Memorandum

MIAMI-DADE COUNTY

Date: September 28, 2015

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

October 20, 2015
Agenda Item No. 2B2

From: Carlos A. Gimenez
Mayor

Subject: Status of Miami-Dade Blue Ribbon Advisory Committee Report and Findings and Updated Recommendations – Directive 150835

The following information is provided in response to Resolution R-515-15 adopted by the Board of County Commissioners (Board) on June 2, 2015 directing a review of the status of the Miami-Dade Blue Ribbon Advisory Committee Report and Findings and updated recommendations.

The Board created the Miami-Dade County Blue Ribbon Advisory Committee to focus on Miami-Dade County jails and the reentry of ex-offenders into local communities. On March 28, 2008, the Blue Ribbon Advisory Committee submitted its final report, Breaking the Cycle: Rehabilitation and Job Training in County Jails, which provides a roadmap for overcoming the challenges that reducing recidivism presents. The report contained 22 final recommendations, which are enumerated in the attached report, along with their status, summarized below:

- Proxy Triage Risk Screener has been incorporated into the Inmate Profile System to systematically capture the risk of recidivism at the time of intake for all inmates. The Proxy Triage Risk Screener is a simple, three-question tool that categorizes inmates into recidivism risk levels. This facilitates the focus of reentry efforts on sentenced inmates identified as medium to high risk of recidivism.
- The Transition from Jail to Community model has been partially implemented with standardized risk screening of all inmates and transition case plan developments to sentenced inmates most likely to recidivate. Upon the acquisition of a risk/needs assessment program, comprehensive assessments and tailored transition case planning will be implemented. The Transition Case Plan utilized under this model specifically identifies "self-defeating behavior/problems," corresponding behavioral goals, referrals to social service agencies, and necessary contact information, as well as, post release community referrals identified during the reentry programming.
- The National Institute of Corrections' Thinking for a Change curriculum has been implemented into the Boot Camp Program, Metro West Detention Center, and the Training and Treatment Center. Designed for delivery to small groups, the Thinking for a Change curriculum is an integrated, cognitive behavioral change program for offenders, which includes cognitive restructuring, social skills development, and development of problem solving skills. The efficacy of the Thinking for a Change curriculum is based on the completion of the 25 lessons so efforts are concentrated on sentenced inmates.
- Through the Miami Dade County Public Schools, educational and vocational services continue to be provided to inmates, such as basic education, General Equivalency Diploma, cosmetology, carpentry, mechanics, and environmental services.
- Social services from local community partners continue to be provided, including hardship driver's license, substance abuse and mental health services, post-release case management services, and the delivery of governmental benefits.

As part of ongoing efforts to improve operations and service delivery, below are other efforts implemented by Miami-Dade Corrections and Rehabilitation Department (MDCR), outside of those from the Blue Ribbon Advisory Committee report to improve reentry efforts:

- The Reentry Resource Guide is an important resource aimed at assisting inmates during the transition process. It is published in the three (3) most predominantly spoken languages in Miami-Dade County.
- The Reentry Hotlines were developed by expanding the use of the Inmate Telephone System to permit inmates to directly call social service agencies such as Employ Florida, Miami-Dade County Homeless Trust, and Social Security Administration, and to plan their release.
- Reentry TV continues in two (2) of MDCR's largest jail facilities, Turner Guilford-Knight and Metro West, and is currently being expanded to an additional jail facility.
- The Second Chance Dog Training Program is a collaborative effort between MDCR and the Animal Services Department (ASD). It is a seven-week program, with six (6) weekly obedience training sessions provided by a professional animal trainer and the final week for evaluation. The Program provides the American Kennel Club's *Canine Good Citizen* training, the first level certificate awarded for dog obedience, to both the inmates and dogs.

On June 30, 2015, the Board adopted an ordinance amending the County Code creating the Miami-Dade Reentry Council as a Committee of the Dade Miami Criminal Justice Council (DMCJC) on first reading. This proposed ordinance was scheduled for public hearing before the Metropolitan Services Committee on Wednesday, August 26, 2015. The Committee forwarded the proposed ordinance with a favorable recommendation and it has been scheduled for second reading on the October 6, 2015 Board meeting agenda. Upon approval by the Board, MDCR will provide staff support to the DMCJC to ensure the Reentry Council is fully resourced to accomplish its important mission.

Per Ordinance 14-65, this memorandum will be placed on the next available Board of County Commissioners meeting agenda.

Should you have any questions or need further information, please contact Marydell Guevara, Director of the Miami-Dade Corrections and Rehabilitation Department, at (786) 263-6010, or me directly.

