



The Florida Senate

Interim Project Summary 98-15

November 1998

Committee on Criminal Justice

Senator Alberto "Al" Gutman, Chairman

WHAT ARE FLORIDA'S PRISONERS DOING WHILE THEY ARE SERVING TIME IN THE STATE PRISON SYSTEM?

An Overview of Inmate Programming and Work Assignments

SUMMARY

What do inmates do while they are "serving their time" in prison? A more relevant question is, what do Floridians believe inmates *should* do while they are serving time in prison? The 1998-99 interim project by the staff of the Florida Senate Criminal Justice Committee, which resulted in a full report, provides the most up-to-date information on inmate programs and work assignments in Florida prisons. The detail provided by the full report will assist decision makers in determining what impact programs and work assignments are having on inmates and what changes, if any, should be made.

BACKGROUND

The trend over the last decade or so has been to lock up more criminals and to keep them locked up for longer periods of time. Without debating the merits of this practice, there are practical realities with which we must deal. Prison inmates are getting more violent, which increases the risk of safety for correctional officers and increases the risk for escape as inmates get increasingly desperate. Furthermore, this practice doesn't mean that all criminals are locked up forever. In fact, the vast majority of inmates are released from prison at some point and return to the communities they lived in prior to their incarceration in the state prison system. Experts estimate that approximately 90 percent of prison inmates do not remain in prison for life, but are eventually released back into society.

Since most inmates will return to our communities, it is important to make sure they are not simply warehoused and sitting idle. Instilling change in criminals, however, is not the only reason that it is important to reduce inmate idleness. Keeping inmates active and busy is also

beneficial to the correctional officers. Inmates who have too much idle time tend to have higher incidences of disciplinary infractions and endanger the safety of correctional officers. Therefore, it is important from this standpoint to make sure that inmates are engaged in constant activities while they are serving their time.

For all of these reasons, it is necessary to examine the programming and work assignments for prison inmates in Florida. Educational and vocational programs are offered. A wide variety of self-improvement programs are also offered. Different types of inmate work assignments vary among Florida prisons. Presenting the amount of programming and work assignments currently offered and the manner in which they are provided will assist lawmakers in determining the level of funding that should be provided. Providing an overview of how programs and work assignments are administered should also help lawmakers decide whether laws governing inmate programming and work assignments should be amended.

METHODOLOGY

Statistical and operational information was obtained from the Florida Department of Corrections (Department) and the Correctional Privatization Commission (CPC) concerning educational, vocational, self-improvement programs, and all types of work programs operating in public and private prisons in Florida. Information was obtained by written requests and through personal meetings with personnel of the Department, CPC, PRIDE Enterprises, and the Corrections Commission. Staff reviewed many reports produced by the Department of Corrections, PRIDE, the Corrections Commission, and the Office of Program Policy Analysis and Government Accountability. Staff additionally reviewed many studies on inmates programs

and work assignments that have been conducted nationwide.

Staff attended the 1998 PIE Program Conference in Miami, Florida, on August 27-28, 1998. Written information was obtained at the conference. Panel discussions and other presenters at the conference also provided staff with information.

Staff constructed a survey on inmate programs and work assignments, which was sent to the superintendent or warden of every public and private prison within the state prison system. Prison superintendents and wardens were asked a series of questions that inquired into the types of educational, self-improvement, and work programs that were offered within their respective institutions and inmate participation for those programs. The response rate for the survey was 85 percent.

FINDINGS

Education and Vocational Training

There are incentives for inmates to obtain educational instruction or vocational training regardless of whether the facility is operated by the Department of Corrections or a private vendor. Some inmates are self-motivated because they want to improve themselves and find a means for an alternative way of life upon release rather than returning to a criminal lifestyle. While other inmates obtain educational instruction or vocational training purely because of the "carrot" influence of being able to earn incentive gain-time, which will result in shortening their "stint" in prison. Additionally, some inmates obtain educational instruction because they are required to attend classes either because of their age or because of literacy test scores.

Regardless of the motives, it seems as though correctional education is an important part of providing an adequate and effective correctional setting. While there are some administrators within the correctional system who have an altruistic perspective regarding inmate education, there are many other administrators who perceive correctional education solely as a means of reducing inmate idleness. By inference through other legislation that has passed over the last several years, it appears the consensus is that the provision of correctional education is mainly to reduce inmate idleness. However, based on the data provided in this report concerning the average length of time served by inmates, perhaps the state would be best served by seeking qualitative results for its investment in

correctional education. This is especially true if the state can ensure that it is cost-efficiently administered, teaches worthwhile skills and knowledge, and is a proven effective measure at reducing the number of releasees who return to the criminal justice system.

