

# Memorandum



**Date:** March 16, 2023

**To:** Honorable Chairman Oliver G. Gilbert, III and  
Members, Board of County Commissioners

**From:** Daniella Levine Cava  
Mayor *Daniella Levine Cava*

**Subject:** Report on (I) identifying services and opportunities Miami-Dade County provides/could provide to justice-involved individuals; (II) evaluating the effectiveness of any such identified measures; (III) identifying services and opportunities that other jurisdictions provide; and (IV) the establishing an Office of Reentry and Employment or similar office - Directive 221731

Agenda Item No. 2(B)(6)  
April 4, 2023

## Executive Summary

The following report is provided pursuant to Resolution No. R-842-22, sponsored by Commissioner McGhee, and adopted at the September 1, 2022, Board of County Commissioners (the "Board") meeting, which directed the Mayor or Mayor's designee to: (I) identify educational, training, employment, and other opportunities Miami-Dade County provides or could provide to justice-involved individuals, especially formerly incarcerated individuals, to assist with employment services, family reunification, housing, restoration of rights, substance abuse treatment, workforce development and preparedness, and other related matters; (II) evaluate the effectiveness of any such measures described herein and implemented by the County; (III) identify educational, training, employment, and other opportunities that jurisdictions comparable to Miami-Dade County provide to justice-involved individuals in correctional facilities; and (IV) the establishing of an Office of Reentry and Employment or similar office or division to assist justice involved individuals, especially formerly incarcerated individuals, with employment services, family reunification, housing, restoration of rights, substance abuse treatment, workforce development and preparedness, and other related matters.

My Administration is committed to creating and implementing effective reentry programs and services to increase public safety, reduce recidivism, and create a more prosperous community. To lead these efforts, I have appointed James Reyes to serve as the Director of Miami-Dade Corrections and Rehabilitation ("MDCR"). Formerly the Executive Director of the Broward Sheriff's Office Department of Administration, Director Reyes took the helm at MDCR on January 16, 2023, and brings more than two decades of correctional experience to the department. His top priorities include inmate and officer safety, the consent decree, mental health, and implementation of a comprehensive reentry plan.

In May 2022, I approved a five-step strategy to address the reentry needs of our local jail population, and our community: (1) Expansion of the Reentry Bureau within MDCR; (2) Address the Service Needs of the Unsentenced Population; (3) Prepare the Sentenced Population for Community Reintegration; (4) Implement a Post-Release Assistance Strategy; and (5) Make Process Improvements through Technology. The implementation of this strategy is underway and is further detailed in the body of this report, along with programming and services offered or being implemented by MDCR. This strategy is the first phase of this important work and is rooted in a coordinated continuum of care model and incorporates evidenced-based practices.

To that end, we recognize that a more comprehensive plan must be developed in parallel to address the full scope and scale of the needs of everyone returning to Miami-Dade County from other county, state, and federal correctional institutions. My Administration is actively engaged with key government and community stakeholders to develop a more inclusive strategy to reintegrate returning citizens from other county jails as well as state and federal prisons.

A more comprehensive, longer-term plan will include the following actions all of which are in the design and planning phase:

- Host a Reentry Roundtable with local, state, and federal agencies, community organizations, funders, policymakers, and returning citizens;
- Establish community hubs “Second Chance Centers” where justice-involved and returning citizens can access social services;
- Implement a Release and Reentry assistance hotline for returning citizens to access immediate assistance such as shelter, food, clothing and transportation;
- Create a employment initiatives that support reintegration and promote self-sufficiency through job readiness, placement and retention services, entrepreneurial training and vocational and educational opportunities;
- Establish a dedicated reentry space in the new County jail to host community partners and offer relevant reentry services; and
- Build on existing community and government stakeholders and work groups to create communities of practice for broader criminal justice reform.

In addition to the efforts described above, in July 2022, my Administration with unanimous support from the Board, allocated \$1,675,000 of dedicated funding to reentry efforts in the community as part of an \$8,943,000 investment in Community Violence Intervention (“CVI”). The Carrie Meek Foundation, with oversight by the Office of Neighborhood Safety and the Office of Management and Budget, will release these funds in the coming weeks via a competitive solicitation for community organizations to administer programming, services, and resources to aid justice-involved individuals and assist returning citizens in their reintegration into the community. Furthermore, reentry is core focus area of the Peace & Prosperity Plan alongside violence prevention and intervention.

This report describes the County’s efforts to address the needs of justice-involved individuals with a keen focus on the local jail population.

### **Background**

The reentry challenges our county faces are broad and deep. In 2021, 1,506 individuals were released to a Miami-Dade County address from a State correctional institution and an additional 10,533 were under community supervision (state-level probation) within the County at some point during the year, according to the Florida Rights Restoration Coalition. A snapshot on January 31, 2023, highlighted that there are 4,528 persons currently incarcerated in Miami-Dade County’s three jail facilities (Metro West Detention Center [“MWDC”], Turner Guilford Knight Center [“TGK”] and Pre-Trial Detention Center [“PTDC”]), 830 are currently in the community on

monitored release (house arrest), and 51 cadets are in the community control phase of Boot Camp. These individuals will one day be fully released back into our community and will need specific services to reintegrate successfully.

