

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

Purpose: As a management team member of Miami-Dade County government, it is your responsibility to design, adhere to and monitor the significant operating and financial controls of your organization. This self-assessment questionnaire has been designed to obtain input from you to assist the Performance and Efficiency Commission ("PEC") to understand the key controls of your organization. Your input is important and appreciated.

Department : Miami-Dade Corrections & Rehabilitation Department (MDCR)

Director: (name & telephone) Timothy P. Ryan – 786-263-6019

1. *Please describe the key business objectives of your area (i.e. What is the mission of your area?), and what do you find most challenging as the director of this department?*

The mission of the Miami-Dade Corrections and Rehabilitation Department (MDCR) is to serve our community by providing safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community. The following are key business objectives:

- o Provide Safe, Secure, and Humane Detention
- o Provide Successful Return to the Community
- o Continue Community Awareness of and Satisfaction with MDCR Services
- o Achieve and Maintain Financial and Fiscal Soundness
- o Ensure Effective Management of Current and Future Physical Plant and Technology Needs
- o Achieve and Maintain Professional and Regulatory Standards
- o Manage Jail Population Effectively
- o Recruit, Hire, and Retain Qualified and Diverse Employees
- o Ensure Employees Possess Required Workforce Skills

See Business Plan for additional information

2. *How many employees are in your department? Describe the span of control in your department and how effective it is?*

The MDCR has 2,890 budgeted positions (78.5% sworn) responsible for the care, custody and control of approximately 6,000 inmates per day and the professional management of supporting operations. MDCR's organizational structure has clearly defined lines of authority established to ensure that structural relationships exist between each employee and the Director. This requires sworn supervisors, civilian supervisors and their chain of command supervisors to appropriately supervise inmates 24 hours per day, 7 days per week on 3 shifts per day.

Staff is also responsible for supervising/monitoring more than 400 inmate/clients in the Monitored Release Program, another 2,500 on pretrial release, and 500 on pretrial diversion; as well as the daily transportation of inmates for court, security during court, and the booking and release of over 100,000 inmates per year. Consequently, supervisors are responsible for

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

overseeing the work of their assigned employees, in addition to, indirectly, the supervision of approximately 9,400 inmates or clients throughout Miami-Dade County.

3. *Do you consider the responsibilities of your department to be "core" responsibilities of government to the public?*

Yes. The mission of the MDCR is to provide for the care, custody, and control of individuals who are arrested in Miami-Dade County and is a core component of the criminal justice system.

4. *Are the Policies and Procedures in your department documented? (Select One)* Yes No
Comments:

5. *Are the Policies and Procedures in your department up-to-date? (Select One)* Yes No

Comments:

Departmental Standard Operating Procedures, facility/bureau based Standard Operating Procedures, and Procedural Directives are reviewed continually and updated when warranted.

6. *Please describe the key business processes that occur in your department (i.e. What are the activities which are completed in your department?)*

MDCR's key business processes involve the care custody and control of inmates. The associated activities are found in Volume 2 of the FY 2010-11 Proposed Resource Allocation and Multi-Year Capital Plan, page 31.

7. *Please describe the key internal controls that you believe exist in your department (i.e. How do you control the major activities, output, etc., in your department?)*

Key internal controls include the activities of our Professional Compliance Division which includes inspecting all operations and facets of the department for compliance with applicable, federal, state and local laws and standards; accepting and investigating complaints from employees, inmates and the general public. Additionally, because of our paramilitary structure, the chain of command hierarchal structure inherently requires appropriate levels of checks and balances.

8. *Please describe the key performance measures you obtain and utilize to monitor the effectiveness/efficiency of your business processes.*

MDCR has identified several key performance measures and indicators, which are documented as part of our ASE Scorecard, as well as the FY 2010-11 Proposed Resource Allocation Plan. They include average daily inmate population, average length of stay per inmate, number of major incidents, number of inmate disciplinary reports, monthly bookings, facility spot inspection ratings, number of inmate assaults, etc.

9. *Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities?*

MDCR communicates regularly with the following County departments:

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

- Administrative Office of the Courts
- Capital Improvements
- Clerk - Circuit and County Courts
- Emergency Management
- Enterprise Technology Services
- Finance
- Fire Rescue
- General Services Administration
- Juvenile Services
- Medical Examiner
- Police
- Procurement Management
- Strategic Business Management

a. *Could they be consolidated into your department?*

No. MDCR has a separate and distinct mission and core responsibilities.

b. *Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)?*

None are requested. MDCR is currently reviewed annually by independent inspectors for compliance with the Florida Model Jail Standards. For facilities accredited by the American Correctional Association (ACA) and/or Florida Correctional Accreditation Commission, reviews for compliance are incorporated into all activities of each respective facility.

10. *If you had the appropriate technology to improve efficiency, would you utilize it and how would it impact the County's operations today?*

Yes, appropriate technology to improve efficiency would be very welcome within MDCR. We are currently pursuing, with grant funding, an automated staff scheduling system and are working with the Public Defender's Office to expand inmate video interviewing. Both of these examples of appropriate technology have as a stated objective to reduce staff overtime and to enable better utilization of existing staff.

Improvements in staff utilization and reduction in processing time for booking is also the objective of the technology grant awarded to the Association of the Chiefs of Police, with whom we are working very closely. Video visitation technology is an area where we have been requesting funding for many years. The reduction in contraband introduced into the jails will greatly improve the safety and security of staff, visitors, and inmates.

Radio Frequency Identification (RFID) to automate the tracking of inmates and assets, for improved security and safety.

Smart building technology is an area which can be supported by the MDCR VoIP network with minor enhancements. If these enhancements were to include some security; i.e., encryption and

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

improvements to the network, it would be possible to exchange inmate medical information covered by HIPAA, saving time and duplication of effort.

A jail management system would automate manual processes that are time consuming, labor intensive and inefficient.

Overall, how would you rate the following in your department? <u>Excellent</u>	<u>Poor</u> <u>Average</u>				
The effectiveness of your internal controls	1	2	3	4	<u>5</u>
The quality of your output	1	2	3	4	<u>5</u>
The efficiency of your business processes	1	2	3	4	<u>5</u>

If there is any additional information you feel the PEC should have prior to our review, (such as organizational charts, policies, etc.), please attach to this questionnaire.

Please return this questionnaire and any attachments in pdf format and saved as your "department name" by Wednesday, October 13, 2010 to spalmer@miamidade.gov or deliver to:

Office of the Commission Auditor
Attn: S. Donna Palmer
SPCC Government Center
111 NW First St., Ste. 1030
Miami, FL 33128

Thank you for your time.