

MIAMI-DADE CORRECTIONS AND REHABILITATION DEPARTMENT |

BIANNUAL REPORT 2013 and 2014



Marydell Guevara
Director

OUR MISSION

We, the Miami-Dade Corrections and Rehabilitation Department, 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.

OUR VISION

We envision a unified workforce of progressive, dedicated professionals grounded in service, integrity, and pride who strive to provide caring and compassionate services to those entrusted to our care and to protect the public we serve.

CORRECTIONAL OFFICER CODE OF ETHICS

As a Correctional Officer my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the constitutional rights of all persons to liberty, equality, and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my Department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

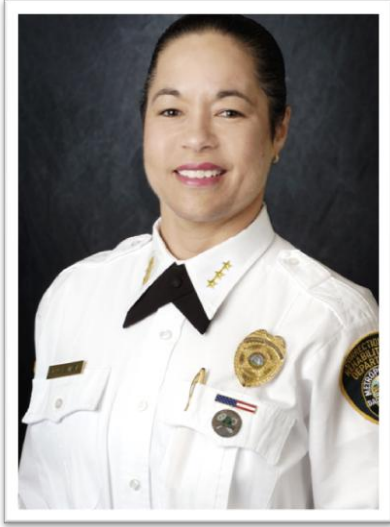
I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the correctional service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession as a Correctional Officer.

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DIRECTOR'S MESSAGE

MARYDELL GUEVARA



Marydell Guevara
Director

The mission of the Miami-Dade Corrections and Rehabilitation Department 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.* This mission fuels staff efforts and drives the many initiatives accomplished by the Department.

These efforts have concentrated on improving the conditions of confinement for inmates, reducing offender recidivism, working cooperatively with criminal justice partners, managing a proactive facility renovation program, all the while keeping the residents of Miami-Dade County safe.

The Department opened the Mental Health Treatment Center in 2014, relocating the most acute mentally-ill inmates to a new location and providing a more therapeutic environment. Alongside our mental health provider and community service partners, a wide array of programs including yoga, art therapy, mental health therapy, are now provided. The Department also developed the Advanced Crisis Intervention Training, based on the National Institute of Corrections model. Advanced Crisis Intervention Training is an intense, scenario-based training that prepares participants to recognize the signs and symptoms of major mental illness and provides useful tools when interacting with inmates while responding to situations unique within correctional settings. Beyond just simply housing inmates, Miami-Dade Corrections and Rehabilitation Department offers reentry and diversion programs to increase the likelihood of success once a person is released into the community. In partnership with the Miami-Dade Public Schools, the Department offers educational, vocational and life skill classes.

The Department embraces the opportunity to collaborate with other agencies in order to improve the delivery of services and identify operational efficiencies. The successful accomplishments, both past and present, are firmly rooted in the efforts, determination and ingenuity of the Department's workforce. I would like to thank the devoted and diligent staff of the Miami-Dade Corrections and Rehabilitation Department for their dedication to public service and for remaining committed to "delivering excellence, every day" to the great citizens of Miami-Dade County.

It is my pleasure to present the Biannual Report for 2013 and 2014 and share in its pages the important services this Department provides and the important work that has been accomplished.

COMMAND STAFF



COMMAND STAFF



Marydell Guevara
Director



Jackie Berry
Assistant Director
Management Services



Daniel Junior
Assistant Director
Custody Services



Walter Schuh
Assistant Director
Support Services



Donald Coffey
Chief
Program
Services Division



Valerie Cohen-Jennings
Chief
Administrative
Services Division



Edwin Cambridge
Chief
Stable
Housing Division



Cassandra Jones
Chief
Special
Services Division



Wendy Mayes
Chief
Transitional
Housing Division



Anthony Dawsey
Chief
Fiscal
Resources Division



Simon Waterman
Chief
Construction
Management Division

HISTORY

Established in 1836, Dade County encompassed an area that now comprises Miami-Dade, Broward, Palm Beach, and Martin Counties. In the early years, the area was patrolled by as few as three deputies on horseback and Dade's sheriffs were appointed by the Governor.

In 1899, Dade's county seat was moved from Juno to Miami when the population of Miami grew to approximately 5,000. From this time until 1966, the Sheriff's Office was an elected position.

The metropolitan form of government was approved in 1957 and the Dade County Sheriff's Office became the Public Safety Department responsible for not only traditional law enforcement, but fire protection, the jail and stockade, civil defense, animal control, and motor vehicle inspections.

On January 28, 1970, through action by the Dade County Commission (Section 4.02 of the Metropolitan Dade County Charter and Administrative Order 9-22), the Miami-Dade Corrections and Rehabilitation Department was established as its own department. It now serves the 34 municipal police departments located within Miami-Dade County, including the Miami-Dade Police Department, as well as other state and federal agencies. Correctional officers are easily identifiable by their white shirts, green trousers with gray stripe, and carry silver badges, while officers with the ranks of sergeant and above carry gold badges. The badge is the same as the Miami-Dade Police Department to reflect the fact that they were at one time one entity, and remain an important member of the law enforcement community.

Over the years, the Department has grown to be the eighth largest correctional system in the United States with over 2,600 employees. As such on any one day, the Miami-Dade Corrections and Rehabilitation Department houses between 4,300 to 4,500 individuals, serves 3 meals a day, houses, clothes, transports, and secures nearly 80,000 persons, entering its facilities over the course of a year.

As one of the largest correctional systems, the Department embraces professionalism in the correctional field through training, implementation of best practices, accreditation, and continual review of operations. Continually focusing efforts on improving internal processes and procedures, the Department has created the Mental Health Treatment Center and the Trend Analysis and Action Planning Unit, developed innovative training programs such as the Advanced Crisis Intervention Training and implemented the Incident Self-Audit System to analyze performance indicators and develop data trends.

OFFICE OF THE DIRECTOR

The Director is responsible for providing the highest level of protection and service to the citizens of Miami-Dade County. The Director is responsible for all staff and the professional

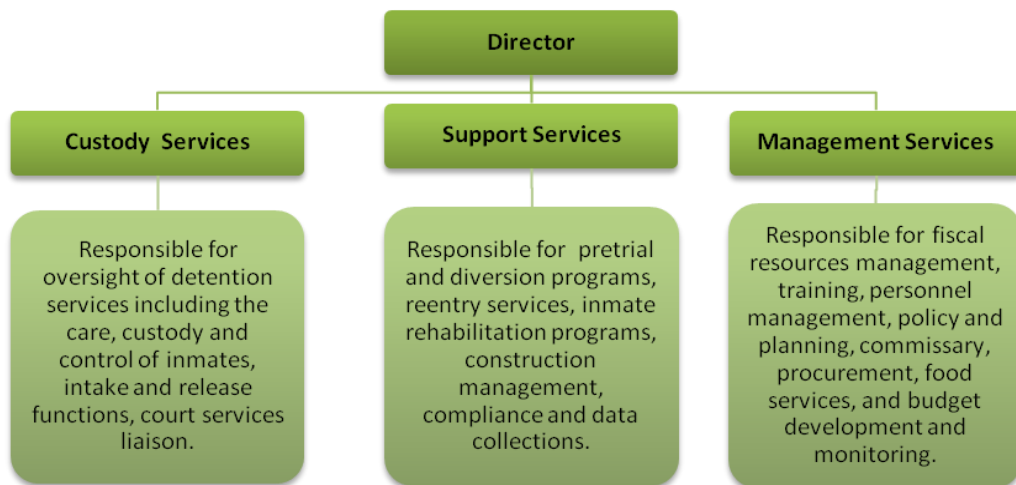


management, administration and

The Department receives a proclamation celebrating National Correctional Employees Week.

operation of a countywide correctional agency. The Director reports directly to the Deputy Mayor responsible for public safety departments.