Notably, the 2021 Thrive305 countywide survey, the largest public engagement initiative in Miami-Dade County government's history, also tells us that Miami-Dade County has a mandate to take purposeful action to serve our justice-involved population and their communities. In that survey, 35% of residents selected public safety as the community service most important to them, and 43% of residents indicated that they "support funding services to help people coming out of jail, including access to housing, job training, paid apprenticeships, and support with mental health."

However, Miami-Dade County has historically experienced a set of persistent challenges in its efforts to create a comprehensive strategy:

- The County's jail population is highly transient. Unlike state prisons where all inmates are serving a sentence with a defined release date, the majority of county jail inmates are unsentenced (awaiting case disposition) and therefore subject to release without advance notice. Even those inmates who are sentenced with a defined released date are sentenced to no more than 364 days of which any time already served before sentencing will be credited against.
- For many years, MDCR lacked the resources, including the human capital, necessary to successfully marshal the delivery of reentry services to current and recently released inmates. In the past, limited staff capacity and lack of suitable physical space within County jail facilities and at external sites have made it difficult for MDCR to effectively deliver targeted and varied reentry services to inmates. To position the department to lead the jail reentry efforts, additional counseling staff, dedicated to providing pre-release assessments, reentry planning, and linkages to post-release reentry services, were included in the FY 2022-23 Adopted Budget.
- MDCR's ability to collect, track, and act on data about its inmate population has been constrained by outdated software, the Criminal Justice Information System ("CJIS"), which has limited capabilities. The type of digital Jail Management System needed to collect and analyze inmate data necessary to deliver individualized reentry services is on track to be procured by the County by mid-2023.
- Communities receiving formerly incarcerated people often lack the necessary resources to support successful reintegration.

### **Report**

A successful reentry program begins during an individual's institutional placement but takes place mostly in the community. It is intensive in nature, typically lasting six months or more for long-term inmates. Services are focused on inmates identified as being at medium to high-risk of reoffending using risk-assessment classifications (Risk/Need Principle). Cognitive-behavioral treatment techniques are also used to match therapists and programs to the specific learning characteristics of each individual inmate (Responsivity Principle). Successful reentry programs also rely on the availability of the following:

- **Care coordination** with lead entities identified to plan, align, and facilitate services across a network of providers;
- **Volunteer/Peer mentoring** by integrating formerly incarcerated individuals who can provide peer support to those navigating the reentry process;
- **Collaboration with jails and prisons** to ensure that reentry planning begins on the first day of an individual's incarceration;
- **Agreements with other jurisdictions** to facilitate a seamless transition of all inmates returning to communities in Miami-Dade County;
- **Data/evaluation plan and resources** to measure impact based on an agreed definition of outcomes; and
- **Adequate funding** by leveraging available resources to create a sustainable funding plan.

MDCR is one of the largest county correctional systems in the nation. A data snapshot of individuals who were within the MDCR system (inclusive of inmates within County jails and those under community supervision) as of January 31, 2023 shows that only 8% of inmates were sentenced. The remaining 92% were either unsentenced or partially sentenced. Felonies made up almost all primary offenses among inmates (93% of bookings). To meet the evolving needs of the local jail population, the following five strategies are being implemented:

### **1. Expansion of the Reentry Bureau in MDCR**

MDCR, with technical, advisory, and planning support from the Office of Neighborhood Safety ("ONS"), is the lead entity on the County's reentry efforts for justice-involved individuals, including returning citizens, through its Reentry and Program Services Bureau ("Reentry Bureau"), similar to an Office of Reentry and Employment.

Five additional Correctional Counselor positions and one Inmate Services Administrator position are included in the FY 2022-23 Miami-Dade County Adopted Budget in an effort to expand the capacity of the Reentry Bureau to reduce recidivism and ensure that those leaving our local jails are successfully reintegrated into the community. The Reentry Bureau is collaborating with community and faith-based organizations, County departments, and educational institutions to deliver services both inside and outside County correctional facilities. Reentry, within MDCR, has been restructured to ensure that the inmate population has access to supportive services that address their vocational, educational, and therapeutic needs.

Reporting to the Director of MDCR, the organization of the Bureau is as follows:

- **Deputy Director of Community Services** oversees the Reentry and Programs Services Bureau, Community Affairs Unit, Mental Health and Medical Services Unit, Monitored Release Bureau, Pretrial Services Bureau, Boot Camp Program, Leadership Development Training Bureau, Policy and Planning Bureau, and Classification and Inmate Management.
- **Commander of the Reentry and Program Services Bureau** oversees and directly supervises staff responsible for the department's reentry initiatives to include vocational, educational, and faith-based programming.

- **Release and Reentry Coordinator** is responsible for collaborating with County departments and external community organizations to ensure continuity of services for those individuals released from MDCR's custody while focusing on the development of public/private partnerships and community linkages. This is a new position and is in the process of being filled.
- **Inmate Services Administrator** is responsible for overseeing reentry-related services for inmates and directly supervise the correctional counselors responsible for reentry planning. This is a new position that has been filled.
- **Reentry Correctional Counselors (5)** are responsible for preparing inmates' individualized reentry plan based on a needs assessment and referring releasee to appropriate external services. Four positions have been filled and the remaining position is in the process of being filled.