Attachment

c: Robert A. Cuevas, Jr., County Attorney
Russell Benford, Deputy Mayor, Office of the Mayor
Marydell Guevara, Director, Miami-Dade Corrections and Rehabilitation Department
Christopher Agrippa, Clerk of the Board
Charles Anderson, Commission Auditor
Eugene Love, Agenda Coordinator

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RECOMMENDATIONS	**Local Reentry Council:** A local Reentry Council should be established under the auspices of South Florida Workforce, with multi-agency membership and ex-offender representation selected by the Miami-Dade County Mayor, to provide a forum for ongoing planning and coordination of local reentry services.
	Reentry Council to Include State & Federal Prisons: A local Reentry Council should include representation from state and federal prison and probation/parole systems to provide a forum for ongoing coordination with local reentry services.
STATUS	On April 7, 2009, the Board of County Commissioners approved Resolution # R-321-09, creating the Miami-Dade County Reentry Council to provide a forum for ongoing planning and coordination of local services to facilitate reentry of inmates into the community. The Miami-Dade County Reentry Council's focus is to prepare a plan for implementing recommendations of the Blue Ribbon Advisory Committee and the requirements of the federal Second Chance Act of 2007 as well as provide a forum for ongoing coordination of local reentry services. Furthermore, the resolution directed the Miami-Dade County Reentry Council to be comprised of the following specific members representing local, state and federal agencies as well as community-based organizations under the auspices of the Office of the Mayor: • Commission Chairperson or Commissioner designee • Mayor or designee • Chief Judge of the Circuit Courts or designee • State Attorney or designee • Public Defender or designee • Director of the Miami-Dade County Corrections and Rehabilitation Department (MDCR) or designee • Director of the Miami-Dade Police Department or designee • Superintendent of the Miami-Dade Public Schools or designee • Executive Director of the South Florida Workforce Investment Board or designee • Director of the Miami-Dade Public Housing and Community Development or designee • President of the South Florida AFL-CIO or designee • Director of the Miami-Dade County Department of Community Action and Human Services or designee • Executive Director of the Miami-Dade County Homeless Trust or designee • Executive Director of Transition Inc., or designee • President/CEO of the Beacon Council or designee • The Mental Health Project Coordinator of the Administrative Office of the Courts or designee • Director of the Miami-Dade County Juvenile Services Department or designee • U.S. Attorney for the Southern District of Florida or designee • Florida Department of Corrections, Assistant Secretary for Reentry or designee • President of Miami-Dade College or designee • President of Florida International University or designee • Two (2) ex-offender members, who are to be appointed by the Chair of the Reentry Council • Two (2) members of faith-based organizations, who are to be appointed by the Chair of the Reentry Council Since 2009, several important reentry efforts have been implemented in the absence of convening the Reentry Council and will be discussed throughout this report. MDCR has made efforts to convene the Reentry Council: • April 23, 2012 - MDCR requested submitted draft letters to Mayor's Office for review and a date for meeting • October 4, 2012 - MDCR followed up on status of letters • February 8, 2013 – MDCR provided additional information regarding the establishment of the Reentry Council • April 23, 2013 – MDCR prepared a Blue Ribbon Committee status report for the BCC • June 6, 2013 – Final Blue Ribbon Committee Report disseminated to BCC On June 30, 2015 the Board adopted, on first reading, an ordinance amending the County Code creating the Miami-Dade Reentry Council as a Committee of the Dade Miami Criminal Justice Council (DMCJC). On August 26, 2015, the Metropolitan Services Committee forwarded the proposed ordinance with a favorable recommendation to the October 6, 2015 BCC Agenda meeting for second reading. Upon approval by the BCC, MDCR will provide staff support to the DMCJC to ensure the Reentry Council is fully resourced to accomplish its important mission.

