Entity: Basic Education Skills	Code: 70450200
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Percent of unmet academic programming needs, by initial assessment, among released inmates (41)	New Measure	65.5%	0%	0%
Percent of inmates reincarcerated within 3 years following release with academic needs who participated in academic programming (42)	New Measure	23.1%	0%	0%

Service/Budget Entity: Adult Offender Transition, Rehabilitation, Support Program	Code: 70450300
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Percent of unmet vocational programming needs, by initial assessment, among released inmates (43)	New Measure	86.7%	0%	0%
Percent of inmates reincarcerated within 3 years following release with vocational needs who participated in vocational programming (44)	New Measure	19.5%	0%	0%

LRPP Exhibit II - Performance Measures and Standards

Service/Budget Entity: Community Substance Use Prevention, Evaluation, and Treatment Services	Code: 70450400
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Approved Performance Measures for FY 2021-22	Approved Prior Year Standard FY 2020-21	Prior Year Actual FY 2020-21	Approved Standards for FY 2021-22	Requested FY 2022-23 Standard
Percent of offenders that successfully completed court ordered substance use programs (45)	New Measure	66.8%	60%	60%

Office of Policy and Budget - June 2021



Assessment of Performance for Approved Performance Measures - LRPP Exhibit III

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Agency-wide turnover rate (1)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
18.0%	31.1%	+13.1%	+72.8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Work life balance and security issues related to systemic high vacancy rates have resulted in additional turnover in certain positions. Additionally, reliance on OPS positions in some areas facilitate higher than acceptable turnover in some areas.

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input checked="" type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: Changes to workforce dynamics and economic factors external to the Agency have negatively impacted the ability to hire and retain qualified staff at all levels.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Requests entered for additional funding and positions to reduce negative trends, enactment of open enrollment academies and enhanced leadership training to improve employee readiness.

Office of Policy and Budget – June 2021

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Average number of findings from past audits (Financial Management) (2)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	0	0	0%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Average number of findings from past audits (Administration) (3)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	0	0	0%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: All IT systems, including hardware, operating systems and software are serviceable and supported based on the manufacturers' recommendations. (4)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
3	1.5	-1.5	-50%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation: Governance, services, Service Level Agreements (SLA), service level measures and project tracking need to be in updated to keep leaders informed of conflicting priorities. We need to make these a priority and dedicate the proper staffing to keep items up to date. Also, establishing a refresh cycle for items in advance would be helpful.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: OIT is working with leadership to enhance the governance process, building service level expectations that will lead to SLAs, and instituting a project and time accounting system. These efforts will assist our leadership in prioritizing and add visibility to our technical debt for operations and maintenance type projects.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Agency cybersecurity risk level (5)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
3	2	-1	-33%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input checked="" type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation: The Department has maximized the use of technical security resources to cover the highest vulnerabilities. The Department has a legislative budget request for infrastructure improvements for areas of concern. An assessment on time and resources is needed to complete the items that are below the Department's acceptable risk.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: We will continue to optimize our efforts with the resources (Human and Tools) that we have. If our LBR is approved, this would help move forward with our security objectives.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: Security and Institutional Operations

Measure: 70030000 Number of inmates visited in person or through technology-based platform (7)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
60,000	21,656	-38,344	-63.9%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Visitation was cancelled in March 2020 due to the COVID-19 pandemic; in October 2020, visitation was re-opened. However, the number of visitors per inmate and the length of time was limited. The visitation schedule and physical plant design impacts visitation.

External Factors (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Families availability and ability to travel, and their financial ability to pay for technology-based communication methods.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Create activities for inmates that encourage family and friends to visit.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70030000 Security and Institutional Operations

Measure: Number of Inmate assaults on inmates and staff (8)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	3,972	+3,972	+3,972%

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Staff turnover, resulting in staff shortages and inexperienced staff supervising inmates. Inmate inactivity, lack of programming and meaningful work opportunities, and an increase in Security Threat Group activities and contraband.

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Recruitment and retention difficulties resulting in staff shortages.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Improve training efforts for inexperienced officers and monitor training to ensure staff are receiving adequate skills to perform duties and effectively manage inmates. Increase security measures and intelligence operations to reduce contraband.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70030000 Security and Institutional Operations

Measure: Mandatory Overtime Hours (9)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	2,556,101	-2,556,101	-2,556,101%

F Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Staff turnover, resulting in staff shortages.

External Factors (check all that apply):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input checked="" type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Recruitment and retention difficulties resulting in staff shortages.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Continue efforts to seek funding through the Legislative Budget Request process to increase the starting salary for correctional officers, and retention bonus and step pay plan for the correctional officer class positions.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031100 Adult Male Custody Operations

Measure: Number of contraband disciplinary reports (10)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	11,609	-11,609	-11,609%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input checked="" type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Staff turnover, resulting in staff shortages and inexperienced staff supervising inmates. Availability of equipment/aging equipment needed to aid staff in the reduction and prevention of contraband introduction.

External Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable | <input checked="" type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Recruitment and retention difficulties resulting in staff shortages. Availability of equipment/aging equipment needed to aid staff in the reduction and prevention of contraband introduction.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Improve training efforts for inexperienced officers and monitor training to ensure staff are receiving adequate skills to perform duties and effectively management inmates. Increase security measures and intelligence operations to reduce contraband. Improve staffing levels through 8.5 hour shifts and retention pay. Obtain and/or replace security equipment to aid in the reduction and prevention of contraband introduction.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031100 Adult Male Custody Operations

Measure: Number of contraband interdictions (11)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,000	2,648	+648	+32.4%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031100 Adult Male Custody Operations

Measure: Escapes (correctional facility or work camp) (12)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	0	0	0%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031200 Adult and Youthful Offender Female

Custody Operations

Measure: Number of contraband disciplinary reports (13)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	11,609	-11,609	-11,609%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input checked="" type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Staff turnover, resulting in staff shortages and inexperienced staff supervising inmates. Availability of equipment/aging equipment needed to aid staff in the reduction and prevention of contraband introduction.

External Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable | <input checked="" type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Recruitment and retention difficulties resulting in staff shortages. Availability of equipment/aging equipment needed to aid staff in the reduction and prevention of contraband introduction.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Improve training efforts for inexperienced officers and monitor training to ensure staff are receiving adequate skills to perform duties and effectively management inmates. Increase security measures and intelligence operations to reduce

contraband. Improve staffing levels through 8.5 hour shifts and retention pay. Obtain and/or replace security equipment to aid in the reduction and prevention of contraband introduction.

Office of Policy and Budget – June 2021

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031200 Adult and Youthful Offender Female

Custody Operations

Measure: Number of contraband interdictions (14)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,000	2,648	+648	+32.4%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031200 Adult and Youthful Offender Female

Custody Operations

Measure: Escapes ((correctional facility or work camp) (15))

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	0	0	0%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031300 Male and Youthful Offender Custody Operations

Measure: Number of contraband disciplinary reports (16)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	11,609	-11,609	-11,609%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input checked="" type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Staff turnover, resulting in staff shortages and inexperienced staff supervising inmates. Availability of equipment/aging equipment needed to aid staff in the reduction and prevention of contraband introduction.

External Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable | <input checked="" type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Recruitment and retention difficulties resulting in staff shortages. Availability of equipment/aging equipment needed to aid staff in the reduction and prevention of contraband introduction.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Improve training efforts for inexperienced officers and monitor training to ensure staff are receiving adequate skills to perform duties and effectively management inmates. Increase security measures and intelligence operations to reduce

contraband. Improve staffing levels through 8.5 hour shifts and retention pay. Obtain and/or replace security equipment to aid in the reduction and prevention of contraband introduction.

Office of Policy and Budget – June 2021

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031300 Male and Youthful Offender Custody Operations

Measure: Number of contraband interdictions (17)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,000	2,648	+648	+32.4%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031300 Male and Youthful Offender Custody Operations

Measure: Escapes ((correctional facility or work camp) (18)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	0	0	0%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031400 Specialty Institutional Operations

Measure: Number of contraband disciplinary reports (19)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	11,609	-11,609	-11,609%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input checked="" type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Staff turnover, resulting in staff shortages and inexperienced staff supervising inmates. Availability of equipment/aging equipment needed to aid staff in the reduction and prevention of contraband introduction.

External Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable | <input checked="" type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Recruitment and retention difficulties resulting in staff shortages. Availability of equipment/aging equipment needed to aid staff in the reduction and prevention of contraband introduction.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Improve training efforts for inexperienced officers and monitor training to ensure staff are receiving adequate skills to perform duties and effectively management inmates. Increase security measures and intelligence operations to reduce contraband. Improve staffing levels through 8.5 hour shifts and retention pay.