In partnership with numerous organizations, MDCR provides various services to inmates to aid in their successful reintegration. Services are available to both the sentenced and unsentenced populations and are offered at one or more MDCR facilities. Attachment A contains a chart which highlights these services, partner agencies, and the location the service is offered.

To further increase its capacity, MDCR continues to leverage existing relationships and partners to expand opportunities. The Miami-Dade Police Department (MDPD) recently applied for and received an Edward Byrne Memorial Justice Assistance Grant to, in part, pilot a Reentry Advocate Program. MDPD is in the process of hiring one Reentry Advocate, in a case-management focused position, to act as a liaison with MDCR's Reentry Bureau. The Reentry Advocate, in collaboration with MDCR's Reentry Counselors, will focus on the highest-risk inmates and serve as a one-stop resource, equipped to provide linkages to wraparound services to aid returning citizens in their transition back into the community. In addition, there are several organizations and institutions that are invested in community-level reentry services, some of which are funded in the current Miami-Dade County adopted budget. These organizations will be included in the post-release continuum of care model (see Strategy 4).

## **2. Address the Needs of the Unsentenced Population**

Unsentenced individuals are those either awaiting trial or awaiting sentencing. Currently, this group represents over 90% of the total jail population. Individuals booked into jail are automatically screened and then classified using the Proxy Triage Risk Screener (PTRS) tool into Low, Medium, or High Risk for recidivating based on current and historical data such as inmate age, age at first arrest, and number of prior arrests. Risk level classifications are defined as follows:

- **Low Risk** is defined as being unlikely to return to jail;
- **Medium Risk** is defined as being somewhat likely to return to jail; and
- **High Risk** is defined as being highly likely to return to jail.

PTRS is an evidence-based, three-question gross risk assessment tool that, according to the National Institute of Corrections, can be completed within five minutes or less.<sup>1</sup> The PTRS is

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<sup>1</sup> *Module 6: Section 3: Selecting Screens and Assessment Tools*. National Institute of Corrections.  
<https://info.nicic.gov/tjc/module-6-section-3-selecting-screens-and-assessment-tools>

scored on an eight-point scale, with a higher score indicating a greater likelihood of recidivism. PTRS was incorporated into the MDCR Inmate Profile System in 2015 to systematically capture this information at the time of intake for all inmates. Since most of these individuals are released within days of arrest, and without a scheduled release date, current reentry assistance takes the form of providing information.

As a component of the restructuring, once an inmate completes the booking, classification, and housing assignment process, a program orientation will be conducted by a Correctional Counselor (32 counselors including the five counselors dedicated to reentry) to determine the specific needs of the inmate. MDCR is actively working to:

- Prioritize making the following services available to inmates:
  - a. Alcohol and Substance Abuse Assistance: Addiction recovery available to all individuals in the form of weekly Alcoholics Anonymous and Narcotics Anonymous meetings.
  - b. Cognitive Behavioral Intervention: Cognitive behavioral interventions, led by trained Correctional Counselors, seek to address dysfunctional thinking patterns that lead an individual to contact with the criminal justice system.
  - c. Health & Wellness: Conflict resolution, journaling, mindfulness, and yoga classes to help adopt beneficial lifestyle patterns and skills.
  - d. Mentoring and Peer Learning: Support groups and partnerships with mentoring-focused community-based and faith-based organizations.
  - e. Employment Readiness and Soft Skills: Vocational and work readiness skills including adult education, interviewing, job searching tools, and resume development.
- Concretize partnerships and agreements with community service providers to provide substance abuse and other behavioral health services to inmates within jail facilities, as well as those in the monitored release program.
- Further expand the Exchange for Change Miami program in MDCR facilities. Exchange for Change teaches writing classes in South Florida prisons and runs letter exchanges between inmates and college students.
- Provide qualifying inmates in custodial segregation the opportunity to access the same programs and services as inmates in the general population.

Provide full access to legal materials via Legal Research Associates so inmates can conduct legal research, better understand their charges, and prepare for their cases with their attorneys. Future plans include the use of tablets to facilitate a paperless process for legal research.

### **3. Prepare the Sentenced Population for Community Reintegration**

The population targeted for the initial implementation of this strategy are sentenced individuals serving a county jail sentence between 61 and 364 days with a release date determined in advance, making reentry planning possible. Targeting services to a specific group of medium and high-risk individuals will ensure that they have a sustainable pathway home. Upon sentencing, Reentry Correctional Counselors meet with sentenced individuals to complete a needs assessment, begin community reentry planning, and enroll them into cognitive, behavioral, educational, and health

and wellness programs.<sup>2</sup> County-sentenced individuals scoring Medium or High Risk on the PTRS will be administered the Ohio Risk Assessment System Community Supervision Tool (ORAS). The results of the ORAS will be used to prescribe programming based on the risk category of each inmate. MDCR Reentry Bureau is undergoing extensive training to administer ORAS and develop reentry planning.