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RECOMMENDATION	**Piloting and Systematic Development of Solutions:** The Advisory Committee advocates that needed rehabilitative programming be implemented in stages, that pilot programs and outcomes be measured, and that services be expanded based upon demonstrated needs and effectiveness.
STATUS	The need for the implementation of rehabilitative interventions is essential in a comprehensive reentry program. MDCR evaluated several strategies and identified the Transition from Jail to Community (TJC) model as a comprehensive method in approaching inmate reentry efforts. TJC model was developed, by the National Institute of Corrections in partnership with the Urban Institute in 2007, to address the unique challenges of jail reentry and successful return of offenders to the community from local jails. The TJC model incorporates evidence-based practices from reentry research aimed at improving public safety through the reduction of recidivism and victimization while representing a systems approach. Below are the major elements of the model: • **Leadership, vision and organizational culture** to set expectations and empower stakeholders and staff • **Collaboration and joint ownership** by both jail and community stakeholders to develop and share responsibility for joint outcomes of interest • **Data-driven understanding of the local issue**, including characteristics of the returning population and local barriers and assets • **Targeted intervention strategies** to assess individuals, plan for release, and provide services and training in jail and in the community ✓ **Screening and assessment** to quickly determine an inmate's risks and needs and guide transition planning and service provision ✓ **Transition plan development** to prepare individuals for release and reintegration ✓ **Tailored transition interventions** that begin in jail and continue after release • **Self-evaluation and sustainability** to guide and improve the effort The vision for a successful TJC model would result in a system-wide change through the creation of a offender reentry process that reduces reoffending and increases public safety by: • Identifying all offenders held beyond 24 hours who have a medium to high risk of reoffending • Providing adequate services to inmates, predicated on screening offenders to determine recidivism risk level and reentry needs, performing in-depth comprehensive risk and needs assessment on offenders at medium to high risk of recidivating and providing enhanced services • Utilizing evidence-based interventions to address the factors leading to criminal behavior o Reentry programming should include cognitive behavioral therapy and provide opportunities for offenders to develop social skills so as to reduce reoffending and increase public safety o Provide transition case plans to all offenders targeted for reentry programming • Capturing outcome measures throughout the system o Key outcomes to measure are those that directly minimize or eliminate the gaps to current reentry efforts and ensure effectiveness. In order to objectively determine the efficacy of reentry programming, the development of a tracking mechanism to determine the recidivism rate of all offenders for 12 months after release is essential. This is especially necessary for who are high consumers of services due to frequent incarceration. o The TJC model is data driven and includes the collection of 50 performance indicators to measure program and process outcomes which are discussed on page 5 of this report. • Creating a comprehensive collaboration of stakeholders to promote the TJC model

	MDCR has made several important changes to improve its reentry efforts and incorporate rehabilitative programming. MDCR adopted components of the TJC model as Department's reentry paradigm since it is considered a best-practice nationwide. Full implementation of the TJC model is expected to minimize major gaps and barriers currently experienced in Miami-Dade County and improve service delivery to underserved inmates. MDCR utilizes risk screening to identify inmates most likely to recidivate if released without the provisions of proper interventions and services. This process categorizes offenders into low, medium, and high risk of recidivating. MDCR focuses efforts on transition planning on sentenced inmates identified as medium to high risk during risk screening. MDCR does not have an automated risk and needs assessment software for the necessary case management and transition planning but continues to pursue and evaluate different models. In 2012, MDCR applied to become one of six demonstration sites to adopt this model with assistance from the National Institute of Corrections. Although Miami-Dade County was not a selected site, MDCR continues to implement the TJC model whenever possible. In August 2011 and April 2012, reentry staff received training on the TJC model as a part of technical assistance grants requested from the National Institute of Corrections and inmates have been undergone risk assessment screening. MDCR Correctional Counselors were trained to become Thinking for a Change facilitators in September, 2012 and began utilizing the curriculum at the Boot Camp Program in December, 2012. Follow-up training was received from the National Institute of Corrections in June, 2014 to tailor program to needs as identified by staff experienced in their Thinking for a Change Program. MDCR is utilizing the Thinking for a Change curriculum as the core of its cognitive behavioral interventions and is designed for delivery to small groups in 25 lessons. This curriculum is an integrated, cognitive behavioral change program for offenders that include cognitive restructuring, social skills development, and development of problem solving skills. Research from the University of Texas Southwestern Medical Center where probationers, who successfully completed the program, were compared to those who dropped out, found that there appears to be a *trend toward reduced number of future criminal offense among those who completed Thinking for a Change. Although the differences were not statistically significant, there was about a 33% reduction in the new offense rate among the completer group in contrast to the comparison group.* Thinking for a Change Program has been conducted at the Boot Camp Program, Metro West Detention Center, and the Training and Treatment Center each week. MDCR is evaluating expanding the Thinking for a Change class to Pre-Trial Detention Center in the future. To date, over 760 inmates have participated in the Thinking for a Change Program.

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RECOMMENDATION	**Analysis of Reentry Needs and Outcomes:** A research and evaluation group should be convened under the local Reentry Council, with academic partners, to pursue in-kind and grant-funded strategies for local reentry research, data collection, analysis, and internships.

STATUS	Research and evaluation is an important component to determine the efficacy of any rehabilitative and reentry programming in a correctional setting. The participation of academia, from the Miami-Dade College and Florida International University in the Miami-Dade Reentry Council, as well as automation of reentry efforts will be essential to establish a research and evaluation group and incorporate evidence based interventions. Data collection should be developed to measure the efficacy of the TJC model in Miami-Dade County, and would benefit from the establishment of a research and evaluation group by the Miami-Dade Reentry Council.
	