Obtain and/or replace security equipment to aid in the reduction and prevention of contraband introduction.

Office of Policy and Budget – June 2021

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031400 Specialty Institutional Operations

Measure: Number of contraband interdictions (20)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,000	2,648	+648	+32.4%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031400 Specialty Institutional Operations

Measure: Escapes (correctional facility or work camp) (21)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	0	0	0%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Correctional Officer Vacancy Rate (22)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
15.0%	30.6%	+15.6%	+104%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: Work life balance issues attributable to systemic high vacancy rates have exacerbated the vacancy rate negative trend over time.

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: Changes to workforce dynamics and economic factors external to the Agency have negatively impacted the ability to hire and retain qualified staff at all levels.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Increase pay throughout enterprise to improve applicant quality and retention

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Average years in correctional officer class (23)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4.0	4.0	0	0%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Percent of institutional leadership that received leadership training (24)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	21%	-79%	-79%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input checked="" type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: Competing needs to staff facilities reduced staff available for enhanced training opportunities.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input checked="" type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: COVID-19 restrictions impacted in person training in a significant manner.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input checked="" type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations: Seeking funding source to implement a comprehensive learning management system to improve training delivery options and accountability.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Percent of correctional officer series fully certified as of June 30th (25)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
85.0%	90.5%	+5.5%	+6.5%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031900 Executive Direction and Support

Measure: Percent of inmates released that were homeless at time of release (26)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	7.1%	+7.1%	+7.1%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Due to an extremely heavy workload, release officers are limited as to the amount of time spent attempting to locate housing for all inmates. Focus is placed on sex offenders, elderly, and medical/mental health inmates.

External Factors (check all that apply):

- | | |
|---|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input checked="" type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: Local ordinances and sex offender restrictions limit available housing for certain inmates. In addition, a lack of sex offender housing in the majority of the state contributes to a status of homelessness.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Transition Specialists to assist with locating suitable housing as well as law changes to city/county ordinances that restrict the type of releasing persons that can live in their area/county of residence.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031900 Executive Direction and Support

Measure: Percent of inmates released with employment arranged at time of release (27)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	7.9%	-92.1%	-92.1%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation: The information currently being captured for this performance measure is based solely on interview w/inmate 6 months prior to release. Release officers do not actively seek employment for inmates. There are currently regional positions in Re-Entry to assist in locating employment for inmates; however, this information is currently not captured; however, Re-entry is currently reviewing to determine how to capture this type of information.

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: Many times, companies do not hire convicted felons or persons With criminal background.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Seek more businesses willing to give persons releasing back to the community a second chance.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70032000 Corrections Facility Maintenance and Repair

Measure: Average number of corrective maintenance work orders opened over 30 days (28)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
200	192	-8	-4%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70032000 Corrections Facility Maintenance and Repair

Measure: Average number of corrective maintenance work orders opened over 60 days (29)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
75	47	-28	-59.6%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70032000 Corrections Facility Maintenance and Repair

Measure: Number of outstanding (non-recurring) items on the capital improvement plan (30)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,500	1,316	-184	-12.3%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Institutions

Service/Budget Entity: 70032000 Corrections Facility Maintenance and Repair

Measure: Percent of vehicles that meet DMS standards (31)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
90%	61%	-39%	-43%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

The factor affecting this issue is a lack of consistent funding for acquisition of motor vehicles. Historically, the agency's base budget for vehicles has either been non-existent or insufficient to meet the need.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

The Department has included a request for additional funding for the acquisition of motor vehicle category. This includes a non-recurring funding request to reach the 90% target and a recurring base budget request that would keep the fleet within DMS standards once the goal has been met.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Community Corrections

Service/Budget Entity: 70050000 Community Corrections

Measure: Percent of prison admissions from revocations (32)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
35%	37.1%	-2.1%	-6%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input checked="" type="checkbox"/> Legal/Legislative Change | <input checked="" type="checkbox"/> Natural Disaster (COVID-19) |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

COVID-19 resulted in fewer technical violations being heard by the court and having the most significant and public safety related matters being addressed judicially leading to a higher percentage of revocations that resulted in prison sentences. The number of prison admissions decreased by 20%, but violations to prison only decreased by 12% and the handling of violations did not taper off as aggressively as for new law offenses.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Ongoing training with staff on use of variable non-compliance notification tools.

Office of Policy and Budget – June 2021

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Community Corrections

Service/Budget Entity: 70050000 Community Corrections

Measure: Percent of terminated offenders who successfully paid restitution ordered (33)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
30%	30.2%	-0.2%	-0.67%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Community Corrections

Service/Budget Entity: 70050000 Community Corrections

Measure: Percent of offenders admitted to prison or probation within 3 years of successfully completing probation (34)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
10%	8.2%	-1.8%	18%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Health Services

Service/Budget Entity: 70251000 Inmate Health Services

Measure: Percent of Correctional Medical Authority (CMA) findings closed (35)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	27.9%	-72.1%	-72.1%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Vendor has up to two years to close findings before they are penalized.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Continue to work with contracted vendor to correct issues from CMA audits in a timely fashion

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450000 Education and Programs

Measure: Number of major institutions that met or exceeded the number of volunteer hours for the fiscal year (36)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
17	15	-2	-11.8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Volunteers were not allowed starting in March 2020 due to the COVID-19 pandemic; in October 2020, volunteers returned. However, the number of volunteers was limited.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input checked="" type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

COVID precautions limited the number of volunteers in facilities. This extent varied by location.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450000 Education and Programs

Measure: Percent of unmet programming needs, by initial assessment, among released inmates (37)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	52.8%	+52.8%	+52.8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: The FDC does not have adequate resources to meet the need of the inmate population.

External Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input checked="" type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: The FDC does not have adequate resources to meet the need of the inmate population.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Request additional funds from legislature through LBR process.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450000 Education and Programs

Measure: Percent of inmates reincarcerated within 3 years following release (38)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	22.2%	+77.8%	+77.8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: The FDC does not have adequate resources to meet the need of the inmate population.

External Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input checked="" type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: The FDC does not have adequate resources to meet the need of the inmate population.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Request additional funds from legislature through LBR process.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450100 Adult Substance Use Prevention, Evaluation, and Treatment

Measure: Percent of unmet substance use disorder programming needs, by initial assessment, among released inmates (39)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	65.3%	+65.3%	+65.3%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: The FDC does not have adequate resources to meet the need of the inmate population.

External Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input checked="" type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: The FDC does not have adequate resources to meet the need of the inmate population.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Request additional funds from legislature through LBR process.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450100 Adult Substance Use Prevention, Evaluation, and Treatment

Measure: Percent of inmates reincarcerated within 3 years following release with substance use disorder needs who participated in substance use programming (40)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	21.2%	+21.2%	+21.2%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: The FDC does not have adequate resources to meet the need of the inmate population.

External Factors (check all that apply):

- | | |
|--|--|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input checked="" type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: The FDC does not have adequate resources to meet the need of the inmate population.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Request additional funds from legislature through LBR process.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450200 Basic Education Skills

Measure: Percent of unmet academic programming needs, by initial assessment, among released inmates (41)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	65.5%	+65.5%	+65.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: The FDC does not have adequate resources to meet the academic educational need of the inmate population.

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: The FDC does not have adequate resources to meet the academic educational need of the inmate population.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Request additional funds from legislature through LBR process to address staffing levels and educational staff salaries.

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LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450200 Basic Education Skills

Measure: Percent of inmates reincarcerated within 3 years following release with academic needs who participated in academic programming (42)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	23.1%	+23.1%	+23.1%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation: The FDC does not have adequate resources to meet the academic educational need of the inmate population.

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation: The FDC does not have adequate resources to meet the academic educational need of the inmate population.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations: Request additional funds from legislature through LBR process to address staffing levels and educational staff salaries.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450300 Adult Offender Transition, Rehabilitation, Support Program

Measure: Percent of unmet vocational programming needs, by initial assessment, among released inmates (43)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	86.7%	+86.7%	+86.7%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Additional resources are needed to increase vocational training capacity.

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Additional resources are needed to increase vocational training capacity.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Requests submitted for additional resources to support increasing vocational training capacity.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450300 Adult Offender Transition, Rehabilitation, Support Program

Measure: Percent of inmates reincarcerated within 3 years following release with vocational needs who participated in vocational programming (44)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0%	19.5%	+19.5%	+19.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|---|--|
| <input checked="" type="checkbox"/> Personnel Factors | <input checked="" type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

Additional transitional and post-release resources are needed to support returning citizens after release.