There have been practical impediments encountered by the DOC in the provision of additional educational and vocational programming. Some of the problems encountered are:

- ▶ Lack of instructional personnel willing to work in a correctional setting with the personal and professional qualifications the Department seeks.
- ▶ Lack of adequate space to offer classes.
- ▶ Lack of modern equipment for vocational programs.
- ▶ Competing work requirements and needs for both correctional officers and other staff working in the facilities and the inmates.
- ▶ Increased number of special education students that drain existing educational resources leaving little for inmates who do not qualify as needing "special education."
- ▶ Increased number of inmates in close management status (lock down).

The educational programs currently offered in major institutions are: adult basic education, special education, mandatory literacy, General Education Development (GED) preparation and testing, and some advanced learning through distance learning. All programs are not offered at the same level in every institution. Additionally, every educational program is not offered at every institution.

The Department of Corrections and private correctional vendors provide programs that will certify inmates for a variety of vocations, which vary among the public and private facilities. The vocational classes offered to inmates vary from facility to facility. In FY 1996-97, there were 2,600 vocational certificates awarded to inmates in major correctional institutions. The types of vocational programming that are offered in Florida prisons are: apparel design, auto technology, carpentry, collision repair, commercial foods, commercial driving, drafting, environmental service, HVAC repair, pipe

trades, turf equipment maintenance, welding, business administration, operations, business software applications, computer programming, data entry, desk top publishing, water and wastewater treatment, diversified cooperative training, nursery operations, and cosmetology.

Self-Improvement, Counseling, & Preparation Programming

There are many inmate programs offered in public and private prisons that contain self-improvement elements to modify the behavior of inmates. By altering inmates' attitudes and beliefs, and ultimately their behavior, the prospect for better institutional behavior and reduction in future criminal behavior is a realistic one. Institutions across Florida vary as to the programming offered to inmates.

The same programs are not offered at every institution because offender needs are not the same to justify offering them at every facility and because legislative funding would not allow for the provision of every program at every facility. Therefore, the availability of programming is really based on whether the level of funding is adequate to provide the program, whether the inmate demand/need is adequate to justify offering the program, and whether the Department or the superintendent or warden believes that the program is effective at accomplishing its intended purpose.

Self-improvement or "betterment" programming is probably the most difficult type of programming to obtain funding for. It has the appearance to some that it is too "soft" on inmates. Others feel as though inmates are not worthy of state revenue expenditure to obtain the benefits of self-improvement programming through counseling and education. However, it is the opinion of many academics, corrections experts, and correctional employees, that expenditure of state funds for such programming is money well spent. Such persons attest to this type of programming having a significant positive effect on many inmates based on research, experience in corrections, as well as personal accounts. They maintain that it motivates inmates, encourages better institutional behavior, and elevates the chances of inmates not recidivating after they are released from the prison system.

The types of self-improvement programming offered in Florida's major correctional institutions include: drug and alcohol abuse treatment and counseling, HIV/AIDS

Counseling, transition skills, faith-based programs, wellness, and Life Skills.

Survey Responses on Inmate Programming

Correctional staff who were surveyed by Senate staff cited self-improvement programs just as effective at positively changing the behavior of inmates as educational and vocational programs. Surveys revealed that thirty-four (34) out of fifty-two (52) respondents believed that there were not enough programs offered to inmates. The survey responses indicated that there were many impediments to offering more inmate programs. Unequivocally, the lack of funding or factors associated with funding were cited as the greatest impediments to offering more inmate programs. As for specific economic factors provided by the respondents, the lack of staff to operate the programs and supervise the inmates ranked the highest. The lack of space as well as the lack of equipment or supplies were the next most frequently cited challenges. Interestingly, however, philosophical impediments were frequently mentioned by respondents. Of these responses, the majority stated that the public's negative, but inaccurate, perception of inmate programming and the unwillingness to fund them is a large hindrance to offering more programs.

Inmate Work Programs

The Department of Corrections has been mandated by the Legislature to have the continuous goal of working all able-bodied inmates at least 40 hours per week. This mandate recognizes that there are limitations in working inmates who either are medically unable to work or pose a serious security risk if put to work outside the secure perimeter of a prison. Considering these limitations, how many inmates work?