During the initial implementation phase, individuals identified as High or Very High Risk complete a transitional plan that will address the domains of need.<sup>3</sup> Post-assessment, each sentenced high-risk inmate is linked to an external community provider, case manager, or care coordinator who provides community-based services upon release. Once the individual has completed approximately 50% of their jail sentence, the external care coordinator, in collaboration with the Reentry Correctional Counselor, uses the ORAS results to prepare an individualized reentry plan. The plan addresses the criminogenic needs that are rated moderate and high in the assessment. This process helps identify services needed to assist inmates in becoming self-sufficient once they leave MDCR's custody.

Focusing efforts on this target population allow for a careful evaluation of outcomes, realignment of reentry efforts, and a phased-in approach to the implementation of a comprehensive reentry plan.

#### **4. Implement a Post-Release Assistance Strategy**

MDCR, with support from ONS, is establishing a Reentry Continuum of Care by bringing together key stakeholders and the various organizations that are funded with local, state, and federal funds to address the evolving needs of returning citizens. An effective continuum of care requires the development of systems for referrals, data sharing, and outcome measurement for collective impact. The team is identifying subject-matter anchor partners in the areas of employment, housing, education, mental wellness, substance abuse, restorative justice, rights restoration and more. Anchor partners may include, but are not limited to, the following: the Florida Rights Restoration Coalition; the Homeless Trust; Community Action and Human Services Department; Miami Center for Mental Health and Recovery; Miami-Dade County Public Schools; Veterans Affairs; CareerSource of South Florida; Miami Dade College; faith- and community-based organizations and grassroots groups; and various government partners at the state, federal, and local levels.

To ensure ease of access to needed services for returning citizens in the community, the County will launch the first Miami-Dade County Second Chance Center (Reentry Center). This center brings multiple providers under one roof to support the reintegration of formerly incarcerated residents back into the community. Providers will use one comprehensive assessment to identify and address short and long-term needs and be governed by a data sharing agreement and staffed with providers who will make available various services, including but not limited to employment,

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<sup>2</sup> Cognitive behavioral interventions delivered in small groups to effect cognitive behavioral change for offenders is the model that will be used by MDC.

<sup>3</sup> Domains include employment/financial situation, social support/pro-social activities, and interventions to address criminal attitudes and/or substance use.

education and vocational training, housing and basic needs (clothing, food, and transportation) assistance, identification and documentation, financial literacy, drug and alcohol recovery, legal and immigration services, mental health support, rights restoration, restorative justice and medical services such as HIV testing and blood pressure checks.

The South Florida Workforce Investment Board d/b/a CareerSource South Florida (“CSSF”) is leading the Justice-Impacted Talent Initiative, an employer engagement initiative that aims to work with companies to review and augment their current employment practices to be more inclusive in the hiring of returning citizens and help meet the local economy’s labor demand. The Justice-Impacted Talent Initiative also:

- Recruits employers and link them to qualified candidates;
- Addresses employer’s training needs in partnership with Miami-Dade College and other entities that accept training vouchers;
- Supports employers with a short-term wage subsidy for full-time positions, and market already available federal incentive programs to employers willing to hire formerly incarcerated individuals; and
- Celebrates employers annually.

CSSF provides youth, adult, and dislocated workers (regardless of their criminal background) employment and training activities through their Career Center Services delivery system. Services include employment and career placement (i.e., resume preparation, soft skills training, interview preparation, job match/referral, etc.), support services (i.e., transportation assistance, childcare, etc.), and training services. CSSF operates and oversees: one Comprehensive Career Center; nine Full-Service Career Centers; seven Access Points; five Mobile Assistance Units; three TechHire Centers, and nine Career Development Centers (Miami-Dade College Works & Florida Memorial University). Eligible job seekers are assisted in obtaining occupational skills training with any approved training provider and paid for through an Individual Training Account.

Building on “No Wrong Door,” a Reentry landing page is being developed on the County’s website. The webpage will include a resource guide and links to the websites of the various County administered resources, partners, and organizations along with other pertinent information.

Lastly, ONS continues to advance a vision of public safety for the County that prioritizes prevention, intervention, and reentry at the community level. The Office brings together residents, community stakeholders, and county representatives to address critical issues regarding public safety and quality of life. ONS continues to work with disenfranchised communities to ensure inclusion and guidance in the decision-making process and deliver innovative and promising solutions to address gun violence in Miami-Dade County. On June 10, 2022, ONS, in partnership with the Florida Rights Restoration Coalition and CSSF, hosted the inaugural 305 Second Chance Job & Resource Expo which attracted more than 700 returning citizen and justice-involved attendees with 69 employers, rights restoration partners, social service and education providers, government entities, and reentry community partners participating. Attendees met with second chance employers representing various sectors, including government, hospitality, social services, food service, and labor. Employers included five Miami-Dade County departments, CSC Global,

Alpha 1 Staffing, Starbucks, Bravo Plumbing, MP Floors, Inc., and others. Resources include assistance with fines and fees, voter registration, sealing & expungement review, housing, education and training resources, resume development, utility and basic needs assistance, health, and wellness resources, and much more. Planning for the 2nd Annual 305 Second Chance Expo is currently underway and scheduled for this summer.