	The TJC model is data driven and includes the collection of 50 performance indicators to measure program outcome. Excerpts of the recommended data measures are include below:
	
	• Number of Individuals Booked
	• Number of Screenings Conducted
	  o Number screened as High Risk
	  o Number screened as Medium Risk
	  o Number screened as Low Risk
	• Number of Assessments Conducted
	  o Number of Individuals screened as high risk for whom assessments were conducted
	  o Number of Individuals screened as medium risk for whom assessments were conducted
	• Number Transition Case Plans developed:
	• Transition Case Plans and Core Service Utilization
	• Number Individuals *assessed* as HIGH risk for whom Transition Case Plans
	• were developed
	• Number of *High and Medium* risk individuals *placed* in core in-jail
	• programs/services
	• Number Individuals for whom Transition Case Plans were developed
	• Number Transition Case Plans addressing:
	  o Number of *Medium* risk clients released from jail with position of legal employment
	  o Number of *Medium* risk clients employed 30 days post release
	
	Data collection and analysis efforts are contingent on the automation of inmate information, risk/needs assessment and reentry case management program.
	
	In regards to grant funded strategies, MDCR has aggressively pursued grant opportunities to support reentry programs. Specific grant applications include the MacArthur Foundation, U.S. Department of Labor, U.S. Department of Justice, U. S. Department of Human Services, and the U.S. Department of Education but no grant funding has been awarded. MDCR will continue to purse grant monies whenever possible.

RECOMMENDATION	**Expand from pilot groups to universal participation:** A transition pathway should begin with pilot groups participating in existing reentry programs, should phase in all county-sentenced inmates, and should ultimately target all persons held beyond 72 hours.
STATUS	Recent best practices in the area of offender reentry have posited that reentry efforts should be prioritized based on the recidivism risk of individual inmates particularly with limited resources available from correctional institutions and community service providers. In fact, the National Institute of Corrections Technical Assistance report entitled *Review of Jail and Reentry Programs* report states: That *a universal screening tool should be utilized such as the Proxy Triage Risk Screener to identify high risk offenders for assessment and intervention. . . . To ensure the best possible expenditure of limited resources, offenders who have been identified as high risk for reoffending by the screening tool(s) mentioned in the previous bullet point must be targeted for programs. This is preferable to allowing for offenders to voluntarily self-identify themselves for program participation. Limiting program enrollment to only those inmates with identified needs means that funding will be concentrated on high risk offenders who are most likely to return. Offenders who are low risk can still be assigned to the Reentry facility however the intensive treatment should be targeted for the high risk group.* MDCR developed a process to measure recidivism risk level as a way to triage offenders prior to conducting a needs assessment and case planning efforts utilizing the Proxy Triage Risk Screener. The Proxy Triage Risk Screener, developed by Justice System Assistance and Training, is a simple, three-question prescreening tool that has been validated. It has been selected by the National Institute of Corrections for use by the six TJC demonstration sites: Denver County, Colorado, Douglas County, Kansas, La Crosse County, Wisconsin, Kent County, Michigan, Orange County, California, and Davidson County, Tennessee. Previously, the Proxy Triage Risk Screener had been incorporated into the MDCR Intake and Needs Screening form and utilized by Volunteer Services Coordinators for inmates electing to participate in reentry services. In 2015, Proxy Triage Risk Screener was incorporated into the MDCR Inmate Profile System to systematically capture this information at the time of intake for all inmates. The Proxy Triage Risk Screener is scored on an eight-point scale, with a higher score indicating a greater likelihood of recidivism, and captures an inmate's current age, age of first arrest and the number of prior arrests. Sentenced inmates scoring as medium to high risk of recidivating are able to participate in reentry programming and have a risk/needs assessment and a transition plan developed.
RECOMMENDATION	**Motivating Voluntary Participation:** Voluntary participation in reentry programs by incarcerated defendants should be encouraged by making the participation relevant in actual criminal case resolution, as well as in housing assignments or other behavioral incentives within the jail setting.
STATUS	Inmates housed in MDCR can earn gain time by participating in reentry or inmate worker programs. Currently, the same amount of gain time is provided for participation in either program, and does not incentivize inmates for participating in both programs simultaneously. MDCR researched the ability to provide additional gain time for inmates volunteering to participate in both programs. However, the provision of gain time is governed by Florida Statutes which limits it to a maximum of 5 days per month. A proposal has been developed to limit the amount of gain time to 3 days for participation in the inmate worker program as to encourage inmates to gain the 2 days for participation in reentry programming. This would incentivize participation in reentry service programming as a method to maximize the amount of gain time.