On August 28, 1998, there were 63,055 inmates in Department of Corrections' facilities and 4,012 inmates in privatized facilities for a total of 67,067 inmates in the state prison system. Of the 63,055 inmates in the Department's facilities, 51,741 inmates, or 82 percent, were "available" for a work assignment. This means that 11,314 inmates were unavailable for assignment. On the same date, only 44,298 inmates were assigned to a work assignment. This means that 7,443 inmates were without a work assignment because there were no open "slots" available. Therefore, approximately 15 percent of the inmates who could theoretically work were not assigned

to a work assignment, mainly because the inmate could not be accommodated in an available work assignment.

The types of work assignments within Florida's major institutions are: Department of Transportation (DOT) Work Squads, community work squads, forestry labor squads, institution operations assignments, farming and gardening, restricted labor squads, construction and contract work squads, PRIDE Enterprise's traditional industries, and Prison Industry Enhancement (PIE) Program industries. Although all of these work assignments exist in Florida's prison system, the PIE Program is the newest development and offers significant potential.

Prison Industry Enhancement (PIE) Program

The Prison Industry Enhancement (PIE) Program is a federally administered program that authorizes public and private partnerships to employ inmates in correctional systems to produce items for open sale to the private sector if certain criteria are met. The United States Department of Justice is the administrative agency of the PIE Program through the Office of Justice Programs' Bureau of Justice Assistance (BJA). In June 1998, the BJA issued proposed changes to the guidelines governing the PIE program. The new guidelines are expected to be made final and effective in the early part of 1999.

There are numerous requirements that must be followed in order to achieve and maintain certification and to allow the interstate sale of the prison-made goods. One of the most prominent requirements is the level of pay that must be given to inmate workers. Federal law requires inmate workers be paid the "prevailing wage" for the industry that is set up inside a prison. Additionally, there must be a showing, as determined by the "cost accounting center" (CAC) of the certified agency, that a proposed PIE industry operation will not result in the "displacement" of employed workers, that there is not a surplus of available gainful labor in the locality where the PIE industry would be established, and that the proposed PIE industry would not "significantly impair" existing contracts. "Benefits" that are required to be provided to inmates include workers' compensation coverage, under some circumstances social security, but not unemployment coverage.

The Department of Corrections holds the PIE Program certificate that was issued by the BJA in March 1995, allowing industries operating through this certification to sell its prison-made products through interstate

commerce. The Department, however, has not been without criticisms regarding its PIE administration and efforts to create new industries in Florida.

The amount of money that has been spent to date by the Department to administer the PIE Program is relatively small. The Department is seeking several million dollars in the FY 1999-00 budget to develop and expand the PIE Program. Approximately \$3.6 million would be used for capital outlay to build shell buildings to enhance the opportunities for private businesses to set up their industries inside prisons.

There are two previously operational PIE industries that are now defunct: the luffa sponge cultivation program at Hendry C.I. and the embroidery program at Gadsden C.I. PRIDE acts as the industry operator, or the outsourcing agent, for two PIE programs that are currently operational in the Florida prison system by utilizing the "customer model" of the PIE Program. Polk C.I. has an industry that manufactures steel tubing and refines and compiles parts for consumer kits for dog kennels and fence gates. Broward C.I. has an optical program that assembles eye glasses to be sold on the wholesale market.

Three other PIE programs have been approved by the Department of Corrections that are not yet operational. The Department has contracted with Mavin Manufacturing, Inc., to operate a furniture manufacturing business at Hardee C.I. under the "employer model." Two additional PIE programs designated and certified by the Department are "cut and sew" industries at South Bay C.F. and Moore Haven C.F., which are Wackenhut-operated facilities. These "customer model" programs are not yet operational but will be operated by Labor-to-Industry, Inc., a wholly owned subsidiary of U.S. Technologies, Inc.

Difficulties Encountered in Expanding PIE Industries in Florida

There is a strong desire by the Department of Corrections, PRIDE Enterprises, the Florida Corrections Commission, and other groups to expand the number of PIE industries operating in Florida. However, there have been difficulties that have been encountered by those who have a direct interest in expanding the program.