External Factors (check all that apply):

- | | |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Additional transitional and post-release resources are needed to support returning citizens after release.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

Recommendations:

Requests submitted for additional transitional and post-release resources to support returning citizens after release.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450400 Community Substance Use Prevention, Evaluation, and Treatment Services

Measure: Percent of offenders that successfully completed court ordered substance use programs (45)

Action:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
60%	66.8%	+6.8%	+11.3%

No excuse required.

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify) |

Explanation:

External Factors (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:



Performance Measure Validity and Reliability - LRPP Exhibit IV

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Agency-wide turnover rate (1)

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:

Transactional data as recorded by People First on voluntary and involuntary separations during the fiscal year. The number of filled positions at the beginning and end of the fiscal year, taken from snapshots of People First's position table, are averaged. Separations divided by the average number of filled positions provides the percent turnover.

Validity:

Agency-wide turnover is an appropriate measure to estimate measure agency retention during the fiscal year. The data sources for this measure are valid as they utilize the data from the state's primary human resource tool, People First. The measure uses People First's transactional data, which includes and classifies all separations from FDC, as well as People First staffing information that has been saved in snapshots. An average of the filled positions during the beginning and end of fiscal year constitutes an appropriate estimate of agency staffing during this period.

Reliability:

Since all separations are used, rather than a sample, it is, by definition, very reliable. Reliability is very high, subject only to corrections of errors over time. Since the transactional data from People First is used for the actual numbers, reliability should be particularly high.

Reliability remains high with the position counts, as these are taken from snapshots of staffing at specific periods of time, remaining unchanged for additional review.

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Average number of findings from past audits (Financial Management) (2)

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 Department's Office of Financial Management undergoes regular audits from multiple sources including: Tangible Personal Property; Invoice Auditing/Voucher Processing; Court Ordered Payment System (COPS) Accounting; Inmate Trust fund Accounting; Employee Benefit Trust Fund; DC Purchasing Card Program; FLAIR Access Controls; Statewide Financial Statements; Auditor General Operational Audit. Findings from these audits are reported and summarized for the given year / cohort and averaged based on the number audits conducted during that period.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the number of audits and findings from the fiscal year.

Reliability:

Records of audits, findings, and follow up are stored for several years and can be reviewed as needed.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Average number of findings from past audits (Administration) (3)

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 Office of Administration undergoes regular audits from multiple sources including: Office of Inspector General; the Auditor General's Office and the Department of Financial Services, and Division of Accounting and Auditing. Findings from these audits are reported and summarized for the given year / cohort and averaged based on the number of audits conducted during that period.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the number of audits and findings from the fiscal year.

Reliability:

Records of audits, findings, and follow up are stored for several years and can be reviewed as needed.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: All IT systems, including hardware, operating systems and software are serviceable and supported based on the manufacturers' recommendations. (4)

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 department's IT infrastructure will be assessed based on the manufacturer's recommendations of acceptable support levels and best practices. The Office of Information Technology (OIT) will use reports from the data center and internal support areas to determine compliance. Assessment will be reported in Red (1) – Amber (2) – Green (3) scoring. Red indicates that the department's IT system is out of compliance and not supported on key systems. Amber indicates that the department's IT system is out of compliance, not supported, or both, but not on key systems. Green indicates that the department's IT system is not out of compliance and supported.

Validity:

The methodology is valid because it is based on industry standards which determine the life of the product.

Reliability:

This measure is reliable because the same data source and methodology will be used year to year.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Agency cybersecurity risk level (5)

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 ISM completes a Risk Assessment and the Agency Strategic and Operational Plan (ASOP) on a regular basis. These audits and assessments go through a series of controls and assess FDC compliance. This assists in determining the level of risk. Assessment will be reported in Red (1) – Amber (2) – Green (3) scoring, with Red indicating severe risk and green indicating no risk.

Validity:

The ASOP must be updated annually per Rule 60GG-2 Florida CyberSecurity Standards based on the National Institute of Standards and Technology (NIST) standard. The Risk Assessment is due every 3 years per Rule 60GG-2.

Reliability:

Records of risk assessments are stored for several years and can be reviewed as needed.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Average number of days for Public Records to Close a request (6)

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:

Public Records requests are logged into a web-based tracking system which tracks when the request was received and when the requested information was sent or notification that the request cannot be filled. The system reports several metrics of performance including average number days between the Public Record receipt and when its closed.

Validity:

This source and methodology are valid based on the tracking method, which is a calculation from the web-based tracking system.

Reliability:

This measure is reliable because the same data source and methodology will be used year to year.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70030000 Security and Institutional Operations

Measure: Number of inmates visited in person or through technology-based platform (7

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 data for this measure originates from the Offender Based Information System (OBIS) and can be found on screens of inmate visitation, visitor relationship, and visitor history. The data is entered into OBIS by classification, security, and program staff. This data includes video visitations as well. This data is derived from data sent to the Department from the vendor. The data from OBIS is moved to a SAS server where analyses are run against it and a Visit file is created. The Visit file is a data set that describes visits received by inmates, either in person or through technology-based platform, during a specific period. The visit date, location, and other variables specific to the inmate are present in this data set. The number of visits incurred either in person or through video visitation at some point during the fiscal year is determined. The number of inmates who received visits is calculated.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. The data from the vendor has built in controls tied to payments for the visits. This is an appropriate measure of the number of inmates receiving visits during the fiscal year, which can be an indirect measure of institutional control.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, the department can reproduce any measure that originates from these research files. Data from the vendor is considered reliable since it is tied to billing the inmate for the visit. Additionally, inmates have a mechanism for submitting a grievance if there are inappropriate charges for visits. Information regarding inmate visits is reliable and can be reproduced. Specific information on each inmate visit is available.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70030000 Security and Institutional Operations

Measure: Number of Inmate assaults on inmates and staff (8)

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 assault data is entered in the Inspector General's MINS database by Inspector General Staff using the Offender Based Information System (OBIS). Assaults by inmates are given a specific incident-type code(s) for staff and inmates, which is entered along with details on the date of the incident and those involved. Information from MINS is converted to a SAS dataset for analysis. All incidents with those assault codes that occurred during the year, are tabulated using SAS software.

Validity:

The measure originates from a database of incidents investigated by the Inspector General's Office. The information in this database is used during investigations, and therefore the investigators ensure that the information entered is valid. This is an appropriate measure of the relative aggression-level of the inmate population. A high number of incidents indicates that more inmates are acting out in a violent manner, either towards other inmates or towards staff. This may be interpreted as a measure of the changing nature of the inmate population (more or less violent); as well as a measure of the department's ability to control the inmate population and provide a safe environment for inmates and staff. Private Prisons are excluded from this count.

Reliability:

This measure originates from a database of information that can be accessed and the measure reproduced at any time. This measure is reliable in the sense that it can be reproduced at any point and detailed information on every assault that is counted can be easily pulled from the data available.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70030000 Security and Institutional Operations

Measure: Mandatory Overtime Hours (9)

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:

FDC's roster management system produces a report that details the number of hours worked by institutional staff during a selected period. Additionally, this report will breakdown hours worked into overtime hours, both voluntary and mandatory. For a given period, such as the fiscal year, the number of mandatory overtime hours worked are summed for that period.

Validity:

The roster management system is used extensively in our institutions to keep track of officers' assignments, duties, and shifts. The information provided from the system will allow management to assess which positions are unable to be filled during an upcoming shift, and of those positions, which ones are critical to the safety and function of the institution and must be filled. If the position is critical, then staff will be expected to work mandatory overtime.

This is an appropriate measure to understand the department's staffing shortages. It can also be used to understand work-life balance issues experienced by correctional officers.

Reliability:

This measure originates from a database of information that can be accessed and the measure reproduced at any time. This measure is reliable in the sense that it can be reproduced at any point and detailed information on overtime that is counted can be easily pulled from the data available.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031100 Adult Male Custody Operations

Measure: Number of contraband disciplinary reports (10)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. Inmate Disciplinary Reports data from OBIS is extracted into SAS Files.

For a given year/cohort of disciplinary reports are identified that are related to contraband and those that had their final actions. Disciplinary codes are listed in rule 33-601.314, with contraband codes listed in section 3. Private Prisons are excluded.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff have used these screen for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to review contraband within the institution. Contraband that has infiltrated the institution has made its ways into the inmate population, which high DR numbers possibly indicating high dispersal in the institution.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031100 Adult Male Custody Operations

Measure: Number of contraband interdictions (11)

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 contraband interdiction data is entered in the Inspector General's MINS database by Inspector General Staff using the Offender Based Information System (OBIS). Contraband incidents are given a specific incident-type code; Additional information is provided on incident location. Information from MINS is converted to a SAS dataset for analysis. All incidents with that incident type that occurred during the year, are tabulated using SAS software. Incidents that occurred in inmate populated areas at the facility (dorms, housing...) are excluded. Inmate related contraband incidents can be measured by disciplinary report. Non-inmate related contraband incident frequency can be determined from contraband interdictions. Private Prisons are excluded.