RECOMMENDATION	**Standardize participation and procedures:** The Miami-Dade County Corrections and Rehabilitation Department should increase participation in rehabilitation and work programs by requiring all qualified sentenced inmates to work; by using unsentenced inmate workers in selected locations; and by improving and/or centralizing screening, classification, incentives, and program structure.
STATUS	Inmate workers are important to any correctional institution, including MDCR, providing essential services necessary for their daily operation including sanitation, food preparation, and laundry. In fact, there are more inmate worker posts necessary to accomplish these daily services than available inmates. These services, if not provided by inmate workers, would otherwise be contracted to outside vendors and Miami-Dade County would incur significant costs. MDCR does utilize unsentenced inmates, who volunteer to participate, within secure confines with no immediate access to egress or ingress points in security sensitive areas. However, the mandatory or compulsory use of unsentenced inmates as workers is prohibited by legal precedent such as McGarry v. Palitto, Docket No. 10-669. Florida Statute 951.01 states that *the board of county commissioners of each county may employ all persons in jail of their respective counties under sentence upon conviction.* Therefore, unsentenced inmates must consent to work and cannot be compelled. The inmate population in Miami-Dade County is historically comprised of 10-14% of sentenced inmates, which limits the availability of a consistent cadre of working inmates. Incentives to encourage inmates to participate in work and reentry programs are discussed in the status update of the Motivating Voluntary Participation section. The functions of classification and intake are the responsibility of the Intake and Release Bureau which oversees the jail booking process operated by the Centralized Intake Center at Turner Guilford Knight Correctional Center. The responsibility for oversight, coordination, and management of reentry efforts, program services, and volunteer participation continues to be centralized in the Program Services Division. Current efforts toward the automation of the classification process and jail management system should facilitate the evaluation of inmates for program participation.

RECOMMENDATIONS	**Reentry Sentencing Options:** Upon agreement by the defendant and prosecutor, individuals who meet reentry participation criteria should receive individual discharge plans developed by Miami-Dade County Corrections and Rehabilitation Department case managers in conjunction with service providers.
	Post-Release Linkages (Discharge Phase): Effective community connections will require service providers to be engaged prior to release; individual release treatment plans; inter-agency agreements to share medical information; a continuum-of-treatment protocol for mental and health issues; and increased funding for critical support services.
STATUS	Despite various efforts over the years, involvement in reentry programming services has not yielded the desired inmate participation levels. As a result, MDCR is in the process of developing a proposal for evaluation by criminal justice partners to create a court-ordered reentry program. The program premise is that an inmate can have their jail sentence mitigated based on successful completion of the program. MDCR will finalize the proposal and engage the criminal justice partners to determine the feasibility of piloting this program. Transition case plans are developed for sentenced inmates, identified as medium to high risk recidivism level, who voluntarily participate in reentry programming. Transition case plans include information about local service providers and effective jail based interventions such as Thinking for Change, GED or vocational training, etc. With the acquisition of a risk/needs assessment software, comprehensive and personalized transition case plans can be tailored to meet the specific needs of the inmates. MDCR also works closely with service providers to facilitate needs services for inmates. Corrections Health Services, the inmate medical and mental health provider for MDCR, provides discharge planning including bridge medication and referral assistance for inmates released from MDCR custody to ensure the continuity of care. Information is provided to the inmates in the Inmate Orientation Handbook and on the Property Receipt form.

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RECOMMENDATIONSS	**Process Reforms (Institutional Phase):** To improve reentry outcomes, the Miami-Dade County Department of Corrections and Rehabilitation should adopt comprehensive process reforms within the jail system from intake to case plans, including standardized assessment instruments, automation of records, case management, staff training, and partnerships with community stakeholder agencies.
	Target Inmate Population: The target population for reentry services should be prioritized during the piloting and expansion of reentry services and should ultimately include every defendant who is booked into a county corrections facility and remains incarcerated beyond the initial booking, magistrate's first appearance, or at the latest, arraignment date should be targeted for reentry services.
STATUS	Since the publishing of the report, Breaking the Cycle: Rehabilitation and Job Training in Miami-Dade County Jails, MDCR has made several strides in accomplishing these recommendations as a method of improving reentry programming. MDCR has partially implemented the TJC model by conducing risk screenings and developing general transition case plans as well as offering the Thinking for a Change Program. The full implementation of the TJC model will go a long way to catapulting MDCR efforts in providing targeted, personalized reentry services to inmates identified as medium to high risk of recidivating. This model is based on process reforms to standardize recidivism risk screening during the intake process and provide comprehensive risk/needs assessments once offenders are identified as medium to high risk of recidivating. These inmates would receive a tailored transition case plan to assist in their return to the community. With limited resources and a lack of automation, focused reentry efforts are necessary to provide services to the most likely to reoffend. MDCR has been in the process of implementing standardized assessment instruments. In December 2008, the Objective Jail Classification criteria, developed by the National Institute of Justice, was instituted to determine the most appropriate housing unit for an inmate in a fair and consistent manner according to their individual security, custodial and program needs. The Objective Jail Classification is a nationally recognized classification system that relies on a narrow standardized set of well-defined legal factors and personal characteristics of an inmate including severity of current offense, current offense status (sentenced vs. non-sentenced), prior felony convictions, escape history, age, and institutional behavior (both prior and current), and aggressive demeanor. An important component to an effective reentry program is the ability to conduct a comprehensive risk/needs assessment for identified inmates. COMPAS, a criminogenic risk/needs assessment tool for the reentry population, is one such instrument. It provides scales for both the male and female populations in assessing the unique risks and needs of offenders preparing for release and transitioning back into the community. The COMPAS reentry assessment scales include standard risk factors in combination with community reentry domains such as early onset of delinquency, history of non-compliance, occurrences of prison misconduct, or the risk of housing problems upon release. The integrated COMPAS reentry software modules can generate ad hoc reports and track case planning, placement outcomes, program participation, caseload termination reasons and other key case management data. MDCR has procured a Jail Management System (JMS) to automate jail records and facilitate data collection of inmate demographics, incident reporting, and participation in inmate programs. The JMS, which is being developed for implementation, will incorporate a risk/needs assessment system. MDCR has identified the Ohio Risk Assessment System (ORAS) as a possible alternative to the COMPAS. ORAS is a public domain, validated risk/ needs assessment tool which will enable in-depth assessment and case planning of offenders. An informal work group consisting of the Eleventh Judicial Circuit, the Advocate Program, the South Florida Behavioral Health, and the Community Action and Human Services Department has convened with some of the members utilizing ORAS.