The Appearance of Unfair Competition

The federal guidelines for the PIE Program require that there is no non-inmate worker displacement for the proposed industry to be set up in the prison in that area. This requirement is an effort to not infringe upon the private sector and the possible employment of non-inmate workers in the locality of the institutional industry. In order to certify a PIE program proposal, the Department must examine and certify that there is no unfair competition with private business.

Regardless of these on-going determinations and safeguards, many communities and business leaders within the communities are concerned about the unfair competition aspect of PIE correctional industries with other companies in the same type of business. Whether it is real or imagined, citizens have expressed concerns that such industries will take away or displace jobs for law-abiding citizens living in the area of the correctional industry. Additionally, there are worries that a correctional industry would be able to produce products so inexpensively that it would put all other similar and otherwise thriving businesses out of business.

Lack of a Clear, Unified State Policy

Criminal Justice Committee staff determined that there is a lack of state policy that is unified in goals and directives regarding correctional industries. Efforts conducted by the Department of Corrections and also by PRIDE Enterprises make it difficult for private businesses to determine which entity is responsible for administering correctional industry programs in Florida. These two entities are essentially in competition with each other by “chasing” the same private businesses to partner with for the operation of PIE industries. Efforts in partnering with private businesses are duplicated by two entities trying to carry out their respective missions. Additionally, confusion abounds in the private sector regarding the PIE program: how it works, what PRIDE’s role is, what the Department’s role is, and so on. Compounding this confusion is the lack of a unified policy and concerted efforts governing state agencies as to the state’s position on PIE work programs.

The most recent illustration of the latter problem is an effort by the Department of Corrections to establish a PIE program in Baker County. According to the Department, extraordinary steps were taken to ensure that there would be *no* competition with a similar business in the area. Despite steps taken and the open dialogue with the business and business representatives in the area, Enterprise Florida got involved and actively

opposed the Department’s efforts to establish a non-competitive PIE program. On September 3, 1998, the President of Enterprise Florida wrote a letter to the Secretary of the Department of Corrections. The letter from the President of Enterprise Florida stated, “given that this project could potentially displace workers of the existing wooden truss manufacturer in Baker County, we join our partner, the Baker County Chamber of Commerce, in their opposition to the project.” This letter from Enterprise Florida highlights that there is not a clear, unified state policy. Without unification, the result is competing and conflicting state agencies because the agencies’ directives are incongruous with each other. This lack of unification will continue to create a sizable challenge to the success of the PIE Program in Florida.

The Department of Corrections vs. PRIDE Enterprises
Administration of the PIE Program in Florida by the Department of Corrections has somewhat created a competition between the Department of Corrections and PRIDE Enterprises that may be counterproductive. Clearly there is a duplication of efforts by the two entities because they are “chasing the same tails” in recruiting businesses to partner with in correctional industries. The Department has a goal in reducing inmate idleness and making the PIE Program successful in this state. PRIDE’s market, which is selling products solely to the public sector and non-profit organizations, is dwindling. PRIDE’s mission is to operate correctional industries and work inmates. PRIDE’s mission and efforts compete with the goals of the Department regarding the PIE Program. The result of this competition is confusion of private businesses that would otherwise be potential future partners and possible waste of money expended by the Department and PRIDE in duplicating efforts.

Fears of Private Business Owners

Probably the greatest difficulties to overcome to expand the PIE Program in Florida are the fears of private business owners. Private businesses have expressed their fears to the Department of Corrections, to the U.S. Department of Justice, and PRIDE Enterprises. Some of the fears or concerns of private businesses are:

- ▶ the stigma with customers that may be associated with prison-made goods;
- ▶ other businesses within the same type of industry that may get upset at “unfair competition”;

- ▶ fear of the unknown, such as riots and non-inmate employee safety;
- ▶ a lack of quality in the workmanship of the products;
- ▶ hidden costs that could be involved in operating in a prison;
- ▶ adequate available space to operate the industry;
- ▶ all the areas where industry space is available is located in areas that are too remote making it inconvenient and expensive to ship or transport goods; and
- ▶ the stability of the industry in a prison, such as whether the business can stay there long-term and if it will be supplied with a stable, qualified workforce.