The Miami-Dade Corrections and Rehabilitation Department is organized into three primary functional areas, each overseen by an Assistant Director responsible for ensuring their areas support the overall mission of the Department.



Departmental Legal Office

The Departmental Legal Office provides in-house counsel to the Director and all Departmental units. This Office provides legal research and opinions, staff training on custodial or other legal topics, coordinates formal legal opinions, litigation and litigation-related documents; reviews and coordinates disciplinary actions and responds to public records requests and liaises with County officials, law enforcement, judicial agencies, collective bargaining units.



Mental Health and Medical Services Unit

Mental Health and Medical Services Unit is the primary liaison with Jackson Memorial Hospital, Corrections Health Services, the inmate medical and mental services provider. The Unit ensures that inmate care and services comply with nationally-recognized standards, addresses concerns from inmates and the public regarding inmate medical services, and provides consultation to administration on mental health related issues. In addition, this Unit offers psychological services, including short-term counseling and referral services to employees, and responds providing mental health support following Departmental critical incidents. The Unit is also responsible for the processing invoices for medical services rendered to inmates by community-based providers and hospitals.

Security and Internal Affairs Bureau

The Department is committed to ensuring the public trust, securing the public's safety, and maintaining the Department's integrity. To further this commitment, the Security and Internal Affairs Bureau receives, processes and investigates all complaints against personnel, as well as monitors the security of detention facilities. Allegations of employee misconduct are thoroughly and objectively investigated to assure the public and other stakeholders that official misconduct will not be tolerated and, at the same time, provide a process whereby correctional employees wrongfully accused can be cleared.



To enhance the security of the detention facilities and reduce the introduction of contraband, Miami-Dade Corrections and Rehabilitation Department has long established the Narcotic Canine Unit. The Narcotics Canine Unit conducts random searches for narcotics within and around the detention facilities using specially trained dogs. Proactive measures to prevent future introduction of narcotics into Departmental facilities by inmates, visitors, vendors, volunteers or employees are identified.

CUSTODY SERVICES

Over time, the correctional field has evolved and, with it, the theories regarding inmate management methods including the most optimal jail design. The earliest design, first-generation jail, was built in a linear design concept consisting of cell blocks with dormitory units and indirect/intermittent supervision by correctional staff. Jails depicted in the movies are often first-generation jails. Second-generation jails use podular housing units where correctional officers supervise inmates from a secure control room overlooking the cells and day room. The most recent concept in jail construction is third-generation design in which inmates are housed in large open spaces, much like a military barrack. Continuous supervision is provided with correctional staff located in the actual housing unit offering direct contact with inmates.

These various jail designs are evident in the Department's six detention facilities located throughout Miami-Dade County.



Training and Treatment Center
6950 NW 41st Street, Miami, Florida

Training and Treatment Center, originally constructed by the City of Miami as its Stockade for city inmates in 1954, is the oldest of the detention facilities. It was designed as a first-generation jail. When the City of Miami occupied its new headquarters building in 1968, the Dade County Sheriff's Office leased the Stockade, and it has remained a Miami-Dade Corrections and Rehabilitation Department facility ever since. The Training and Treatment Center has undergone many renovation and construction projects over the years. The Stockade has a rated capacity of 822 beds and houses adult males in both felony and misdemeanor classifications.



Pre-Trial Detention Center
1321 NW 13th Street, Miami, Florida

Pre-Trial Detention Center, opened in 1961, as a first-generation jail, with only 594 beds and the 7th through 10th floors left as shell space for future expansion. Known also as the Main Jail, it served as the principle jail facility for decades in Miami-Dade County with its proximity to the Richard E. Gerstein Justice Building. The facility has a rated capacity of 1,400 beds.

Women's Detention Center, opened in 1978, is a four-story second-generation building that exclusively housed female inmates. Before the Women's Detention Center, female inmates were housed on the second floor of the Main Jail. When the City of Miami opened a new police headquarters, the Department leased its building in order to house its female inmates. Since then, the Women's Detention Center has been known as the Women's Annex. It has a rated capacity of 203 female inmates who vary in classification from pre-trial detainees to sentenced inmates. In 1982, the Women's Detention Center had the distinction of being the first full-function female facility in the United States to be accredited by the American Correctional Association.

It remained an accredited facility by the American Correctional Association and the Florida Correctional Accreditation Commission until its closure in November 2012 due to a decreased inmate population and as a cost efficiency measure. It is now utilized for scenario-based training.



Women's Detention Center
1401 NW 7th Street, Miami, Florida

Turner Guilford Knight Correctional Center

The facility's name honors three dedicated community servants: **Joe Turner**, **Alvin E. Guilford**, and **Clara B. Knight**. This dedication is in light of the courage, spirit, and enthusiasm for this community demonstrated by these tireless individuals. Mr. **Joe "Tree Top" Turner** was a long time veteran of the Metro Dade Police Department who was instrumental in the creation and furtherance of the police community relations program. He was very active in civic organizations. Mr. **Alvin E. Guilford** was a community advocate for social service programs and community development. He served as chairperson of the Dade-Miami Criminal Justice Council and was active with the United Way and Greater Miami United. Ms. **Clara B. Knight** was a lifelong resident of Miami who devoted her life to teaching, counseling and serving as a role model for children in the community.



Turner Guilford Knight Correctional Center
7000 NW 36 Street, Miami, Florida

Design of this facility began in October 1982 with the facility opening in April 1989 as a direct supervision facility. This facility has a rated capacity of 1,000 beds and is a nine-story building consisting of the Mental Health Treatment Center, a Medical Housing Unit, a Maximum Security Unit, Juvenile Unit, and Clinic Isolation. Officers work inside the housing units and directly supervise the inmate population 24 hours a day.



Metro West Detention Center, built in 1991, is the newest jail facility and designed as a third-generation jail. It has a rated capacity of 2,234 beds for female and male inmates of maximum, medium, and minimum custody levels. This facility is the largest in the system.