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RECOMMENDATIONS	**Accessible Multi-Purpose Space:** All new or renovated detention facilities should include multi-purpose, multi-function space in or directly adjacent to housing units to allow rehabilitation, education, social support and reentry services to be accessible with limited inmate movement
	Concept for a Training and Work Facility: The master plan for correctional facilities should incorporate a campus-style site development concept to include housing for program-eligible inmates; an education and vocational center; an outsourcing work center; hallway houses/work release centers for male and female inmates; a day/reporting and pre-trial services facility; and a visitor's center and parking garage.
STATUS	MDCR initiated the development of the *Master Plan for Miami-Dade County Correctional Facilities* prepared by Spillis Candela. In 2008, a comprehensive analysis was conducted of projected inmate population, facility infrastructure, facility capacity levels, operational conditions and implementation of systems improvement. The Master Plan recommended the construction of a new 2,048 bed facility called Krome Detention Center with 13,300 square feet for inmate programs and 17,500 square feet for industries and vocational programs as well as video visitation program. Limited funding has curtailed the construction of the facility. The Master Plan recognizes that *an essential element in the Proposed Master Plan will be incorporating the programs and physical space required to have an exemplary reentry program.* Although there is an existing Master Plan, Miami-Dade County continues to explore various options to build new correctional facilities. The development of any new correctional facilities or major renovations of existing correctional facilities will consider the needs of reentry programming in its facility design, when possible.

RECOMMENDATIONS	**Vocational Areas:** The Miami-Dade County Corrections and Rehabilitation Department should partner with public workforce, education and vocational providers to provide training that is compatible with the security classifications and physical plant layout at jail facilities, including trades related to jail operations as well as other appropriate high-demand occupations.
STATUS	MDCR mission is *to serve the community by providing safe, secure and humane detention for individuals in our custody while preparing them for a successful return to the community*, but it cannot be accomplished alone. MDCR is evaluating the feasibility of providing inmates with secure tablets as a venue for the delivery of education programming, digital books, and other productive programs. MDCR continues collaborative partnerships with criminal justice and social service partners to ensure that inmates are provided viable educational, vocational, and employment opportunities to successfully return to their community. Through these partnerships, the following services are provided: • **Educational/Vocational**: Miami-Dade County Public Schools has been a long-time partner in providing general education and vocational educational services to inmates: Basic Education, General Equivalency Diploma, and various skills building courses are offered. Vocational education includes cosmetology, carpentry, automotive mechanics, and environmental services. • **Transition Fairs** are events inside the jail facilities where service providers meet with offenders nearing release. o **Lack of Personal Identification** - Drive Legal assists offenders by helping them to obtain a hardship driver's license. This partner accepts referrals and participates in our Transition Fairs. o **Employment Services** – As the offender employment services provider for Career Source South Florida, Transition Incorporated provides employment services (training and job placement) for previously incarcerated offenders. All offenders receiving reentry services are referred to Transition. o **Governmental Benefits** – Key partners in our reentry programming are the Florida Department of Children and Families and the US Social Security Administration which participate in the Transition Fairs and refer all offenders for services involving food stamps, cash assistance, disability, or the restarting of benefits. Offenders can also contact the Social Security Administration directly from their inmate housing unit via the Inmate Telephone System. • **Substance Abuse and Mental Health Services** – The South Florida Behavioral Health Network oversees all providers for Miami-Dade County and is a partner in securing these services through local providers for inmates. Inmates with substance abuse issues are offered other programming such as **Alcoholics Anonymous** and **Narcotics Anonymous** meetings and faith-based services. • **DUI/Batterer's Intervention Programs** – The Advocate Program maintains the Miami-Dade Reentry Partnership which is a coalition of providers focusing on inmate reentry needs. The Advocate Program participates in Transition Fairs, works with inmates in the jail facilities, and provides post-release case management services. • **Public Transportation** – MDCR provides offenders a Miami-Dade Transit Department bus/rail pass at the time of release. • **Employment Services** – As the offender employment services provider **for South Florida Workforce, Transition Incorporated** provides employment services (training and job placement) for previously incarcerated offenders. All offenders receiving re-entry services are referred to **Transition**. **Transition** also provides Moral Reconation Therapy and Life Skills training. • **Culinary Arts Program** – MDCR and Lindsay Hopkins Educational Center met to discuss possible collaboration for a Culinary Arts Program. The entire culinary arts program consists of 1,200 hours with four, stand-alone courses, requiring 300 hours each, where certification can be achieved in food preparation, cook-restaurant, chef/head cook, and food services management. MDCR will consolidate its food services operations resulting in cooking taking place in one centralized location, Turner Guilford Knight Correctional Center. This will avail the needed space for a culinary arts program in the future.