Attracting Businesses to Come Behind Prison Walls

The ultimate state goal is to attract businesses that are going to result in a successful contract with the PIE certificate holder or the Department of Corrections, either directly or indirectly. So why are private businesses not knocking down the Department's door to operate inside prisons and employ inmates? According to The Enterprise Prison Institute, there is conventional and unconventional wisdom to answer this question. The conventional wisdom consists of: inadequate education of the public, inadequate financial incentives, resistance from prison officials and correctional officers, and inadequate space. The unconventional wisdom, however, tells a more interesting story. It advocates that there is: a difference in culture between corrections officials and business entrepreneurs making it difficult for each party to understand what is most important to the other party; a reciprocal lack of trust between government and business; a difficulty in embracing changes on both sides of the PIE equation, a problem with the perceived market risks and political risks for both sides; and that there is a relative insignificance in the cost savings or favorable lease rates offered to PIE participants.

RECOMMENDATIONS

1. **Funding should be provided at a level that is adequate to meet the level of educational programming that is desired by the Legislature if it is determined that educational programs have a positive effect upon the inmate population.**

Funding should be sufficient to employ an adequate number of full-time teachers to attract and maintain qualified teachers to operate literacy, basic education, special education, and GED courses. Many institutions reported difficulty in attracting and retaining the employment of teachers who were qualified to teach the educational classes provided in the institutions. Specifically, many institutions noted that their teaching positions were OPS and had high turnover rates because of the low pay and lack of benefits that are offered for those positions. As a result, the programs go unstaffed or class continuity is continuously interrupted by frequent turnovers in educational classes. In addition, more teaching positions would necessitate more funding if the Legislature made the commitment of requiring every inmate to obtain a GED prior to release.

2. **The Department of Corrections should be required to establish long-term tracking of inmates by correlating program participation and work assignments with the rate of disciplinary reports for current inmates and the rate of re-offending by former inmates to assist in evaluating the effectiveness of programs and work assignments.**

In a time when government accountability and program effectiveness is a focus of the Legislature, the Department of Corrections should be providing the Legislature with information on programs and work assignments that is more detailed and provided on a systematic basis. Currently, performance-based program budgeting (PB²) measures are mainly output measures, which is sufficient for now for purposes of budget decision-making. Program effectiveness is measured on a limited basis for some educational programs and vocational programs for PB². There are really no meaningful measures for effectiveness for "self-improvement" programs for PB². For purposes of establishing policy, and ultimately program funding for educational and vocational programs, self-improvement programs, and costs related to work assignments, it will be necessary to correlate program participation and work assignments to institutional behavior and post-release criminal behavior on a long-term, systematic basis.

3. **PIE programs should be maximized by encouraging development of industries in local jails, juvenile facilities, and youthful offender facilities in addition to increasing their numbers in adult prisons.**

Despite the fact that PIE programs are federally authorized to operate in jails and other types of correctional facilities, there is no mandate or authority for PIE programs to extend to local and juvenile correctional facilities.

4. The Legislature should make an affirmative decision as to which entity is best suited to expand PIE programs in Florida.

This interim project revealed that the Department of Corrections and PRIDE Enterprises are currently in competition with each other to partner with private businesses for PIE programs. This competition has resulted in duplication of efforts and confusion among private businesses being recruited. The focus of each entity and the PIE Program should be refined by making this determination. The competition and duplication of efforts is cost-inefficient and counterproductive to the expansion of the PIE Program. If an affirmative finding was made by the Legislature, one voice and one effort toward the expansion of the program would be much more effective.

In determining which entity is best suited to hold the PIE certificate in Florida, the Legislature should consider the cost to the state relative to different entities holding the certificate. The Department of Corrections is dependant upon the money appropriated to it in order to carry out its operations. This includes the administration of the PIE Program. PRIDE Enterprises, a non-profit corporation, states that it would utilize income it produces from sales and other ancillary charges to fund the administration of the PIE program, which includes a fairly significant contracting and monitoring function. According to PRIDE, it would not cost the state any money up-front to administer and expand the number of PIE programs operating in Florida.

5. If the Legislature determines that the Florida Department of Corrections should continue to be the certificate-holder for the PIE program, the Department should be required to dedicate the personnel, organize the administration of the program, and dedicate the funding necessary for the PIE Program in Florida to function effectively.

The Florida Corrections Commission has repeatedly recommended that the Department of Corrections move the administration of the PIE Program directly under the Deputy Secretary of the Department. Under the Assistant Secretary for Administration, the Corrections

Commission maintains that the PIE Program is buried too deep within the Department's structure to have the autonomy, financial dedication, and focus necessary for the PIE program to be successful. It is necessary to have personnel with business expertise in order to recruit businesses to locate within prisons. Such efforts require more than the one person currently dedicated to the PIE Program in the Department. The state needs to appropriate an adequate amount of money to the Department that is dedicated solely to the effort of expanding the PIE Program in Florida.