Boot Camp Program

is considered both a facility and an important rehabilitative program. The Boot Camp Program has been in operation for 20 years and has had over 2,700 participants since its inception. Participants primarily consist of young men and women between the ages of 14 and 24 who have been adjudicated as adults and sentenced to this program, through the courts. More information about the Boot Camp Program can be found in the Programs Section of this Report. The Boot Camp Program is accredited by the American Correctional Association.



The Boot Camp Program
6950 NW 41 Street, Miami, Florida

Intake and Release Bureau

The Intake and Release Bureau is responsible for booking, objective classification, record keeping, and the release of inmates through bond release, pre-trial release, court-ordered release, and commitment to other correctional institutions. The Intake and Release Bureau utilizes the National Institute of Corrections' Objective Jail Classification System to determine the most appropriate housing unit for an inmate according to their individual security, custodial and program needs. This criterion includes the severity of the charges, criminal offense history, escape history, institutional behavioral history and demeanor. The Intake and Release Bureau manages intake and storage activities for inmate property rooms and operate on a continual basis, 24 hours per day, and 7 days a week.

SUPPORT SERVICES

Community Affairs Office

The Community Affairs Office serves as the central point of contact for media inquiries, provides information to the public and coordinates special community events. Several programs have been developed for the community to enhance positive interaction with the public. *Fingerprinting for Kid's Safety Program* is offered during community events to provide parents their children's fingerprints. *Jail is Hell* provides a venue where correctional staff and inmates share their experiences to discourage children from a life of drugs, alcohol and guns.



Community Affairs Office promotes employee participation programs to offer employees the opportunity to engage in community involvement activities. Some of the major events planned annually are the Corrections Cares Back-to-School Book Bag Drive, holiday food and toy drives, fundraiser for Breast Cancer, Juvenile Diabetes Research Foundation, and the United Way.

Compliance, Inspections and Accreditation Bureau

The Compliance, Inspections and Accreditation Bureau is responsible for Departmental accreditation, regulatory and standards compliance efforts including American Correctional Association, Florida Corrections Accreditation Commission, Florida Model Jail Standards, Florida Department of Health, and compliance with the Prison Rape Elimination Act and the Civil Rights for Institutionalized Persons Act. In order to ensure compliance, Miami-Dade Corrections and Rehabilitation takes proactive steps to remain compliant with the numerous standards including conducting spot inspections, facility safety inspections, compliance audits, mock audits/exercises accreditation audits, review of accreditation standards, fire equipment inspections, mock emergency exercises, and fire drills.



Court Services Bureau

Miami-Dade Corrections and Rehabilitation Department works closely with the court system. The Court Services Bureau is responsible for maintaining court security for



Miami-Dade County
Courthouse, 1925

incarcerated inmates, safe custody and welfare of all inmates scheduled for court proceedings. Scheduled court proceedings may be held in one of the 27 circuit courtrooms, 2 county courts, bond hearing, jail arraignment and 5 domestic violence courtrooms. The Court Services Bureau coordinates and controls inmate movement ensuring compliance with required court appearances; completes the documentation of court proceedings by processing court dispositions, court orders and subpoenas. Additionally, Court Services Bureau established guidelines for the timely release of individuals from custody stemming from case resolution (nolle prosequere, no action, credit time served, release on recognizance,

custody release and pretrial services) and serves as the primary liaison with the judiciary.

Facilities Management Bureau

With several detention facilities throughout the County, it is essential for Miami-Dade Corrections and Rehabilitation Department to proactively maintain its infrastructure which is directly related to conditions of confinement. The Facilities Management Bureau is responsible to develop and implement a maintenance plan for all facilities, coordinate renovations to existing facilities, maintain physical plant equipment, and repair security equipment. The Facilities Management Bureau ensures all renovation and construction activities are compliant with applicable national and local fire safety codes, building codes, standards, etc. It ensures county staff and authorized vendors prepare preventive maintenance logs to document the inspection, repair, and replacement of security system, safety devices and other property/equipment.



Food Services Bureau

The Food Services Bureau is a geographically dispersed food services operation responsible for the preparation of daily inmate meals. All menus are certified by a registered dietitian including provisions for special medical and faith-based diets. Cooking functions are completed at the Pre-Trial Detention Center and Turner Guilford Knight Correctional Center kitchens while other facilities are utilized for pantry operations. Food Services Bureau serves about 6,000,000 inmate meals annually.

Materials Management Bureau

An essential component to support the living conditions of inmates is the laundry, inmate commissary and warehouse functions. The Bureau must ensure the timely delivery of inmate commissary items ordered by the inmates, provide clean and sanitized linens and inmate uniforms, and warehouse mission essential supplies and equipment necessary for the safe and sanitary operation of the detention facilities and auxiliary offices. This Bureau also manages public records storage program, and ensures proper storage/transfer of public records and destruction of records that have met established retention schedules. Additionally, the Bureau manages the capital inventory and assets for the entire Department.

Pretrial Services Bureau

Pretrial Services Bureau manages an alternative-to-incarceration program allowing arrested defendants to be released from jail while awaiting disposition of their criminal charges. The Pretrial Services Bureau collects, verifies, and reports to the court information pertaining to the pretrial release of each person charged with a bondable felony offense. All releases are judicially reviewed and court ordered in compliance with Rule 3.131 of the Florida Rules of Criminal Procedure and Florida State Statute 907.041(3). The Bureau, which is accredited by the Florida Corrections Accreditation Commission, monitors the compliance of persons released on pretrial services supervision, reports violations of conditions of release, and investigates and supervises persons referred to and placed in the Pretrial Diversion Program. This program oversees on average 2,500 to 3,000 clients.

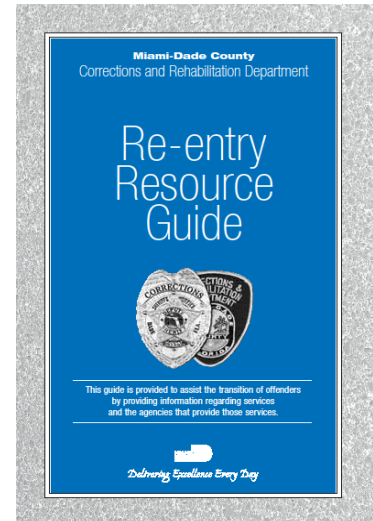
Monitored Release Unit

A component of the Pretrial Services Bureau, the Monitored Release Unit is responsible for facilitating the release of pretrial participants and sentenced offenders. Commonly known as house arrest, the offenders are monitored electronically and must abide by all release and special conditions stipulated by the court including counseling, urinalysis and other requirements. The Monitored Release Unit strives to provide participants with the best opportunity to maintain

ties with their families and for transition and reentry into the community. This program monitors on average 500 to 600 clients daily with over 2,100 participants annually. Additional information can be found in the Programs Section of this Report.