	• **Second Chance Dog Training Program** - The Second Chance Dog Training Program is a collaborative effort between MDCR and Animal Services Department (ASD). 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. • MDCR established **Re-Entry Hotlines**, available at housing units throughout MDCR facilities, to provide inmates accessibility to social service providers such as homeless services; veteran services; substance abuse treatment; employment services; and Social Security Administration. Re-Entry Hotline Bulletins are posted in all housing units and available in English, Spanish and Creole. • MDCR implemented Re-Entry Television in two of the largest jail facilities. Re-Entry Television allows educational, training, and informational programming to be available to inmates. This innovative project received a 2012 Achievement Award from the National Association of Counties. • **Veteran Affairs** - MDCR recognizes the unique needs of its inmates identified as veterans. As such, MDCR continues to work closely with the US Department of Veteran Affairs to provide referrals for inmates identified as veterans in our facilities. This occurs during the classification assessment process which requires that an extensive interview be conducted with the inmate. It is at this time that classification officers ask inmates about their veteran status and their branch of military service. This information is forwarded to the Department of Veteran Affairs so that the necessary program and referral services can be provided. In the event an inmate is hesitant to disclose their veteran status during the classification process, the veteran status is requested again during the reentry screening process in an effort to secure appropriate veteran services for them. It is important to indicate that the current design and physical layout of MDCR facilities, especially the oldest, severely limits access to vocational/educational space.
RECOMMENDATION	**Contract for Emergency Needs:** Miami-Dade County should establish a contract to provide temporary emergency transitional housing as a contingency plan to mitigate crowding, facilitate construction/repairs and accommodate evacuations.
STATUS	Contingency planning for temporary emergency housing of inmates is incumbent on all correctional agencies. Miami-Dade County has had an existing agreement with the Florida Department of Corrections to provide temporary housing of Miami-Dade County jail inmates since 2008 The agreement provides for temporary emergency inmate housing in the case of an imminent or ongoing emergency; immediate availability of personnel support; support in the event of a riot, disorder, hostage situation and/or facility damage which causes a breach of security; and appropriate prisoner transport vehicles and/or convoy escort during such evaluations. Additionally, the current average daily inmate population has decreased to under 4,500 allowing MDCR to actively maintain its facilities to ensure appropriate living conditions for inmates in its custody. Bathroom renovations have been completed at Turner Guilford Knight Correctional Center, Pre-Trial Detention Center, and Metro-West Detention Center. The fire alarm system was replaced at Pre-Trial Detention Center. Renovations to housing units at the Training and Treatment Center have been conducted. Other project include the air conditioning replacement and kitchen renovations in Pre-Trial Detention Center; property release project at Turner Guilford Knight Correctional Center and the installation of over 1,000 video surveillance cameras as well as the 40-year recertification for the Training and Treatment Center.