6. The Legislature should appropriate fixed capital outlay for the construction of buildings at several major institutions to serve as sites to house future PIE industries.

One of the greatest impediments the Department, PRIDE, and privately operated prisons have encountered in attracting businesses to set up industries in prisons is the lack of available space. Regardless of which entity ultimately holds the certificate or which model of the PIE program is utilized, the state is going to have to spend money to construct buildings to hold the industries. Inmate labor can be utilized to construct the buildings at a relatively low cost. Having adequate buildings at sites with good distribution potential and with a ready and dependable workforce are the main incentives the state can offer to attract private businesses to participate in the PIE Program. The sooner adequate buildings are funded and built, the more private businesses the state will have interested in participating in the PIE Program.

7. The Legislature should establish educational and institutional behavior requirements for an inmate to work in a PIE program.

This recommendation is one also made by the Corrections Commission. It creates incentives for inmates to continue with their education, such as obtaining their GED certificate, and to maintain satisfactory institutional behavior which is beneficial to the management of the prison system. Because PIE programs pay the highest wages to inmates, there is a strong desire by inmates to work in PIE programs. This lure should be utilized at its maximum potential for the incentive it holds by establishing educational and discipline-free prerequisites to assignments in PIE programs.

8. The Legislature should require the Department to structure inmate work assignments in a 3-tiered system.

This has been recommended by the Florida Corrections Commission over the last couple of years. The 3-tiered system would create incentives for inmates to participate in work assignments that are deemed to be less desirable by inmates. The more money inmates make in a work assignment the more coveted it is by the inmates. Therefore, the state should require inmates to first work in the less desirable work assignments, such as institutional work assignments that do not pay inmates, as a pre-requisite before that inmate can be assigned to a paying work assignment. Even in paying work assignments there should be a system of pre-requisites established. Work assignments to the lesser paying traditional industries operated by PRIDE should be a pre-requisite to assignments to PIE industries, which are the highest paid work assignments.

9. The Legislature should establish mandatory deductions at a reasonable cost for the cost of incarceration for inmates who work in the PIE program.

As stated earlier, inmates working in PIE programs make a significant amount of money. PIE programs require that inmates make the prevailing wage for the same kind of work if it was to be performed by non-inmate workers in the community where the institution is located. An amount that is fair, but adequate, could be established as a minimum deduction from PIE wages so the state could ensure it will recover a larger amount of the costs of incarceration that are more commensurate with what PIE inmate-workers could pay. This recommendation has also been made by the Corrections Commission.

10. The Legislature should create a clear, cohesive policy for all state agencies to follow with regard to the PIE program.

Confusion and competition among state agencies must be eliminated. State agencies should not contradict other state agencies that are trying to accomplish their legislative charges. Waste of state money is the net result of two state agencies working against the efforts of each other. A prime example of this situation existing is Enterprise Florida intervening in the efforts of the Department of Corrections to establish a PIE program in Baker County.

11. Vocational instruction should be required to be linked to the PIE and PRIDE industries that are operating or plan to be operated in Florida’s prisons.

From a practical and financial standpoint, it would make sense to dovetail vocational offerings and training for PIE and PRIDE programs that are operating in Florida’s prison system. Currently, there is no coordination or linkage between vocational instruction and correctional industries. Private businesses’ concerns about the adequate training and abilities of the inmates could be alleviated by linking vocational training to the industries that are, or could be, operating in Florida’s prisons. Ultimately, the state would be creating an incentive for private businesses to participate in the PIE Program if they can be assured that the inmate workforce is properly taught and trained. This may also allow the Department to have more control over the types of industries that would be attracted to participate in the PIE Program.

COMMITTEE(S) INVOLVED IN REPORT *(Contact first committee for more information.)*
Committee on Criminal Justice, 404 South Monroe Street, Tallahassee, FL 32399-1100, (850) 487-5192 SunCom 277-5192
Committee on Governmental Reform and Oversight
Committee on Ways and Means, Subcommittee D
Office of Program Policy Analysis and Government Accountability

MEMBER OVERSIGHT
Senators Charlie Bronson and Ron Klein