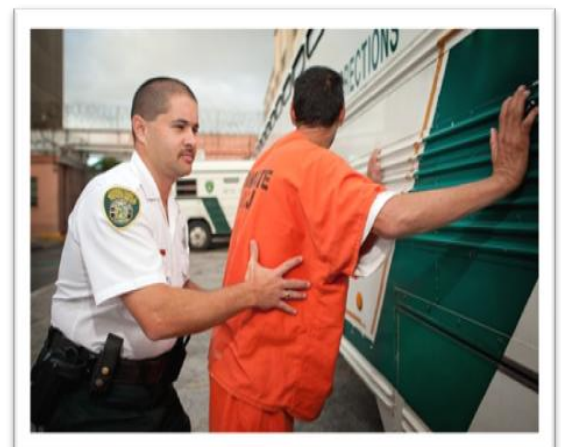
Re-Entry Program Services Bureau

The Miami-Dade Corrections and Rehabilitation Department is strongly committed to effective re-entry programs that help in reducing offender recidivism, increasing public safety, and creating a safer community. The Department continually evaluates its reentry program in an effort to provide offenders with better opportunities and lowering their risk to reoffend. This is particularly important in the largest county in Florida and the largest metropolitan area in the state. The Re-Entry Program Services Bureau spearheads these re-entry efforts by coordinating educational and vocational training such as GED, carpentry/cabinet-making, cosmetology, environmental services; religious services in conjunction with the local religious community; and community-based organizations to provide necessary social services programs to inmates including Alcoholics Anonymous, Narcotics Anonymous, and veteran services. New initiatives include the Second Chance Dog Program providing dog obedience training certificates to inmates who successfully complete the 7-week program.



Transportation and Special Services Bureau

is responsible for transporting inmates in the custody of the Miami-Dade Corrections and Rehabilitation Department, as well as operating the Hospital Services Unit. It provides local and intrastate inmate transportation to detention facilities, court, medical appointments, and other correctional agencies throughout the state, and contract services to several agencies. The Hospital Services Unit, also known as Ward D, is a specialized medical unit located at Jackson Memorial Hospital. Inmates, who require specialized medical treatment, are transported to Ward D.



MANAGEMENT SERVICES

Budget and Finance Bureau

The Budget and Finance Bureau is responsible for providing analytical expertise, supervision, preparation and monitoring of the annual operating budget. The Bureau ensures budgetary control is exercised including expenditure analysis, bank reconciliations, inmate trust fund accounts, invoice verifications, accounts payable, petty cash control, and inventory control for all vehicles/fleet. Additionally, the Bureau must maintain the table of organization and fiscally monitor grants awarded to the Department.

Personnel Management Bureau



With 2,600 employees, the Personnel Management Bureau is responsible for the administration of personnel-related policies and procedures for the Department. The Personnel Management Bureau is essential to recruitment and selection efforts and undertakes extensive background investigations. The Bureau undertakes effective and efficient payroll processing and manages employee benefit issues.

Policy and Planning Bureau

The Policy and Planning Bureau is responsible for a myriad of important activities. The Policy and Planning Bureau develops comprehensive policies and procedures for the Department including high liability topics; provides analytical expertise in researching and benchmarking correctional-related topics; and prepares various reports. It is also responsible for coordinating Active Strategy Enterprise Scorecard and Business Plan activities; updating the Continuity of Operations Plan and the Departmental Telephone Directory; and for preparing briefing summaries and legislative analysis of agenda items before the Miami-Dade Board of County Commissioners and their respective committees.

Training Bureau

Miami-Dade Corrections and Rehabilitation Department's employees are the cornerstone of the Department's many successes. For this reason, professional development and training are at the center of maintaining a professional cadre of employees. The Training Bureau has the important responsibility for the creation, implementation, dissemination, and instruction of Miami-Dade Corrections and Rehabilitation Department training efforts. This includes the Mandatory In-Service Training required for all sworn staff to maintain State of Florida certification.



In partnership with the Miami-Dade Police Department, the Training Bureau provides coordinated public safety training through the Miami Dade Public Safety Training Institute. As a regional training center for the Criminal Justice Standards Training Commission, Correctional Officer Training and Lateral Officer Training classes are offered with the Training Bureau at the center of these efforts. Other activities include Corrections Technician Training, in-service and specialized training, orientation training, basic training, supervisor training, computer training, train-the-trainer and instructor training provided on-site in all facilities, in the classroom, in the field, through workbooks, and through on-line websites.

HIGHLIGHTS

Compliance and Accreditation Efforts

Miami-Dade Corrections and Rehabilitation Department is committed to formalized operational reviews by external, correctional professionals as to the safe living conditions of inmates. Efforts to ensure inmate safety, continual self-assessment, and benchmarking of current practices are mechanisms for improving overall jail conditions.

- **Florida Corrections Accreditation Commission** - The Pretrial Services Bureau has been accredited by the Florida Corrections Accreditation Commission.



- **American Correctional Association**. Headquarters and the



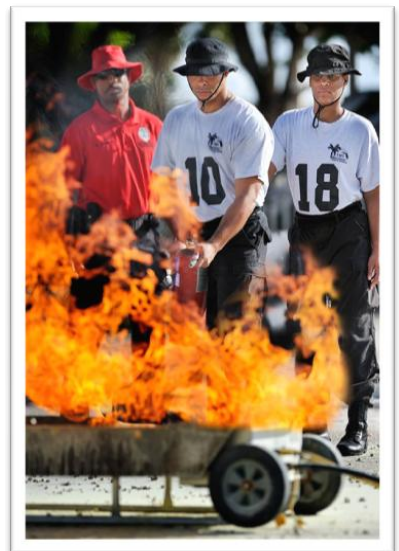
Boot Camp Program have been accredited by the American Correctional Association since 2002 and 2004 respectively.

- Through the Florida Sheriffs Association, annual inspections are conducted by independent certified inspectors for compliance with medical and operational standards as required by **Florida Model Jail Standards**. Self-inspections are conducted every month with weekly spot inspections.
- Efforts towards compliance with the Prison Rape Elimination Act culminated in the successful audit at the end of 2014.



Collaboration with Other Agencies and County Departments

- In partnership, the Miami Dade Corrections and Rehabilitation Department and Miami-Dade Police Department share resources and instructors for basic and in-service training. These joint training courses included Radio Procedures, Crime Scene, Riot Control Formations, Driving, Firearms Instructor Techniques Workshop, Annual Firearms Qualification, and Annual Defensive Tactics Qualification and Traffic Control. In addition, staff assisted in providing Defensive Tactics instruction for the Independent Police Academy and several Region XIV classes, as well as video services to produce relevant training videos with the Miami-Dade Police Department.