The team continues to collaborate with other government agencies and community organizations to host resource opportunities and create seamless pathways to meet the evolving needs of justice-involved individuals. In the coming months, as a component of Miami-Dade County's Community Violence Intervention Initiative, ONS will sponsor sealing and expungement, rights restoration/voter registration, employment, and other events targeted to serve justice-involved residents.

### **5. Make Process Improvements Through Technology**

Technology currently used by and available to MDCR limits its ability to holistically understand, track, and act on its inmate population and their needs. A new Jail Management System, with capabilities exceeding MDCR's current system is due to be procured by the County by Summer 2023. The new system will increase MDCR's capacity to perform individualized reentry planning and provide services (along with a host of other benefits). Furthermore, there is currently no standardized process for collecting or sharing behavioral health data on individuals across the criminal justice system, including those within MDCR. This lack of standardization limits the ability of agencies to collaborate and share important information to better serve formerly incarcerated individuals and inform strategic planning. The following solutions are being implemented:

- Establish a strategy for criminal justice and reentry service providers to share de-identified client demographic, process, and outcome data, as well as resource maps to support countywide reentry planning;
- Implement a Universal Client Release of Information form to allow service providers to share client information to improve effectiveness, efficiency, and continuity of care;
- Acquire a case management system to track progress, referrals, and outcomes;
- Acquire a centralized database, or data sharing system, to collect, analyze and report on appropriate and agreed-upon data points received from criminal justice agencies and community service providers with appropriate participant permissions, legal considerations, and risk management; and
- Develop a dashboard to illustrate reentry data in collaboration with the Miami-Dade County Information Technology Department.

### Conclusion

The re-arrest of individuals presents a host of public safety, socioeconomic, and familial challenges for the individual and our community, and high recidivism rates strain an already overburdened criminal justice system. Best practices indicate that offender reentry efforts should be prioritized based on the recidivism risk of individual inmates, particularly those with limited resources available from correctional institutions and community service providers. The strategic coordination of these resources will greatly improve the reintegration process of formerly

incarcerated individuals returning to our community. Targeting and tailoring services for individuals leaving jail is best accomplished when all facets of the criminal justice and human service systems work hand-in-hand, beginning at the moment of arrest. The strategy provided in this document ensures that Miami-Dade County is moving toward breaking the cycle of re-incarceration, providing opportunities for successful reintegration, and ultimately creating pathways for safe and thriving communities.

Attachment B provides a snapshot of services offered by other jurisdictions that are similarly investing in reentry. As the County's existing reentry infrastructure continues to expand, a review of programs, services and resources implemented by and in other jurisdictions remains ongoing. While no two jurisdictions are alike in how reentry services are provided, strong community linkages and support are important components of each jurisdiction's strategy.

My Administration, with the support of this Board, remains committed to the betterment of Miami-Dade County's existing reentry infrastructure through incorporating evidence-based practices, developing innovative strategies, and partnering with our community organizations to deliver sustainable solutions for a safer and more prosperous Miami-Dade County.

Should you require additional information, please contact J.D. Patterson, Chief of Corrections and Forensics, at (305) 375-5141 or Sonia Grice, CAHSD Director, at (786) 469-4600.

Per Ordinance No. 14-65, this report will be placed on the next available Board meeting agenda.

c: Geri Bonzon-Keenan, County Attorney  
Gerald Sanchez, First Assistant County Attorney  
Jess McCarty, Executive Assistant County Attorney  
Office of the Mayor Senior Staff  
Alfredo "Freddy" Ramirez III, Chief of Safety and Emergency Response and Director of Miami-Dade Police Department  
James Reyes, Director, Corrections and Rehabilitation Department  
Sonia Grice, Director, Community Action and Human Services Department  
Roderick Beasley, Executive Director, CareerSource of South Florida, Inc  
Jennifer Moon, Chief, Office of Policy and Budgetary Affairs  
Yinka Majekodunmi, Commission Auditor  
Basia Pruna, Director, Clerk of the Board  
Eugene Love, Agenda Coordinator

## Attachment A

**A Look Within Miami-Dade County:** Below is a list of programs and services that are currently offered or are in the development phase to be implemented in Miami-Dade Corrections and Rehabilitation (“MDCR”) facilities: Turner Guilford Knight Correctional Center (“TGK”), MetroWest Detention Center (“MWDC”), and Pre-Trial Detention Center (“PTDC”). Programs with an “\*” are designed to aid youth sentenced as adults, young adult, and adult offenders in their transition back into the community.