RECOMMENDATION	**One-Stop Design (Reentry Phase):** Transition to the community should be improved by consolidating all Miami-Dade County Corrections and Rehabilitation Department educational, vocational programs, and support services into accessible locations; by greater use of peer counseling; and by the development of individualized employment, training, and support plans for each offender.
STATUS	Reentry services are centralized in the Program Services Division which is responsible for ensuring that educational, vocational and inmate support services remain a top Departmental priority. As previously indicated, the cornerstone of successful reentry programming is a tailored transition case plan which would identify service providers best suited to assist them. The TJC model utilizes *structured transition plans which should be developed for use with high risk/need offenders to target, supervise, and track offenders as they work through transition efforts, get ready to leave jail and transition to the local community, and link with needed community services, pro-social supports, and/or family,* as discussed in the National Institute of Corrections Review of Jail and Reentry Programs report. Transition case plans utilized under this model specifically identifies "self-defeating behavior/problems", corresponding behavioral goals, and referrals to social service agencies. Although MDCR develops generalized transition case plans for inmates, the acquisition of an automated risk/needs assessment module will allow for comprehensive transition planning. MDCR has developed over 500 transition case plans since 2013. MDCR relies on community partners to provide needed social services to inmates. In January 2013, the Prison Rape Elimination Act Peer Educational Program was implemented at the Turner Guildford Knight Correctional Center. It has since been expanded to all MDCR jail facilities. Through the use of trained Peer Educators, peer counseling groups provide sexual abuse and violence awareness to inmates. This project was conducted in collaboration with Just Detention International, Inc. Through a collaborative partnership between MDCR, the Homeless Trust, and the City of Miami, an intake coordinator has been stationed inside the Turner Guildford Knight Correctional Center where homeless arrestees/inmates are identified and targeted for homeless services at release.
RECOMMENDATION	**Address inter-agency staff coordination:** Improve coordination of program and operations staff through both internal and joint training efforts; streamlined volunteer service protocols; use of inter-agency memoranda to clarify roles; and design improvements in new facilities.
STATUS	MDCR continues its commitment to enhancing its reentry effort and making a significant impact on offenders transitioning into the community. In August 2011 and April 2012, MDCR staff received training on the TJC model as a part of technical assistance requested from the National Institute of Corrections. Staff also received an overview of the Thinking for a Change model during the April 2012 training event and a complete training by the National Institute of Corrections – Academy Division for all Correctional Counselors in September 2012. MDCR has made Thinking for a Change the core of its cognitive behavioral interventions. In June, 2015, a staff member was trained by the National Institute of Corrections as a Thinking for a Change Trainer. This will give MDCR the ability to continuously train new staff members, staff members from other county and community based organizations and continually improve program fidelity. Leadership of the MDCR Program Services Division has also attended important training essential to achieving the goal of enhancing reentry efforts including Public Safety Through Evidenced Based Practices provided by Joyfields Institute and TJC Training from American Jail Association. Additional training is necessary for correctional counselors in the areas of Motivational Interviewing and the use of evidenced based practices in correctional settings.

RECOMMENDATION	**Issues of Privilege or Confidentiality:** As part of the reentry process, inmates should be provided with standardized, written informed consent waivers that clearly address issues of confidentiality.
STATUS	Until comprehensive risk/needs assessments are conducted, written informed consent waivers are not necessary.

Report on the Status of the Blue Ribbon Advisory Committee Report
Breaking the Cycle: Rehabilitation and Job Training in Miami-Dade County Jails
September 2015

	The following recommendations from the Blue Ribbon Advisory Committee require action by the Board of County Commissioners
RECOMMENDATION	**County Actions:** The Miami-Dade Board of County Commissioners should adopt model approaches from other jurisdictions to permit county hiring of ex-offenders; to provide employer incentives for hiring ex-offenders; and to establish a 90-day interim pass for ex-offenders that serves as identification; and permits use of county transit and library services.
STATUS	A comprehensive review of nationwide trends to enhance the employability of ex-offenders should be conducted, and best practices evaluated for implementation by Miami-Dade County. The Miami-Dade Reentry Council should convene a working group including local business partners, along with staff support from the Human Resources Department, to look at developing County-wide employer incentives as well as reviewing internal County hiring practices to facilitate the gainful employment of ex-offenders. Developed recommendations should be forwarded to the Board of County Commissioners for approval.
RECOMMENDATION	**County Priorities for State Legislative Actions:** The Miami-Dade Board of County Commissioners should adopt the following state legislative priorities, along with further priorities to be studied and recommended by the local Reentry Council: To support the federal Second Chance Act of 2007, a bipartisan plan that would provide funding for local reentry demonstration grants, mentoring, and treatment initiatives; (b) To remove barriers that severely restrict employment of ex-offenders, as recommended by the Florida Senate Committee on Criminal Justice and the Governor's Ex-Offender Task Force; (c) To fund a county reentry coordinator for Miami-Dade County, as recommended by the Governor's Ex-Offender Task Force, to serve in the Miami-Dade County Corrections and Rehabilitation Department and to act as liaison/staff support for the local Reentry Council; (d) To support the reduction of housing barriers for ex-offenders, to be recommended by a study per the Governor's Ex-Offender Task Force; and (e) To fund services for people with mental illnesses involved in the criminal justice system, including a mental health diversion facility in Miami-Dade County, as recommended by the Miami-Dade County Mayor's Mental Health Task Force.
RECOMMENDATION	**Reinvest Savings to Expand Reentry Services:** Costs of systems improvements and expanded reentry services, including planned automation upgrades, should be funded by the Board of County Commissioners based on projected returns on the public investment.
RECOMMENDATION	**State Prison Inmate Releases:** The Miami-Dade Board of County Commissioners should encourage the Florida Department of Corrections to establish linkages to local one-stop services and, for inmates within 120 days of reentry; the Reentry Council should consider the need for legislation requiring transfer to a state facility nearest to the home community.