Validity:

The measure originates from a database of incidents investigated by the Inspector General's Office. The information in this database is used during investigations, and therefore the investigators ensure that the information entered is valid. This is an appropriate measure of contraband intercepted before it reaches the inmate population. A higher number of incidents indicates that a criminal network was been disrupted from distributing contraband items into the facility / to inmates.

Reliability:

This measure originates from a database of information that can be accessed and the measure reproduced at any time. This measure is reliable in the sense that it can be reproduced at any point and detailed information on every contraband interdiction that is counted can be easily pulled from the data available.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031100 Adult Male Custody Operations

Measure: Escapes (correctional facility or work camp) (12)

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:

Escape information is entered by Department staff in the Offender Based Information System (OBIS). It includes the date of the escape and recapture, the location escaped from, and whether it was a perimeter escape. The data is extracted from OBIS and converted to a SAS dataset for analysis. Those that escaped from the secure perimeter of a correctional facility or work camp of a major institution are determined by the information in the OBIS screen, as well as the narrative description of the escape. Any such escapes indicated are verified by security staff.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Escape data is closely monitored by classification and security staff to ensure accuracy. This is an appropriate measure of the security of major institutions. Fewer escapes mean less of a threat to public safety and better institutional control.

Reliability:

Information regarding inmate escapes is reliable and can be reproduced. Specific information on each inmate escape is available (i.e., each inmate that is counted in this measure can be identified). The data used is complete and accurate.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

**Service/Budget Entity: 70031200 Adult and Youthful Offender Female
Custody Operations**

Measure: Number of contraband disciplinary reports (13)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. Inmate Disciplinary Reports data from OBIS is extracted into SAS Files.

For a given year/cohort of disciplinary reports are identified that are related to contraband and those that had their final actions. Disciplinary codes are listed in rule 33-601.314, with contraband codes listed in section 3. Private Prisons are excluded.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff have used these screen for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to review contraband within the institution. Contraband that has infiltrated the institution has made its ways into the inmate population, which high DR numbers possibly indicating high dispersal in the institution.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

**Service/Budget Entity: 70031200 Adult and Youthful Offender Female
Custody Operations**

Measure: Number of contraband interdictions (14)

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 contraband interdiction data is entered in the Inspector General's MINS database by Inspector General Staff using the Offender Based Information System (OBIS). Contraband incidents are given a specific incident-type code; Additional information is provided on incident location. Information from MINS is converted to a SAS dataset for analysis. All incidents with that incident type that occurred during the year, are tabulated using SAS software. Incidents that occurred in inmate populated areas at the facility (dorms, housing...) are excluded. Inmate related contraband incidents can be measured by disciplinary report. Non-inmate related contraband incident frequency can be determined from contraband interdictions. Private Prisons are excluded.

Validity:

The measure originates from a database of incidents investigated by the Inspector General's Office. The information in this database is used during investigations, and therefore the investigators ensure that the information entered is valid. This is an appropriate measure of contraband intercepted before it reaches the inmate population. A higher number of incidents indicates that a criminal network was been disrupted from distributing contraband items into the facility / to inmates.

Reliability:

This measure originates from a database of information that can be accessed and the measure reproduced at any time. This measure is reliable in the sense that it can be reproduced at any point and detailed information on every contraband interdiction that is counted can be easily pulled from the data available.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

**Service/Budget Entity: 70031200 Adult and Youthful Offender Female
Custody Operations**

Measure: Escapes (correctional facility or work camp) (15)

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:

Escape information is entered by Department staff in the Offender Based Information System (OBIS). It includes the date of the escape and recapture, the location escaped from, and whether it was a perimeter escape. The data is extracted from OBIS and converted to a SAS dataset for analysis. Those that escaped from the secure perimeter of a correctional facility or work camp of a major institution are determined by the information in the OBIS screen, as well as the narrative description of the escape. Any such escapes indicated are verified by security staff.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Escape data is closely monitored by classification and security staff to ensure accuracy. This is an appropriate measure of the security of major institutions. Fewer escapes mean less of a threat to public safety and better institutional control.

Reliability:

Information regarding inmate escapes is reliable and can be reproduced. Specific information on each inmate escape is available (i.e., each inmate that is counted in this measure can be identified). The data used is complete and accurate.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031300 Male and Youthful Offender Custody Operations

Measure: Number of contraband disciplinary reports (16)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. Inmate Disciplinary Reports data from OBIS is extracted into SAS Files.

For a given year/cohort of disciplinary reports are identified that are related to contraband and those that had their final actions. Disciplinary codes are listed in rule 33-601.314, with contraband codes listed in section 3. Private Prisons are excluded.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff have used these screen for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to review contraband within the institution. Contraband that has infiltrated the institution has made its ways into the inmate population, which high DR numbers possibly indicating high dispersal in the institution.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031300 Male and Youthful Offender Custody Operations

Measure: Number of contraband interdictions (17)

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 contraband interdiction data is entered in the Inspector General's MINS database by Inspector General Staff using the Offender Based Information System (OBIS). Contraband incidents are given a specific incident-type code; Additional information is provided on incident location. Information from MINS is converted to a SAS dataset for analysis. All incidents with that incident type that occurred during the year, are tabulated using SAS software. Incidents that occurred in inmate populated areas at the facility (dorms, housing...) are excluded. Inmate related contraband incidents can be measured by disciplinary report. Non-inmate related contraband incident frequency can be determined from contraband interdictions. Private Prisons are excluded.

Validity:

The measure originates from a database of incidents investigated by the Inspector General's Office. The information in this database is used during investigations, and therefore the investigators ensure that the information entered is valid. This is an appropriate measure of contraband intercepted before it reaches the inmate population. A higher number of incidents indicates that a criminal network was been disrupted from distributing contraband items into the facility / to inmates.

Reliability:

This measure originates from a database of information that can be accessed and the measure reproduced at any time. This measure is reliable in the sense that it can be reproduced at any point and detailed information on every contraband interdiction that is counted can be easily pulled from the data available.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031300 Male and Youthful Offender Custody Operations

Measure: Escapes (correctional facility or work camp) (18)

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:

Escape information is entered by Department staff in the Offender Based Information System (OBIS). It includes the date of the escape and recapture, the location escaped from, and whether it was a perimeter escape. The data is extracted from OBIS and converted to a SAS dataset for analysis. Those that escaped from the secure perimeter of a correctional facility or work camp of a major institution are determined by the information in the OBIS screen, as well as the narrative description of the escape. Any such escapes indicated are verified by security staff.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Escape data is closely monitored by classification and security staff to ensure accuracy. This is an appropriate measure of the security of major institutions. Fewer escapes mean less of a threat to public safety and better institutional control.

Reliability:

Information regarding inmate escapes is reliable and can be reproduced. Specific information on each inmate escape is available (i.e., each inmate that is counted in this measure can be identified). The data used is complete and accurate.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031400 Specialty Institutional Operations

Measure: Number of contraband disciplinary reports (19)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. Inmate Disciplinary Reports data from OBIS is extracted into SAS Files.

For a given year/cohort of disciplinary reports are identified that are related to contraband and those that had their final actions. Disciplinary codes are listed in rule 33-601.314, with contraband codes listed in section 3. Private Prisons are excluded.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff have used these screen for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to review contraband within the institution. Contraband that has infiltrated the institution has made its ways into the inmate population, which high DR numbers possibly indicating high dispersal in the institution.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031400 Specialty Institutional Operations

Measure: Number of contraband interdictions (20)

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 contraband interdiction data is entered in the Inspector General's MINS database by Inspector General Staff using the Offender Based Information System (OBIS). Contraband incidents are given a specific incident-type code; Additional information is provided on incident location. Information from MINS is converted to a SAS dataset for analysis. All incidents with that incident type that occurred during the year, are tabulated using SAS software. Incidents that occurred in inmate populated areas at the facility (dorms, housing...) are excluded. Inmate related contraband incidents can be measured by disciplinary report. Non-inmate related contraband incident frequency can be determined from contraband interdictions. Private Prisons are excluded.

Validity:

The measure originates from a database of incidents investigated by the Inspector General's Office. The information in this database is used during investigations, and therefore the investigators ensure that the information entered is valid. This is an appropriate measure of contraband intercepted before it reaches the inmate population. A higher number of incidents indicates that a criminal network was been disrupted from distributing contraband items into the facility / to inmates.