| <b>TGK</b>  |  |   |                            |                       |
|---|--|---|----------------------------|-----------------------|
| <b>Program</b>  | <b>Provider</b>                                    | <b>Description</b>  | <b>Day</b>                 | <b>Current Status</b> |
| Exchange for Change   | Exchange for Change                                | Journaling to express feelings and heal   | Wednesday                  | Operational           |
| Yoga  | Volunteer-Led                                      | Physical and mental practices and discipline                                      | Friday                     | Operational           |
| Narcotics Anonymous*  | Volunteer-Led                                      | Addiction Recovery Group  | Wednesday                  | Pending               |
| Adult Basic Education (ABE)/General Equivalency Diploma (GED)*    | Miami-Dade County Public Schools                   | Adult literacy and preparation for taking the GED examination                     | Monday - Thursday          | Pending               |
| Environmental Services*   | Miami-Dade County Public Schools                   | Vocational training leading to state licensure                                    | Monday - Thursday          | Operational           |
| Educational Alternative Outreach Program*                         | Miami-Dade County Public Schools                   | K-12 Programming for juvenile inmates   | Monday - Friday            | Operational           |
| Eradicating the School-to-Prison Pipeline (EStoPP) Peer Mentoring | Eradicating the School-to-Prison Pipeline (EStoPP) | Mentoring program designed to reduce recidivism                                   | Tuesday                    | Temporarily Paused    |
| Focus Program*  | MDCR Reentry Program Services Bureau               | Cognitive Behavioral program designed to reduce the risk of recidivism            | Monday - Friday            | Operational           |
| “Seeking Safety”  | Ladies Empowerment and Action Program (LEAP)       | Cognitive Behavioral Counseling Groups for female inmates focused on lived trauma | Monday, Tuesday & Thursday | Operational           |
| Alcoholics Anonymous*   | Volunteer-Led                                      | Addiction Recovery Group  | Wednesday                  | Operational           |
| <b>MWDC</b>   |  |   |                            |                       |
| <b>Program</b>  | <b>Provider</b>                                    | <b>Description</b>  | <b>Day</b>                 | <b>Current Status</b> |
| Adult Basic Education/GED*  | Miami-Dade County Public Schools                   | Adult literacy and preparation for taking the GED examination                     | Monday - Friday            | Operational           |

|                             |                                      |  |                   |                       |
|-----------------------------|--------------------------------------|--|-------------------|-----------------------|
| Construction Trades*        | Florida International University     | Vocational training leading to job placement                           | Monday – Thursday | Operational           |
| Commercial Driver Training* | Miami-Dade County Public Schools     | Vocational training leading to job placement                           | TBD               | Operational           |
| Criminon*                   | Volunteer-Led                        | Self-Improvement / Life Skills Program                                 | Monday            | Pending               |
| Narcotics Anonymous*        | Volunteer-Led                        | Addiction Recovery Group   | Tuesday           | Pending               |
| Peace Education Program     | Prem Rawat Foundation                | Self-Improvement / Life Skills Program                                 | Thursday          | Operational           |
| Yoga                        | Volunteer-Led                        | Physical and mental practices and discipline                           | Friday            | Operational           |
| Exchange for Change         | Exchange for Change                  | Journaling to express feelings and heal                                | Tuesday           | Operational           |
| Parenting                   | Children of Inmates                  | Parenting information and models of parenting                          | Thursday          | Operational           |
| Art Therapy                 | Children of Inmates                  | Providing therapeutic art programming                                  | Friday            | Operational           |
| Pre-Release Assistance*     | Gang Alternative                     | Various pre-release assistance and services                            | Flexible          | Operational           |
| Alcoholics Anonymous*       | Volunteer-Led                        | Addiction Recovery Group   | Thursday          | Operational           |
| Focus Program*              | MDCR Reentry Program Services Bureau | Cognitive Behavioral program designed to reduce the risk of recidivism | Monday - Friday   | Operational           |
| <b>PTDC</b>                 |                                      |  |                   |                       |
| <b>Program</b>              | <b>Provider</b>                      | <b>Description</b>   | <b>Day</b>        | <b>Current Status</b> |
| Yoga                        | Volunteer-Led                        | Therapy to Help Clients Improve their Health                           | Wednesday         | Pending               |
| Yoga                        | Volunteer-Led                        | Therapy to Help Clients Improve their Health                           | Friday            | Operational           |
| Focus Group*                | Counselors                           | Cognitive Behavioral Intervention                                      | Thursday-Friday   | Pending               |
| Alcoholics Anonymous*       | Volunteer-Led                        | Addiction Recovery Group   | Saturday          | Operational           |
| ABE/GED*                    | Miami-Dade County Public Schools     | Alternative Education  | Monday - Thursday | Operational           |
| Narcotics Anonymous*        | Volunteer-Led                        | Addiction Recovery Group   | TBD               | Pending               |
| Exchange for Change         | Exchange for Change                  | Journaling to express feelings and heal                                | TBD               | Pending               |

|                         |                  |   |          |             |
|-------------------------|------------------|---|----------|-------------|
| Pre-Release Assistance* | Gang Alternative | Various pre-release assistance and services | Flexible | Operational |
|-------------------------|------------------|---|----------|-------------|

**MDCR’s “Boot Camp”** is an Inmate Management System known as “Shock Incarceration” and “Regimented Inmate Discipline” in a paramilitary setting integrating academic, vocational, rehabilitative programs, the Thinking for a Change model, structured activities, and a wide array of services. Boot Camp cadets are sentenced offenders between the ages of 14 and 24, with those under 18 having been adjudicated as adults mandated in the program as part of their sentence. Boot Camp was implemented in 1995 and has been accredited by the American Correctional Association since 2004. An on-site computer lab was recently approved by the State of Florida as a General Equivalency Diploma (GED) testing site which enhances educational opportunities for cadets. Cadets receive education and training in the following areas:

- GED preparation
- Vocational training
- Post-secondary education assistance
- Financial literacy
- Skills training and job placement

**General Equivalency Diploma (GED)** is facilitated by Miami-Dade County Public Schools. GED preparation and testing are currently available to inmates.