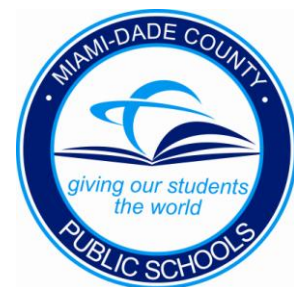
- Working with Just Detention International since 2011, Miami-Dade Corrections and Rehabilitation Department has completed several important initiatives toward Prison Rape Elimination (PREA) efforts. Just Detention International is a health and human rights organization that seeks to end sexual abuse. With their help, policies and practices have been aligned with national standards and staff has been trained to prevent, detect, and respond to sexual violence. Partnerships were developed with local community organizations to provide important services to inmates including the establishment of Sexual Assault Response Teams. Just Detention International lauded the Department's PREA efforts, calling it "a nationwide model", in their newsletter.



Reentry Efforts and Alternative-to-Jail Programs


The goal of the Miami-Dade Corrections and Rehabilitation Department is more than just the confinement of offenders. It is providing offenders re-entry and alternative-to-jail programs to increase their success in returning to the community. The following are examples of these efforts:

- Miami-Dade Public Schools is an important partner in providing educational and vocational services to inmates. Since 1983, general education services for juvenile inmates under the age of 18 and special education services for students between the ages of 18-22 have been provided. Vocational programs include cosmetology, environmental services, and carpentry and are offered through Lindsey Hopkins Technical College.
- Other important services are provided including substance abuse services through the South Florida Behavioral Health Network, which oversees providers in Miami-Dade County; reentry services through the Advocate Program; and offender employment services through Transition Inc. Transition also offers Moral Reconation Therapy and Life Skills training to the cadets at the Boot Camp Program.



- The Department hosts **Inmate Transition Fairs** bringing social service providers and offenders together to provide access to services for offenders nearing release. Transition Fair partners include Drive Legal which assists offenders by helping them to obtain a hardship driver's license; Advocate Program which provides for post-release case management services; and governmental agencies such as the Florida Department of Children and Families and the US Social Security Administration to ensure offenders are referred for services involving food stamps, cash assistance, disability, or the restarting of benefits.
- Transitional Planning Services are offered to inmates and youthful offenders in the Boot Camp Program to facilitate their reentry into their communities.
- Working with Animal Services Department and Applause for Paws, the **Second Chance Dog Program** is offered to inmates with the objective of developing marketable skills for inmate participants to improve their employability, and modifying the behavior of the animals to enhance their opportunity for adoption. It is a seven-week program with six, weekly obedience training sessions provided by a professional animal trainer and the final week for evaluation. The Program provides the American Kennel Club Canine Good Citizen training, the first level certificate awarded for dog obedience, to both the inmates and dogs.



- **Recidivism Risk Screening** is an important component of reentry efforts. The Department utilizes the Proxy Risk Screen to screen newly arrested individuals and assign a recidivism risk level based on information gathered through the intake process. This is the first step in providing individualized treatment and intervention to those offenders who are most vulnerable to committing new crimes when released. Best practices dictate risk screening followed by a more in-depth process known as risk/needs assessment for those inmates identified as most likely to commit new crimes if released without the proper interventions and services being in place. The Department is in the process of procuring a risk/needs assessment tool for use in creating personalized transition plans for offenders returning to the local community.
- Since 2012, **Reentry TV (RE-TV)** has provided educational, faith-based, and reentry related media to inmates in the Metro West Detention Center and Pre-Trial Detention Center over a dedicated television channel.
 
- **Children of Inmates Program** is funded by the Children's Trust of Miami-Dade County to maintain the connection between children and their incarcerated parents. To achieve this important goal, Children of Inmates Program and the Department collaborate to provide events known as "bonding picnics" which allow children and their caregivers to spend time with the incarcerated parent.
- The Department offers additional life skills programs and services to include Fatherhood Training, Let's Talk, Addiction, Anger Management, Narcotics Anonymous, PREA Education, and Yoga classes as well as:
 - Peace Education Program is an important program seeking to educate offenders on effective ways to resolve conflict without resorting to violence. Approximately 60 inmates have completed the program since its inception in 2013.
 - Thinking for a Change is a cognitive behavioral program designed to identify dysfunctional patterns of thinking and teach pro-social skills designed to help offenders resolve conflict constructively by learning from past mistakes.

Personnel Highlights

To ensure the safety and security within the confines of Miami-Dade Corrections and Rehabilitation Department detention facilities, sufficient staffing levels is paramount. Efforts toward enhanced recruitment of correctional and support personnel, promotional opportunities and training initiatives have been ongoing as summarized below:

- Actively recruited and selected correctional officers, corrections technicians and non-sworn positions to support the mission of the Department. The hiring of corrections technician allowed correctional officers currently assigned to security consoles to be reassigned as an innovative method to increase sworn staff in inmate security functions.



- Developed a 40-hour Crisis Interventional Training, based on the National Institute of Corrections model, a scenario-based training that prepares staff to recognize the signs and symptoms of major mental illness and provides useful tools when interacting with inmates and responding to situations unique within correctional settings. Staff develops an increased sensitivity to and understanding of mental disorders and strengthens their “first responder” skills.
- Developed an 8-hour Special Management Unit Training specifically for sworn staff who are assigned to work in one of the Department’s Special Management Units. These types of housing units are also known as Administrative and Disciplinary Confinements. The course is geared towards effective behavior management and scenario-based training places emphasis on de-escalation technicians.

Facility-Related Highlights

- Working diligently to maintain our facilities to ensure appropriate conditions of confinement, the Miami-Dade Corrections and Rehabilitation Department has conducted many extensive renovation projects. These include window replacements and bathroom renovations at Metro West Detention Center; air conditioning replacements and kitchen renovations to the Pre-Trial Detention Center; renovations to the Training and Treatment Center housing units; and modifications to several units providing a more therapeutic environment in which to house mental health inmates at the Turner Guilford Knight Center. MDCR also installed an additional 500 video surveillance cameras throughout our facilities, now totaling over 1,600 as well as centralized monitoring worksites. These are just some of the projects and related activities the Facilities Management Bureau has accomplished.
- The commencement of the Mental Health Treatment Center has been a significant milestone for the Department. The renovation of several housing units of the Turner Guilford Knight Correctional Center allowed for the relocation of the most acute mentally-ill inmates to a safer and more therapeutic environment. Working alongside service and mental health providers, expanded services, including art therapy, group counseling, yoga, are provided.



Technology-Related Highlights

- In an effort to expand trend analysis efforts, a quality assurance database system, called Incident Self-Audit System, has been developed. This allows for data collection, review, analysis of reporting incidents, and the development of data-driven problem solving techniques.
- As a collaborative effort, initiated through the Dade County Association of Chiefs of Police, the goal of the Automated Arrest Form Project is to automate the arrest information gathered by all local law enforcement agencies. The Pilot Project began in September of 2013 with the several local law enforcement agencies participating. Additional participation of the local law enforcement agencies as the Pilot Project expands will reduce the booking processing time returning officers to the street more quickly and improve data collection from the initial point of arrest. Automated Arrest Form Project is expected to be fully implemented by January 2016.