Reliability:

This measure originates from a database of information that can be accessed and the measure reproduced at any time. This measure is reliable in the sense that it can be reproduced at any point and detailed information on every contraband interdiction that is counted can be easily pulled from the data available.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031400 Specialty Institutional Operations

Measure: Escapes (correctional facility or work camp) (21)

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:

Escape information is entered by Department staff in the Offender Based Information System (OBIS). It includes the date of the escape and recapture, the location escaped from, and whether it was a perimeter escape. The data is extracted from OBIS and converted to a SAS dataset for analysis. Those that escaped from the secure perimeter of a correctional facility or work camp of a major institution are determined by the information in the OBIS screen, as well as the narrative description of the escape. Any such escapes indicated are verified by security staff.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Escape data is closely monitored by classification and security staff to ensure accuracy. This is an appropriate measure of the security of major institutions. Fewer escapes mean less of a threat to public safety and better institutional control.

Reliability:

Information regarding inmate escapes is reliable and can be reproduced. Specific information on each inmate escape is available (i.e., each inmate that is counted in this measure can be identified). The data used is complete and accurate.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Correctional Officer Vacancy Rate (22)

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:

Extracts of the position table in the People First data warehouse are saved as SAS datasets at the end of each month. This table reports the active positions for the Department of Corrections and indicates if the position is currently vacant. Positions for front-line correctional officers only are selected from the file saved on June 30th. Vacant positions for the correctional officer class are divided by total available/active positions for the correctional officer class to produce a rate of vacant correctional officer positions.

Validity:

A vacancy rate for front-line correctional officer class is an appropriate measure of institutional staffing during the fiscal year. The data sources for this measure are valid as they utilize the data from the state's primary human resource tool, People First.

Reliability:

Reliability remains high with the position counts, as these are taken from snapshots of positions at specific periods of time, remaining unchanged for additional review.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Average years in correctional officer class (23)

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:

Extracts of the active employees table in the People First data warehouse are saved as SAS datasets at the end of each month. This table reports the active staff for the Department of Corrections. The class assignment date provides the date a staff member most recently had a status change (new hire, promotion, or demotion) into that class. Employees in the front-line correctional officer class are the only class selected. The number of years between date of class assignment and June 30th of the most recent fiscal year are determined. The time in class is averaged for all correctional officer staff.

Validity:

Average years in the correctional officer class is an appropriate measure of the tenure of our front-line officers. The data sources for this measure are valid as they utilize the data from the state's primary human resource tool, People First.

Reliability:

Reliability remains high with the staff information, as these are taken from snapshots of employees at specific periods of time, remaining unchanged for additional review.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Percent of institutional leadership that received leadership training (24)

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:

A list of correctional officer staff that completed Executive Leadership training is provided from the Department's Bureau of Professional Development & Training. Additionally, extracts of the active employee table in the People First data warehouse are saved as SAS datasets at the end of each month. This table reports the active staff for the Department of Corrections. Additionally, it provides the employee's class code. Employees who were in the upper level correctional officers' class are selected (Lieutenant to Colonel) from the June 30th extract. This provides a base of the number of officers who could have received the training during the year. The number of staff trained are divided by the number of staff employed in selected classes on June 30th to provide the percent who received leadership training.

Validity:

The percent of officers receiving leadership training per fiscal year is appropriate measure to demonstrate leadership training for officers. The data sources for the Department's staffing are valid as they utilize the data from the state's primary human resource tool, People First. The list of employees in the training is a valid method based on tracking method, it was manual entry.

Reliability:

Reliability remains high with the staff information, as these are taken from snapshots of employees at specific periods of time, remaining unchanged for additional review. The list for staff in training can be readily recreated from Professional Development records.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Administration

Service/Budget Entity: 70010200 Executive Direction and Support Services

Measure: Percent of correctional officer series fully certified as of June 30th (25)

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:

ATMS data maintained and provided by FDLE is extracted into SAS datasets for the department at the start of each month. This information provides a range of information on correctional officer training and certification with the various academies across the state. The data provides information about each on officer's certification, which includes type of certification, date of certification, and expiration of certification.

Additionally, extracts of the active employee table in the People First data warehouse are saved into SAS datasets at the end of each month. This table reports the active staff for the Department of Corrections. The information provides the staff members' class. Employees in the front-line correctional officer class are the only class selected.

Employees in the correctional officer class on June 30th are matched to records in ATMS to determine if the officer has an active correctional certificate. The percentage of officers with an active certificate is provided.

Validity:

The data sources for this measure are valid as they utilize the data from the state's primary human resource tool, People First, and FDLE's primary method of tracking officer training across the state of Florida.

Officer certification is an appropriate measure to determine the percent of officer that are fully certified and able to be placed in most positions at the institution

Reliability:

Reliability remains high with the staff information, as these are taken from snapshots of employees at specific periods of time, remaining unchanged for additional review.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031900 Executive Direction and Support

Measure: Percent of inmates released that were homeless a time of release (26)

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:

Inmate release plan information is entered by Department staff in the Offender Based Information System (OBIS). It includes the inmate's housing and employment plan after release. The data is extracted from OBIS and converted to a SAS dataset for analysis. Additionally, release inmates are also extracted into SAS data. Inmate releases for a given year/cohort are matched to the last release plan discussed prior to release. Inmates with an employment status of employed, no employment or referred are summarized. Inmates with employment after released are divided by this total.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used this screen for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure on the frequency in which inmates are released without housing after release. Homelessness after release is a major factor for male recidivism per FDC's recidivism analysis.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70031900 Executive Direction and Support

Measure: Percent of inmates released with employment arranged at time of release (27)

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:

Inmate release plan information is entered by Department staff in the Offender Based Information System (OBIS). It includes the inmate's housing and employment plan after release. The data is extracted from OBIS and converted to a SAS dataset for analysis. Additionally, release inmates are also extracted into SAS data. Inmate releases for a given year/cohort are matched to the last release plan discussed prior to release. Inmates with an employment status of employed, no employment or referred are summarized. Inmates with employment after released are divided by this total.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used this screen for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure on the frequency in which inmates are released with employment arranged after release. Unemployment after release is a major factor for male recidivism per FDC's recidivism analysis.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70032000 Corrections Facility Maintenance and Repair

Measure: Average number of corrective maintenance work orders opened over 30 days (28)

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 Division of Facilities Management & Building Construction provides management a count of corrective maintenance work orders that have been open longer than 30 days at the end of each month. The counts for each month in a fiscal year were summarized and averaged for the year.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the number of open work orders.

Reliability:

This measure is reliable because the same data source and methodology will be used year to year. The tracking method is spreadsheet with the number of work orders opened longer than 30 days by month.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70032000 Corrections Facility Maintenance and Repair

Measure: Average number of corrective maintenance work orders opened over 60 days (29)

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 Division of Facilities Management & Building Construction provides management a count of corrective maintenance work orders that have been open longer than 60 days at the end of each month. The counts for each month in a fiscal year were summarized and averaged for the year.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the number of open work orders.

Reliability:

This measure is reliable because the same data source and methodology will be used year to year. The tracking method is spreadsheet with the number of work orders opened longer than 60 days by month.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70032000 Corrections Facility Maintenance and Repair

Measure: Number of outstanding (non-recurring) items on the capital improvement plan (30)

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:

Every fiscal year our Division of Facilities Management & Building Construction puts together a list of long-term, non-recurring projects that need to be completed across our system for the Capital Improvement Plan. These projects are normally spread over multiple fiscal years, but they represent the department assessment of monies necessary for care of our facilities.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the number of projects from the Capital Improvement Plan.

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Reliability:

This measure is reliable because the same data source and methodology will be used year to year. The tracking method is a spreadsheet of projects. The capital improvement plan is also uploaded to the Florida's Fiscal Portal during each LBR. The capital improvement plan from any given fiscal year can be reviewed.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Institutions

Service/Budget Entity: 70032000 Corrections Facility Maintenance and Repair

Measure: Percent of vehicles that meet DMS standards (31)

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 department's Office of Administration maintains a log for each vehicle in the Department's fleet of vehicles. This includes the date the vehicle was manufactured and current odometer readings. DMS has two standards for vehicles – age of the vehicle (12 years) or mileage (120,000 miles). The number of vehicles over 12 years were divided by the total number of vehicles.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the number of vehicles over 12 years.

Reliability:

This measure is reliable because the same data source and methodology will be used year to year. The tracking method is a database with the department's vehicle and year of manufacture.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Community Corrections

Service/Budget Entity: 70050000 Community Corrections

Measure: Percent of prison admissions from revocations (32)

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 data for this measure is obtained from the Department's Offender Based Information System (OBIS). Revocations are entered by Community Corrections staff into OBIS. For this measure, losses due to revocations are one of the following: new felony offenses, new misdemeanor offenses, or technical violations. A loss reason code of 01 indicates state prison.