**Inmate Violence Reduction Program (known as the Focus Program)** was developed and implemented on October 3, 2022, to identify and engage disruptive inmates in programs and reentry assistance. The program is operational at Metro West (males) and TGK (females). Each client receives a Risk/Needs Assessment to guide jail-based programming and formulate a reentry plan, receive a list of program assignments, and participate in weekly Cognitive Behavioral Therapy designed to address dysfunctional thinking and behavior and teach pro-social values and skills. Program effectiveness will be determined by a reduction in institutional violence among participants and completion of assigned programs.

**Pre-Release Services**, in partnership with and facilitated by Gang Alternatives, provide inmates who are 18 and older and housed in MWDC and PTDC, along with boot camp cadets, with pre-release assistance to aide their reintegration back into the community. Services include:

- Youth Development
- Family Strengthening
- Workforce Development
- Community Partnership
- Health and Wellness

**Self-Improvement** is facilitated via the Peace Education Program (PEP), a self-improvement program currently operational at MWDC that promotes the concept of individual peace through education. The target population are adults who volunteer to participate. Expected outcomes are a reduction in disruptive incidents and an increase in overall compliance from participants.

**Self-Improvement and Self-Empowerment** is facilitated by Criminon, a self-improvement program slated for introduction at MWDC in early 2023. Expected outcomes are a reduction in disruptive incidents and an increase in overall compliance from participants.

**Peer Mentoring** is implemented through Eradicating the School to Prison Pipeline (“E-STOPP”). E-STOPP is a mentoring program at TGK that provides juveniles sentenced as adults with mentoring and education to break the cycle of recidivism.

**Addiction Services** are provided via Alcoholics Anonymous and Narcotics Anonymous. Substance abuse and addiction recovery services are offered via group counseling. MDCR is in the process of expanding addiction services to PTDC, making this service available in all facilities.

**Vocational Training** is offered through via Miami-Dade County Public Schools (“MDCPS”) MDCPS offers vocational training opportunities to inmates. Additionally, MDCPS provides training in environmental services at TGK and commercial driving which takes place in the CDL Simulator Lab in MWDC.

**Pre-apprenticeship Construction Trade Program** is being offered at MWDC through a partnership launched in November 2022 with Florida International University (“FIU”) that targets sentenced inmates six to nine months prior to release. These inmates can enroll in a six-month vocational program that includes construction craft labor courses such HVAC, electrical, and/or carpentry. Students receive construction and safety training and earn their OSHA 30 certification, NCCER core curriculum certification, and a Level 1 craft credential in the specialty trade focus of the program. Each student also receives reentry planning and support, including job placement and financial literacy, followed by one year of case management services through a reentry collaborative maintained by FIU. This program is also being provided to inmates at Everglades Correctional Institution, a Florida Department of Correction (FDOC) facility.

**Motivational Speakers Program** is being implemented via the MDCR Motivational Speakers Bureau to bring a diverse group of guest speakers to engage inmates in thoughtful discussion into the jails with an emphasis in areas where incidents of violence are exceptionally high. This inspirational program is anticipated to start in the first quarter of 2023.

**Music Engineering** will be offered through a partnership between MDCR and the 34 Ways Foundation Music to identify inmates at the PTDC and engage them in music engineering instruction while providing access to record their own music. This program is still under development and is slated for implementation in 2023.

**Peer Mentoring** is offered through the Positive Peer Leadership Mentoring (“PPLM”) Program, a component of the County’s Anti-Violence Initiative (“AVI”) which empowers incarcerated individuals to become positive peers and “credible messengers” who can positively impact the lives of “wannabes” and those who are already gang/group involved. To date, 60 mentoring sessions, offered to 3,535 inmates and children, have been held in person at Everglades Correctional Institution and MWDC, and virtually via Community Youth Against Violence. As an activity of PPLM, AVI hosts In-Prison Gang Prevention Summits where individuals who were once drivers of violence are elevated in strategy discussions with policymakers and other

community leaders on how to reduce violence in Miami-Dade County. A total of 500 individuals, including community members and incarcerated men have participated over the three (3) summits held to date.