PROGRAMS

Focusing beyond detaining inmates, innovative programs are provided as alternatives to traditional incarceration. These programs have earned the Department a reputation throughout the nation as an organization dedicated to the achievement of excellence and are identified below.

Boot Camp Program

The Boot Camp Program is a worthwhile alternative to incarcerating teenagers and young adults while providing structured re-entry avenues such as educational and vocational training. It utilizes a unique inmate management system known as the “regimented inmate discipline” or “boot camp” philosophy which targets



first-time nonviolent male and female offenders between the ages of 14 and 24 who have been adjudicated as adults. Prior to admission into the Boot Camp Program, each inmate receives a complete and comprehensive assessment, including a physical examination, a psychological evaluation and orientation.

In keeping with the Boot Camp theme, participants are called Cadets and must complete an intensive 16-month program with three distinct phases consisting of Phase 1-Basic Training (4 months), Phase 2-Work Release (2 months) and Phase 3-Aftercare (10 months).

- **Phase 1** incorporates an intensive regimented boot camp style instruction.
- **Phase 2** focuses on preparation for employment, life skills, job interviews, job referrals via South Florida Workforce and/or educational/vocational training for better qualifications.
- **Phase 3** focuses on after care supervision of BCP graduates.

Due to the nature of the Boot Camp Program, visitation is considered a privilege that must be earned. Cadets are evaluated after the first 60 days of the program and, if a satisfactory performance rating is achieved, are allowed minimal visitation. The success rate has remained at 90% with only 10% of Cadets re-offending after 2 years. The Boot Camp Program is also an accredited facility through the American Correctional Association.



Faith Works! Re-entry Program

A partner since 2003, the **Faith Works! Re-entry Program** operates at the Training and Treatment Center providing enhanced educational, faith-based, and re-entry services to offenders who voluntarily chose to enter the program.

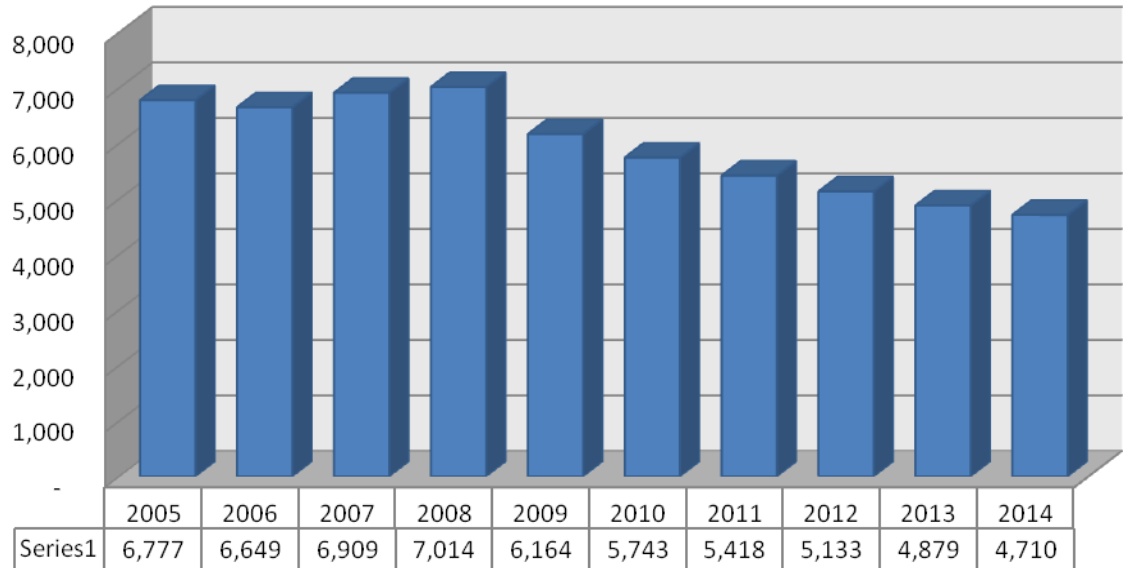
Monitored Release Program

Monitored Release Program, also known commonly as house arrest, provides an avenue for pre-trial and sentenced offenders to remain outside of a jail facility. Pretrial offenders are those who did not qualify for other forms of pretrial release or needed more intensive structured supervision and are in the jail system awaiting disposition of their case. Sentenced offenders are interviewed and identified by staff prior to obtaining approval from their respective judge to enter the electronic monitoring program. The offenders may have felony or misdemeanor charge(s) and must be sentenced to 364 days or less.

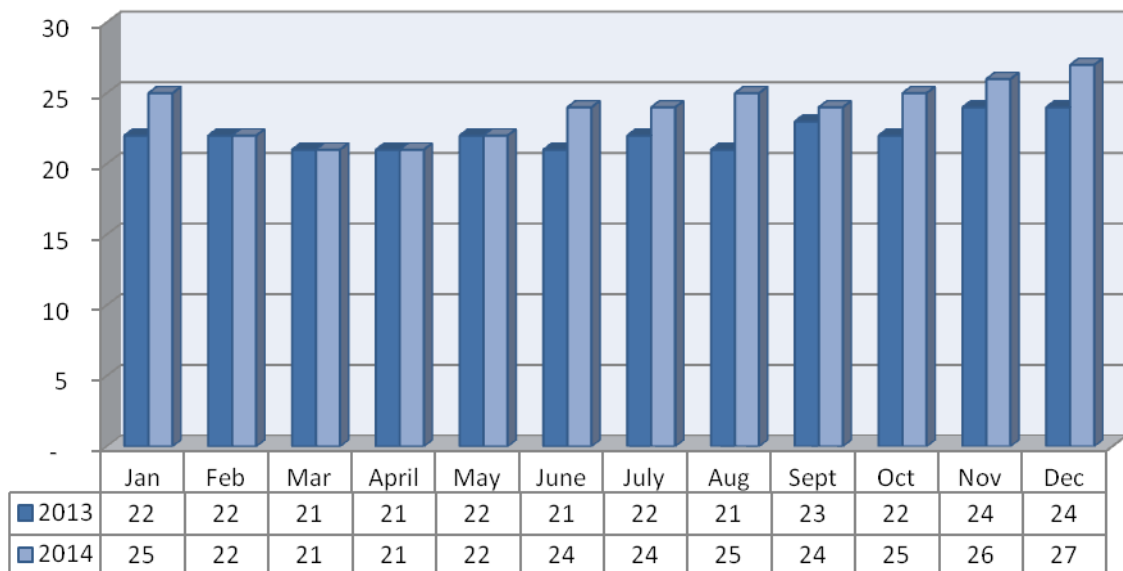
To participate in the Monitored Release Program, offenders must abide by all release conditions and special conditions of the court to include counseling, urine tests and any number of other requirements. Participants must also meet strict guidelines, including a court-ordered electronic monitoring GPS anklet, and undergo background checks before participating in the program. Offenders are subject to visits and drug testing as stipulated by the courts, and must remain in their residence on a curfew unless authorized.