Inmate intake and admission data are also entered into OBIS. Inmate intake codes used for this measure are consistent with the codes used in the annual report and omits certain intake codes.

Extract files pull this data from OBIS and generates data that is converted to a SAS dataset. A SAS program captures the loss outcome data and is compared with an inmate intake and admission data file. Sixty days is given between the revocation date and intake to prison date, to allow for accurate reporting. The percent is the total number of violations to prison divided by the number of inmate admissions/intakes.

Validity:

The OBIS data constitute an appropriate measure of the outcome of offenders under supervision by the Department. The OBIS screens have been utilized by the Department for years, with the data being verified and checked and accepted with a high level of certainty.

The purpose of the community corrections program is to carry out the orders of the court. Supervising offenders in the community requires an officer to notify the courts if the offender is behaving inappropriately. Revocation indicates that the offender has violated a condition of supervision or committed a new offense. This is an appropriate measure of offender failures under community supervision, and the appropriate Departmental response to protect public safety.

Reliability:

Since all supervision movement data are used along with inmate intake data; rather than a sample, this measure is reliable. The data reported are consistent, complete, and correct.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Community Corrections

Service/Budget Entity: 70050000 Community Corrections

Measure: Percent of terminated offenders who successfully paid restitution ordered (33)

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 Offender Based Information System (OBIS), the Department's database into which both community corrections field and institutional staff enter information on offenders and inmates.

Additionally, the Court-Ordered Payment Section (COPS) in Accounting is responsible for receiving, processing, and disbursing funds received from probationers who are required to pay restitution, court costs and other fees as a condition of probation. This data is available in OBIS.

A specific ASI job pulls COPS data from OBIS that shows court ordered payments for all offenders included terminated cases who have paid and those who still have a remaining balance. All terminations are counted. Successfully paid means no balance remains for offender upon termination. Percent successful is calculated by terminated offenders with no balance remaining divided by terminated offenders with no balance remaining plus terminated offenders with a balance.

Validity:

The purpose of the community corrections program is to carry out the orders of the court. Supervising offenders in the community requires an officer to monitor these conditions for compliance. Collection of court ordered monetary obligations follows strict fiscal control measures and is audited regularly by the Bureau of Internal Audit, Auditor General's office, state comptroller's office and Operational Reviews. The procedures are consistent statewide and therefore accurately reflect the statewide operation.

The OBIS data constitutes an appropriate measure to determine if offenders are paying court ordered amounts.

Reliability:

Since all court ordered conditions are monitored and accurate reporting on restitution is a critical function of the Department, the data is as reliable as possible. The data reported are consistent, complete, and correct.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Community Corrections

Service/Budget Entity: 70050000 Community Corrections

Measure: Percent of offenders admitted to prison or probation within 3 years of successfully completing probation (34)

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 Offender Based Information System (OBIS), the Department's database into which community corrections field staff enter information on offenders is utilized.

Community Corrections staff enter new admission and release data and sentence structure data in OBIS. Extract files pull that data directly off OBIS and the data extract tables are converted to SAS datasets. SAS programs are then written to extrapolate the necessary data to determine to offender outcomes.

Count the number of offenders who successfully completed community supervision, defined as an early or normal termination; specifically, normal termination, early termination, or court termination with specific reason codes. The offenders are tracked for three years after being released to determine if the offender returns to supervision by the Department as either a prison inmate or a supervised offender for an offense committed after the termination from normal supervision.

Validity:

This data is derived from OBIS, field staff continuously check and verify data to ensure for accuracy. Additionally, there are internal audits and notifications further ensuring data entered is valid.

This measure is not based on a sample but rather a three-year cohort with some court terminations and deaths excluded since it is not appropriate to consider either of these outcomes as successful or failure outcomes. Recommitments for new offenses are carefully separated from other outcomes. Individuals are assigned one DC number which follows them throughout their time (or times) with the Department, whether on supervision or in prison. The OBIS data

constitutes an appropriate measure to determine if offenders are returning after release from supervision.

Reliability:

The measure is reliable and can be reproduced. The data reported are consistent from one measurement to the next and have been shown to be consistent, complete, and correct.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Health Services

Service/Budget Entity: Inmate Health Services

Measure: 70251000 Percent of Correctional Medical Authority (CMA) findings closed (35)

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 Correctional Medical Authority audits multiple facilities per fiscal year providing physical and mental health findings the department / contracted medical provider must correct. The department's contracted medical provide has two years to correct any findings without penalty, after two years, fines are found against the contractor. New findings are reviewed at the end of each fiscal year to determine if they have been closed. Those findings that are not closed will be added to the list of other outstanding findings (carryover from other years) and reviewed again at the end of the next fiscal year. Carryover findings that closed are divided by total carryover findings.

Validity:

This source and methodology are valid based on the tracking method, which is a manual calculation of the findings closed per fiscal year.

Reliability:

This measure is reliable because the same data source and methodology will be used year to year. The tracking method is a spreadsheet with CMA's audits findings, follow-ups, and findings resolved during follow-ups.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450000 Education and Programs

Measure: Number of major institutions that met or exceeded the number of volunteer hours for the fiscal year (36)

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:

Volunteer information is entered by Department staff in the Offender Based Information System (OBIS). OBIS extract provides the number of volunteer hours worked by our volunteers per month by facility. The data is extracted from OBIS and converted to a SAS dataset for analysis. This information is summarized for a given year/cohort by major institution. There are 50 major institutions. The number of volunteer hours at each major institution is compared to a standard set at Columbia Annex. The number of institutions that met or exceeded those hours is reported.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. This is an appropriate measure of the community involvement at our institutions.

Reliability:

This measure originates from a database of information that can be accessed and the measure reproduced at any time. This measure is reliable in the sense that it can be reproduced at any point and detailed information on every contraband interdiction that is counted can be easily pulled from the data available.

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450000 Education and Programs

Measure: Percent of unmet programming needs, by initial assessment, among released inmates (37)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. From OBIS information is extracted regarding Inmate Program Participation, Inmate risk and needs assessment, and inmate releases.

Procedure:

(a) For a given year/cohort of releases are identified.

(b) The earliest or initial assessment for these inmates during their current incarceration is used to determine if the inmate had a need for education, vocational training, substance use, or other domain need. (Need = 1, inmate could have up to 4 needs)

(c) The inmate's program participation during their current incarceration is grouped based on program type (programming=1, inmate could have participated in 4 types of programs)

(c) The inmate's needs and programming participation is matched. If the inmate had no need for a program type but participated in that type of program, then participation=0.

(d) Program participation is divided by program needs; Inverse relationship is calculated for percent of needs unmet during incarceration. $(1 - (\sum \text{Program Participation} / \sum \text{Programming need}))$

Private Prisons are excluded from this calculation.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used these screens for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to determine the percentage of inmates that required additional programming prior to release.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files. Information regarding inmate releases is reliable and can be reproduced. Specific information on each inmate released is available (i.e., each inmate that is counted in this measure can be identified).

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450000 Education and Programs

Measure: Percent of inmates reincarcerated within 3 years following release (38)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. The SAS Files extracts are created of admission and release cohorts.

Procedure:

(a) For a given year/cohort of releases are identified. This cohort will be three years prior to the reporting period.

(b) Match released inmates to the inmate admissions for the last three fiscal years.

(c) Divide the number of inmates reincarcerated during this period over the number of released inmates. Report percent reincarcerated.

Private Prisons are excluded from this calculation.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used these screens for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to determine how frequently inmates released return to FDC following their release.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files. Information regarding inmate releases is reliable and can be reproduced. Specific information on each inmate released is available (i.e., each inmate that is counted in this measure can be identified).

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450100 Adult Substance Use Prevention, Evaluation, and Treatment

Measure: Percent of unmet substance use disorder programming needs, by initial assessment, among released inmates (39)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. From OBIS information is extracted regarding Inmate Program Participation, Inmate risk and needs assessment, and inmate releases. Procedure:

- (a) For a given year/cohort of releases are identified.
- (b) The earliest or initial assessment for these inmate during their current incarceration is used to determine if the inmate had a need for substance use.
- (c) The inmate's program participation during their current incarceration is reviewed to determine if they participated in substance use disorder programming.
- (c) The inmate's needs and programming participation is matched.
- (d) Program participation is reviewed for inmates with substance use disorder programming needs; Inverse relationship is calculated for percent of needs unmet during incarceration. $(1 - (\sum \text{Program Participation} / \sum \text{Programming need}))$

Private Prisons are excluded from this calculation.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used these screens for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to determine the percentage of inmates that required additional programming prior to release.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files. Information regarding inmate releases is reliable and can be reproduced. Specific information on each inmate released is available (i.e., each inmate that is counted in this measure can be identified).

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450100 Adult Substance Use Prevention, Evaluation, and Treatment

Measure: Percent of inmates reincarcerated within 3 years following release with substance use disorder needs who participated in substance use programming (40)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. From OBIS information is extracted regarding Inmate Program Participation, Inmate risk and needs assessment, inmate admissions and inmate releases.

Procedure:

Procedure:

(a) For a given year/cohort of releases are identified. This cohort will be three years prior to the reporting period.

(b) The earliest or initial assessment for these inmate during their current incarceration is used to determine if the inmate had a need for substance use.

(c) The inmate's program participation during their current incarceration is reviewed to determine if they participated in substance use disorder programming.

(d) Match released inmates, who had substance use needs and received programming, to the inmate admissions for the last three fiscal years.

(c) Divide the number of inmates reincarcerated during this period over the number of released inmates in this subgroup. Report percent reincarcerated.

Private Prisons are excluded from this calculation.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used these screens for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to determine how frequently inmates released, with substance use needs and who participated in treatment, return to FDC following their release.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files. Information regarding inmate releases is reliable and can be reproduced. Specific information on each inmate released is available (i.e., each inmate that is counted in this measure can be identified).

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450200 Basic Education Skills

Measure: Percent of unmet academic programming needs, by initial assessment, among released inmates (41)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. From OBIS information is extracted regarding Inmate Program Participation, Inmate risk and needs assessment, and inmate releases. Procedure:

(a) For a given year/cohort of releases are identified.

(b) The earliest or initial assessment for these inmate during their current incarceration is used to determine if the inmate had a need for academic programming.

(c) The inmate's program participation during their current incarceration is reviewed to determine if they participated in academic programming.

(c) The inmate's needs and programming participation is matched.

(d) Program participation is reviewed for inmates with academic programming needs; Inverse relationship is calculated for percent of needs unmet during incarceration. $(1 - (\sum \text{Program Participation} / \sum \text{Programming need}))$

Private Prisons are excluded from this calculation.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used these screens for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to determine the percentage of inmates that required additional programming prior to release.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files. Information regarding inmate releases is reliable and can be reproduced. Specific information on each inmate released is available (i.e., each inmate that is counted in this measure can be identified).

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450200 Basic Education Skills

Measure: Percent of inmates reincarcerated within 3 years following release with academic needs who participated in academic programming (42)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. From OBIS information is extracted regarding Inmate Program Participation, Inmate risk and needs assessment, inmate admissions and inmate releases.

Procedure:

(a) For a given year/cohort of releases are identified. This cohort will be three years prior to the reporting period.

(b) The earliest or initial assessment for these inmate during their current incarceration is used to determine if the inmate had a need for academic programming.

(c) The inmate's program participation during their current incarceration is reviewed to determine if they participated in academic programming.

(d) Match released inmates, who had academic needs and received programming, to the inmate admissions for the last three fiscal years.

(c) Divide the number of inmates reincarcerated during this period over the number of released inmates in this subgroup. Report percent reincarcerated.

Private Prisons are excluded from this calculation.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used these screens for

years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to determine how frequently inmates released, with academic needs and who participated in treatment, return to FDC following their release.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files. Information regarding inmate releases is reliable and can be reproduced. Specific information on each inmate released is available (i.e., each inmate that is counted in this measure can be identified).

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450300 Adult Offender Transition, Rehabilitation, Support Program

Measure: Percent of unmet vocational programming needs, by initial assessment, among released inmates (43)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. From OBIS information is extracted regarding Inmate Program Participation, Inmate risk and needs assessment, and inmate releases. Procedure:

- (a) For a given year/cohort of releases are identified.
- (b) The earliest or initial assessment for these inmate during their current incarceration is used to determine if the inmate had a need for vocational programming.
- (c) The inmate's program participation during their current incarceration is reviewed to determine if they participated in vocational programming.
- (c) The inmate's needs and programming participation is matched.
- (d) Program participation is reviewed for inmates with vocational programming needs; Inverse relationship is calculated for percent of needs unmet during incarceration. $(1 - (\sum \text{Program Participation} / \sum \text{Programming need}))$

Private Prisons are excluded from this calculation.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used these screens for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to determine the percentage of inmates that required additional programming prior to release.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files. Information regarding inmate releases is reliable and can be reproduced. Specific information on each inmate released is available (i.e., each inmate that is counted in this measure can be identified).

Office of Policy and Budget – June 2021

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450300 Adult Offender Transition, Rehabilitation, Support Program

Measure: Percent of inmates reincarcerated within 3 years following release with vocational needs who participated in vocational programming (44)

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:

Information related to this measure is entered in the Offender Based Information System (OBIS) System. From OBIS information is extracted regarding Inmate Program Participation, Inmate risk and needs assessment, inmate admissions and inmate releases.

Procedure:

(a) For a given year/cohort of releases are identified. This cohort will be three years prior to the reporting period.

(b) The earliest or initial assessment for these inmate during their current incarceration is used to determine if the inmate had a need for vocational programming.

(c) The inmate's program participation during their current incarceration is reviewed to determine if they participated in vocational programming.

(d) Match released inmates, who had vocational needs and received programming, to the inmate admissions for the last three fiscal years.

(c) Divide the number of inmates reincarcerated during this period over the number of released inmates in this subgroup. Report percent reincarcerated.

Private Prisons are excluded from this calculation.

Validity:

The information originates from OBIS, which contains several internal edits to ensure that the data entered is valid. Staff has used these screens for years, with the listings continuously being verified and checked and accepted with a high level of certainty.

This is an appropriate measure to determine how frequently inmates released, with vocational needs and who participated in treatment, return to FDC following their release.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, we can reproduce any measure that originates from these research files. Information regarding inmate releases is reliable and can be reproduced. Specific information on each inmate released is available (i.e., each inmate that is counted in this measure can be identified).

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Corrections

Program: Education and Programs

Service/Budget Entity: 70450400 Community Substance Use Prevention, Evaluation, and Treatment Services

Measure: Percent of offenders that successfully completed court ordered substance use programs (45)

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 Offender Based Information System (OBIS), the Department's database into which both field and institutional staff enter information on offenders. OBIS data is extracted of offenders participating in substance use disorder programs is maintained by Research. Additionally, another extract is created of all court ordered special provision and conditions mandated by the courts is created.

Supervised offenders are tracked with their entry and exit dates from specific substance use programs. Exits consist of Administrative, Successful, Transfer, and Unsuccessful. Offenders are counted as participating to some extent if they have an entry date for a program. Any offender in a program at some time during the year is counted as participating.

If any of the completers had a special provision or condition of either a drug/alcohol evaluation, outpatient drug/alcohol treatment, or residential substance use treatment, they were identified.

The percentage of successful completers is calculated from the number of offenders successfully exiting a program who were identified as having a special condition divided by the number of offenders successfully exiting a program who were identified as having a special condition and unsuccessfully exiting a program who were identified as having a special condition a program sometime during the fiscal year.

Validity:

The OBIS data constitute an appropriate measure of the outcome of offenders under supervision by the Department.

Reliability:

This measure uses department research files that, once they are created, are not changed. Therefore, this data can be reproduced from these research files. The data reported are consistent, complete, and correct.