STATISTICAL DATA

**Average Daily Inmate Population
Calendar Years 2005 - 2014**

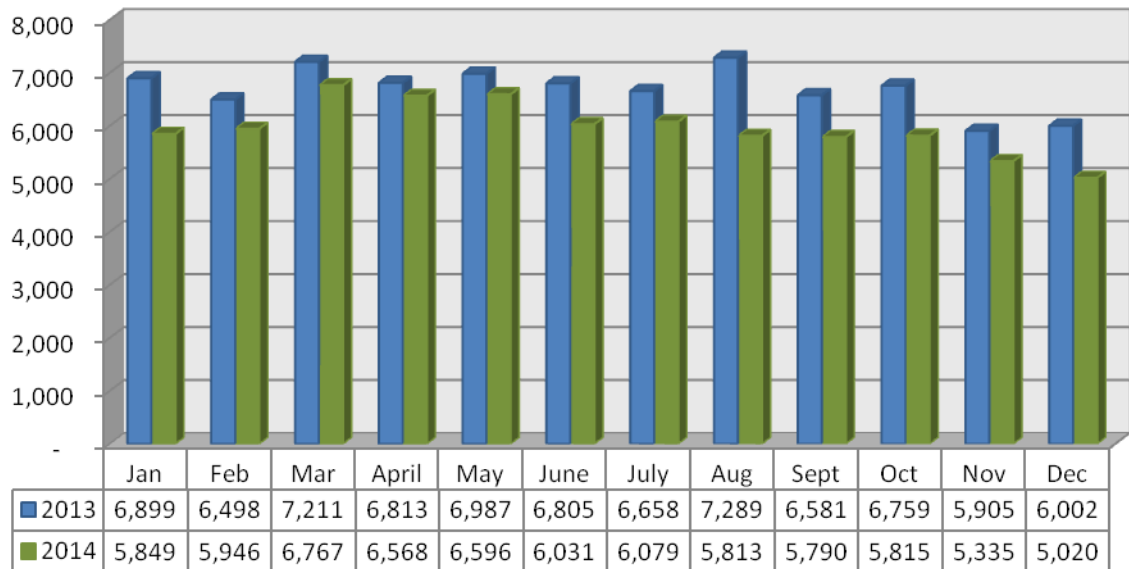


**Average Length of Stay in Days
Calendar Years 2013 and 2014**

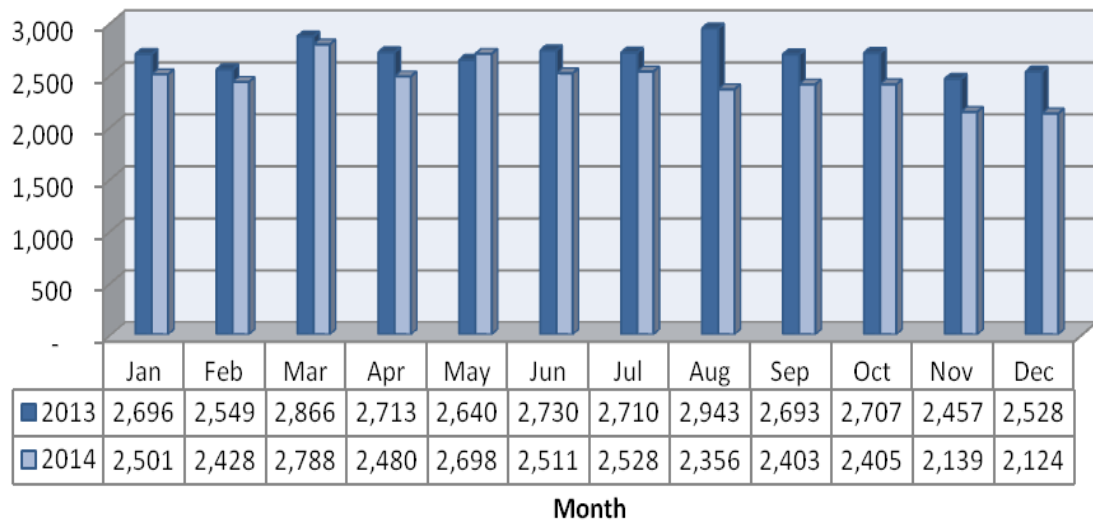


STATISTICAL DATA

**Number of Total Bookings by Month
Calendar Years 2013 and 2014**

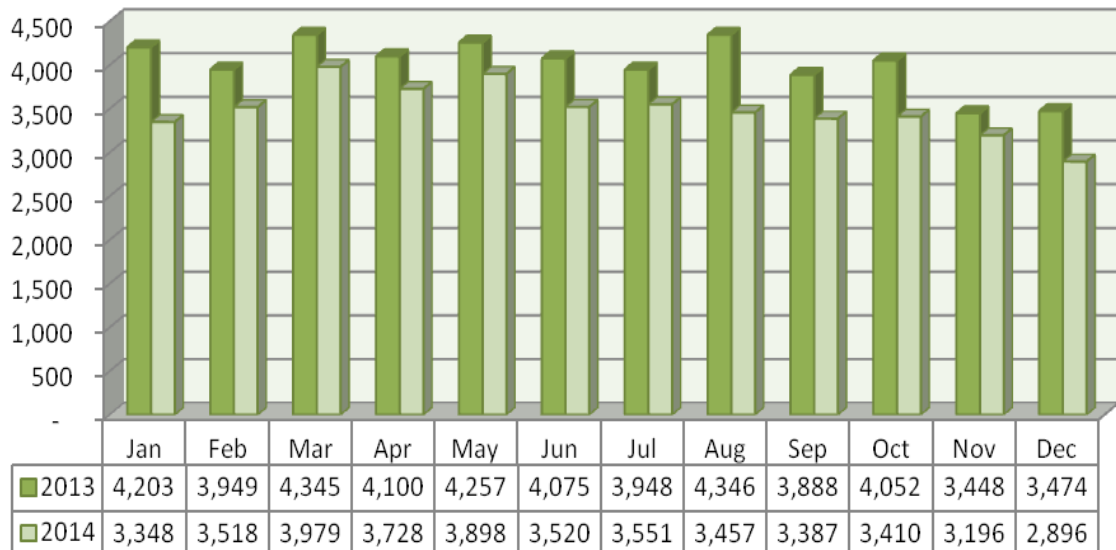


**Number of Felony Bookings by Month
Calendar Years 2013 and 2014**

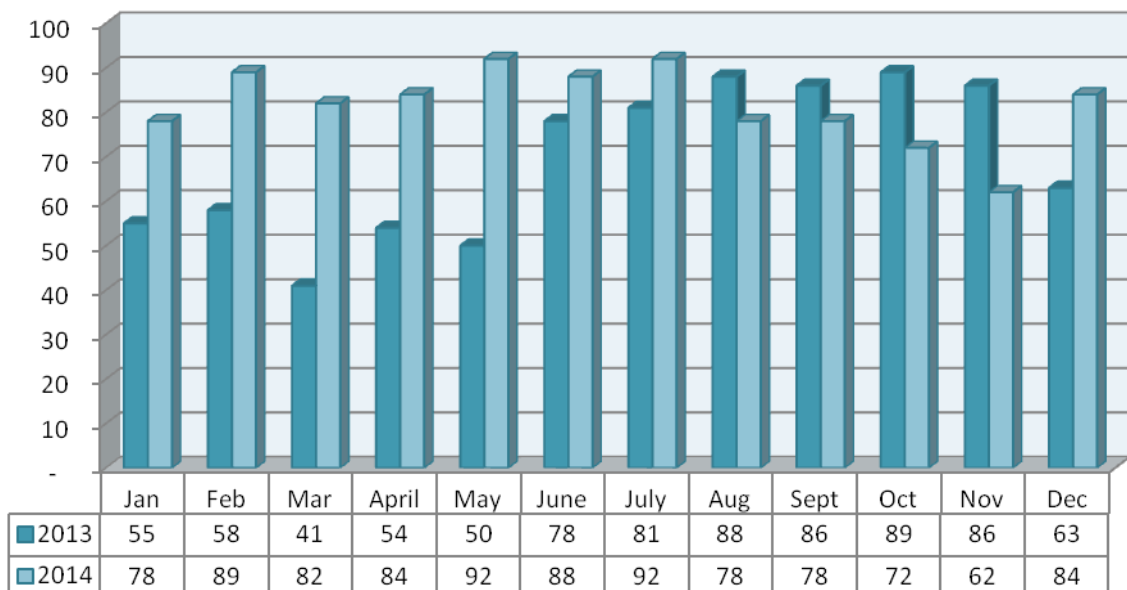


STATISTICAL DATA