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Associated Activity Contributing to Performance Measures - LRPP Exhibit V

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2021-22		Associated Activities Title
1	Agency-Wide Turnover		Executive Direction
2	Average number of findings from past audits (Financial Management)		Executive Direction
3	Average number of findings from past audits (Administration)		Executive Direction
4	All IT systems, including hardware, operating systems and software are serviceable and supported based on the manufacturers' recommendations.		Executive Direction
5	Agency cybersecurity risk level		Executive Direction
			Maintaining Security
6	Average number of days for public records to close a request		Executive Direction
			Victim Assistance

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LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2021-22		Associated Activities Title
7	Number of inmates visited in person or through technology-based platform		Maintaining Security
8	Number of inmate assaults on inmates and staff		Maintaining Security Inspector General Director of Security and Institutional Operations
9	Mandatory overtime hours		Maintaining Security
10,13,16, & 19	Number of contraband disciplinary reports		Maintaining Security Inspector General Director of Security and Institutional Operations Classification
11,14,17, & 20	Number of contraband interdictions		Maintaining Security Inspector General Director of Security and Institutional Operations
12,15,18, & 21	Escapes (correctional facility or work camps)		Maintaining Security Inspector General Director of Security and Institutional Operations

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2021-22		Associated Activities Title
22	Correctional Officer Vacancy Rate		Maintaining Security
23	Average years in correctional officer class		Maintaining Security
24	Percent of institutional leadership that received leadership training		Executive Direction
			Director of Security and Institutional Operations
25	Percent of correctional officer series fully certified as of June 30th		Executive Direction
			Director of Security and Institutional Operations
26	Percent of inmates released that were homeless at time of release		Classification
27	Percent of inmates released with employment arranged at time of release		Transition Skills Training
28	Average number of corrective maintenance work orders opened over 30		Maintenance

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2021-22		Associated Activities Title
29	Average number of corrective maintenance work orders opened over 60 days		Maintenance
30	Number of outstanding (non-recurring) items on the capital improvement plan		Maintenance
31	Percent of vehicles that meet DMS standards		Maintenance

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LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2021-22		Associated Activities Title
32	Percent of prison admissions from revocations		Instruct, Supervise, Investigate, and Report
33	Percent of terminated offenders who successfully paid restitution ordered		Instruct, Supervise, Investigate, and Report
34	Percent of offenders admitted to prison or probation within 3 years of successfully completing probation		Instruct, Supervise, Investigate, and Report

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LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2021-22		Associated Activities Title
35	Percent of Correctional Medical Authority (CMA) findings closed		Pharmacy Services
			Contracted Comprehensive Health Care

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LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2021-22		Associated Activities Title
36	Number of major institutions that met or exceed the number of volunteer hours for the fiscal year		Chapel Programs
37	Percent of unmet programming needs, by initial assessment, among released inmates		Inmate Substance Abuse Programs Education Programs Transition Skills Training Chapel Programs Offender Substance Abuse Treatment Programs
38	Percent of inmate reincarcerated within 3 years following release		Inmate Substance Abuse Programs Education Programs Transition Skills Training Chapel Programs Offender Substance Abuse Treatment Programs
39	Percent of unmet substance use disorder programming needs, by initial assessment, among released inmates		Inmate Substance Abuse Programs Offender Substance Abuse Treatment Programs
40	Percent of inmate reincarcerated within 3 years following release with substance use disorder needs who participated in substance use programming		Inmate Substance Abuse Programs Offender Substance Abuse Treatment Programs
41	Percent of unmet academic programming needs, by initial assessment, among released inmates		Education Programs

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2021-22		Associated Activities Title
42	Percent of inmate reincarcerated within 3 years following release with academic needs who participated in academic programming		Education Programs
43	Percent of unmet vocational programming needs, by initial assessment, among released inmates		Transition Skills Training
44	Percent of inmate reincarcerated within 3 years following release with vocational needs who participated in vocational programming		Transition Skills Training
45	Percent of offenders that successfully completed court ordered substance use programs		Offender Substance Abuse Treatment Programs

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Agency-Level Unit Cost Summary – LRPP Exhibit VI

CORRECTIONS, DEPARTMENT OF		FISCAL YEAR 2020-21			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		2,729,674,866		66,693,765	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		12,299,336		-12,376,573	
FINAL BUDGET FOR AGENCY		2,741,974,202		54,317,192	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					0
Maintenance * Square footage of correctional facilities maintained		22,408,108	5.79	129,695,270	54,090,254
Pharmacy Services * Number of prescriptions filled		1,246,212	109.95	137,015,991	
Contracted Comprehensive Health Care * Average daily population		72,330	5,816.39	420,699,664	
Maintaining Security * Number of adult male inmates		81,480	19,792.38	1,612,683,392	
Classification * Number of inmate assessments per year.		13,976	971.67	13,579,998	
Director Of Security And Institutional Operations * Number of unannounced security audits per year		32	387,370.22	12,395,847	
Victims Assistance * Number of victim notifications per year		35,814	27.92	1,000,000	
Inspector General Investigations * Number of investigations completed per year		8,158	1,739.76	14,192,933	
Inmate Substance Abuse Program * Number of inmates participating in substance abuse programs		26,441	686.69	18,156,887	
Offender Substance Abuse Programs * Number of offenders served per year		26,536	825.06	21,893,740	
Education Programs * Number of inmates participating in education programs		14,832	2,507.01	37,184,028	
Chapel Programs * Number of hours of inmate participation in chapel programs		1,189,042	4.91	5,841,826	
Transition Skills Training * Number of inmates participating in transition skills programs		16,964	460.50	7,811,853	
Instruct, Supervise, Investigate And Report * Number of offenders actively supervised in a year.		115,777	2,049.96	237,338,160	
TOTAL				2,669,489,589	54,090,254
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					
REVERSIONS				72,484,197	226,938
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				2,741,973,786	54,317,192

SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY

- (1) Some activity unit costs may be overstated due to the allocation of double budgeted items.
- (2) 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.
- (3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.
- (4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

Glossary of Terms and Acronyms

Activity: A unit of work that has identifiable starting and ending points, consumes resources, and produces outputs. Unit cost information is determined using the outputs of activities.

Budget Entity: A unit or function at the lowest level to which funds are specifically appropriated in the appropriations act. “Budget entity” and “service” have the same meaning.

Demand: The number of output units that are eligible to benefit from a service or activity.

EOG - Executive Office of the Governor

Estimated Expenditures: Includes the amount estimated to be expended during the current fiscal year. These amounts will be computer generated based on the current year appropriations adjusted for vetoes and special appropriations bills.

FCO - Fixed Capital Outlay

Fixed Capital Outlay: Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property that materially extend its useful life or materially improve or change its functional use. Includes furniture and equipment necessary to furnish and operate a new or improved facility.

GAA - General Appropriations Act

Indicator: A single quantitative or qualitative statement that reports information about the nature of a condition, entity or activity. This term is used commonly as a synonym for the word “measure.”

Input: See Performance Measure.

IOE - Itemization of Expenditure

Judicial Branch: All officers, employees, and offices of the Supreme Court, district courts of appeal, circuit courts, county courts, and the Judicial Qualifications Commission.

LAS/PBS - Legislative Appropriations System/Planning and Budgeting Subsystem. The statewide appropriations and budgeting system owned and maintained by the Executive Office of the Governor.

LBR - Legislative Budget Request

Legislative Budget Request: A request to the Legislature, filed pursuant to section 216.023, Florida Statutes, or supplemental detailed requests filed with the Legislature, for the amounts of money an agency or branch of government believes will be needed to perform the functions that it is authorized, or which it is requesting authorization by law, to perform.

LRPP - Long Range Program Plan

Long Range Program Plan: A plan developed on an annual basis by each state agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of agency customers and clients and proposing programs and associated costs to address those needs based on state priorities as established by law, the agency mission, and legislative authorization. The plan provides the framework and context for preparing the Legislative Budget Request and includes performance indicators for evaluating the impact of programs and agency performance.

Narrative: Justification for each service and activity is required at the program component detail level. Explanation, in many instances, will be required to provide a full understanding of how the dollar requirements were computed.

OPB - Office of Policy and Budget, Executive Office of the Governor

Outcome: See Performance Measure.

Output: See Performance Measure.

Pass Through: Funds the state distributes directly to other entities, e.g., local governments, without being managed by the agency distributing the funds. These funds flow through the agency's budget; however, the agency has no discretion regarding how the funds are spent, and the activities (outputs) associated with the expenditure of funds are not measured at the state level. ***NOTE: This definition of "pass through" applies ONLY for the purposes of long-range program planning.***

Performance Measure: A quantitative or qualitative indicator used to assess state agency performance.

- Input means the quantities of resources used to produce goods or services and the demand for those goods and services.
- Outcome means an indicator of the actual impact or public benefit of a service.
- Output means the actual service or product delivered by a state agency.

Primary Service Outcome Measure: The service outcome measure which is approved as the performance measure that best reflects and measures the intended outcome of a service. Generally, there is only one primary service outcome measure for each agency service.

Program: A set of services and activities undertaken in accordance with a plan of action organized to realize identifiable Line of Efforts and objectives based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act by a title that begins with the word "Program." In some instances a program consists of several services, and in other cases the

program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. “Service” is a “budget entity” for purposes of the Long Range Program Plan.

Program Component: An aggregation of generally related objectives which, because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

Reliability: The extent to which the measuring procedure yields the same results on repeated trials and data is complete and sufficiently error free for the intended use.

Service: See Budget Entity.

Standard: The level of performance of an outcome or output.

SWOT - Strengths, Weaknesses, Opportunities and Threats

TCS - Trends and Conditions Statement

Unit Cost: The average total cost of producing a single unit of output – goods and services for a specific agency activity.

Validity: The appropriateness of the measuring instrument in relation to the purpose for which it is being used.