Number of Misdemeanor Bookings by Month Calendar Years 2013 and 2014

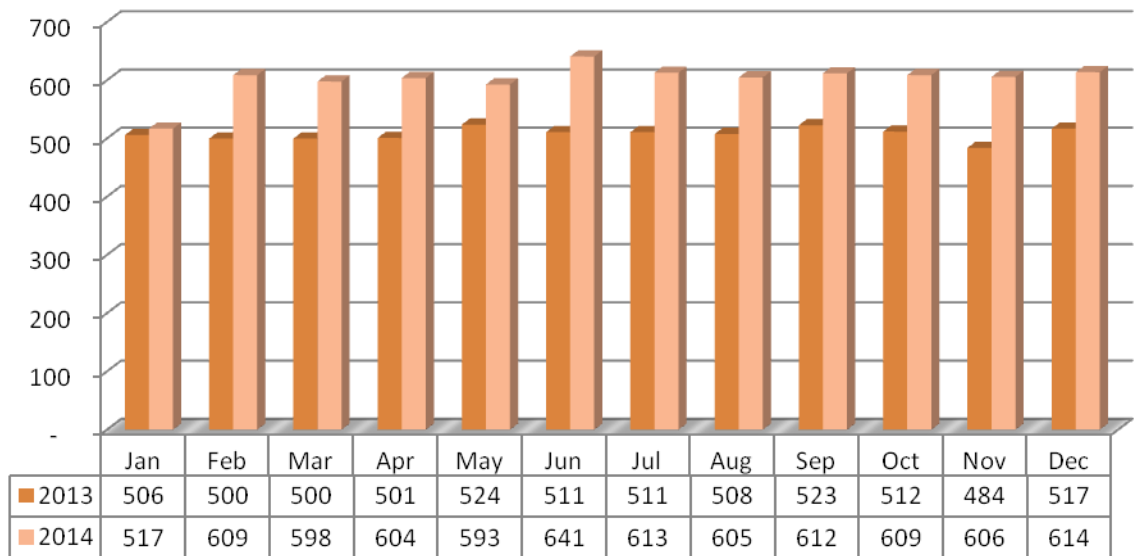


Number of Boot Camp Program Participants for Calendar Years 2013 and 2014

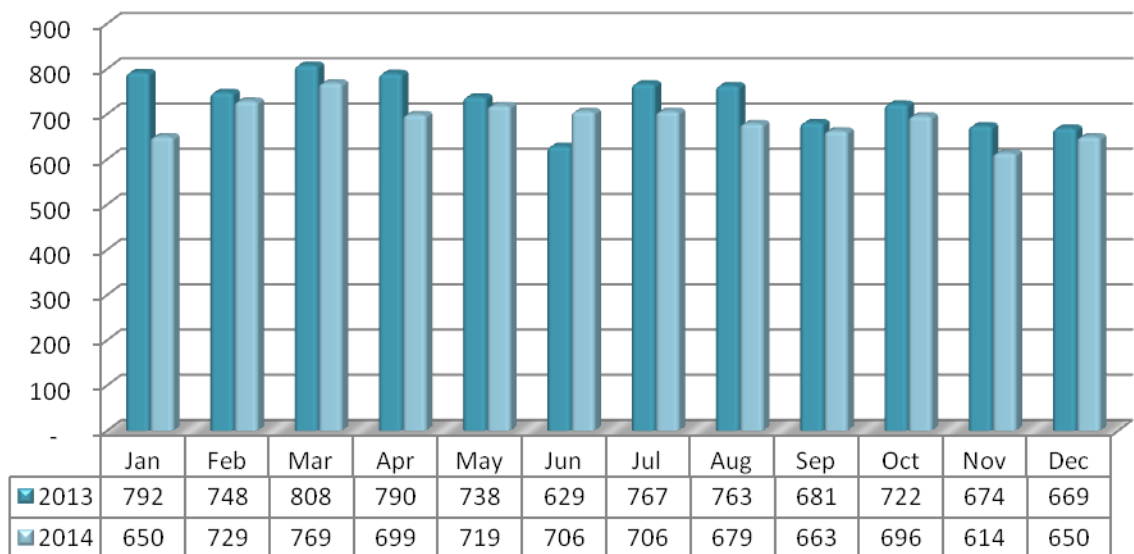


STATISTICAL DATA

**Number of Participants in House Arrest Program
Calendar Years 2013 and 2014**



**Number of Pretrial Releases per Month
Calendar Years 2013 and 2014**



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Mayor

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Delivering Excellence Every Day