**Reentry One Stop**, via the Walking One Stop model, has been implemented to connect inmates to services prior to release. Walking One Stop, another County AVI initiative, is a community collaborative against violence that partnership with community leaders, law enforcement, and resource and social Service providers as the award-winning and nationally acclaimed ultra-community against violence. The Walking One Stop, a community collaborative against violence that mobilizes a team of elected officials, faith leaders, social and economic service providers along with criminal justice personnel and community activists to bring federal, state, and local resources to the doorstep of residents who have experienced recent or persistent incidents of gun violence. Adopting the premise of the Walking One Stop model, MDCR implemented the Reentry One Stop which positions inmates, especially those who were financial contributors to the household, to connect their family to services and support systems while in custody. Assistance may include, but is not limited to rent and utility assistance, childcare, substance abuse, food, and more. The first two events were held on November 15, 2022 at the MWDC and on December 6, 2022 at TGK with participation from 17 representatives from governmental and community-based organizations participated. Inmate residents had an intimate opportunity to meet and speak with the five participating providers who shared information about services and how to access those services.

**Writing Exchange Program** is facilitated via Exchange for Change (“E4C”). E4C offers educational and communication skills-building courses to incarcerated students to amplify and bring their voices to the outside. Both sides are served through advocacy, education, vision and understanding. E4C believes that every voice is valuable, and students should be given the opportunity to express themselves without fear; using pen and paper to become agents of social change across different communities in ways they may not have encountered or imagined. Launched in March 2022, E4C and MDCR embarked on a partnership to provide services to individuals in the County’s jail. The organization’s top priority is providing high-quality, college-level writing courses to MDCR clients. The facilitators are experts in their fields, many of them college professors or long-time professionals interested in sharing their knowledge with the incarcerated population. The scope of the program focuses on writing, and all courses are designed to strengthen a student’s writing skills, whether they are creative writing, professional writing, and/or analytical writing skills.

**Art Therapy and Parenting** classes are being offered by Children of Inmates. (COI) Art Therapy provides students with therapeutic art programming and the Parenting classes teaches various models of parenting. Through a network of faith-based and professional organizations, COI reconnects children to their incarcerated parents, create positive memories and momemhts for cgh

**Life Skills** are offered via Ladies Empowerment and Action Program, which teaches essential life skills and takes a comprehensive and holistic approach in preparing incarcerated women for release. For women incarcerated in the FDOC system, LEAP begins with an orientation session open to any woman scheduled to be released from a state prison within 12-18 months. Inmates interested in the classes, must complete an application and interview process demonstrating their

willingness to change and do the work. Those selected are transferred to the Homestead Correctional Institution where the classes are held. Classes are offered two times a year to 50-60 incarcerated women. Each session lasts five months and consists of approximately 250 hours of course work. Course program includes entrepreneurships, workforce readiness, trauma informed addiction and extensive cognitive behavior analysis. Women nearing release work with instructors to create business plans, participate in job readiness training which covers a variety of courses including resume preparation, job search skills which incorporate engaging role playing to teach life skills that help students gain confidence and independence. Students are also taught entrepreneurial skills involving the fundamentals of starting a business and marketing and financial strategies. Additionally, students are given the opportunity to present their business plans to a panel of entrepreneurs in a LEAP competition for the chance to win cash prizes that can help fund their business ventures.

Through a strategic partnership with MDCR, LEAP services are now offered to individuals in MDCR's custody. LEAP is currently facilitating a Trauma Safety class and providing group services.

**Workforce Development Readiness and Job Placement Services** are provided by Transition, Inc ("Transition") and Opportunities Industrialization Center of South Florida ("OIC-SFL"). Transition, located in Overtown, is a non-profit reentry organization that offers education and job training tools to justice-involved individuals, including disabled veterans, the homeless and those battling addiction, who face obstacles to employment. Transition focuses primarily on young men and women ages 18-24, offering training in computer skills, time management, resume preparation, interview tips and guidance on the professional attire, and maintains a job data base of employers to assist ex-offenders with finding employment and training. The organization provides training and certifications in constructions, warehouse, landscape, restaurant operations, and hospitality. Presently, Transition plays a critical role in the Boot Camp program. The organization works closely with cadets to help prepare them for release by focusing on job readiness, employment skills, trade/labor training, and more.

OIC-SFL serves the South Florida community-based workforce through training and job development by partnering with various Workforce Development Division programs while focusing on the unemployed, underemployed, unskilled, and those with barriers to self-sufficiency due to past indiscretions in their backgrounds. OIC-SFL reentry community-based initiatives are current, practical, and customizable addressing the vicious cycle of poverty in their Youth and Family programs. OIC-SFL partners with local schools and government agencies including the US. Department of Health and Human Services, U.S. Department of Labor Employment and Training Administration, and Substance Abuse and Mental Health Services Administration (SAMHSA), to name a few. OIC offers more than 20 education, training, and certification opportunities in the following categories:

- Culinary and Food service
- Customer Service
- Supply Chain Operations
- General Construction & Safety
- Information Technology

This past December, ONS and MDCR leadership met with the OIC Executive Director to establish a partnership that will bring a plethora of OIC support services behind the wall and connect released individuals to community-based services.

**Promethean Boards** are mainstays in every educational institution and will be utilized to facilitate education and instruction in the training and educational courses provided to inmates. MDCR will be installing these boards in every classroom along with mobile carts within the first quarter of 2023.

## **Attachment B**

### **A Look Beyond Miami-Dade County: Snapshots of Reentry Programs and Services Administered by Other Jurisdictions**

#### **New York City, New York – Jails to Jobs Program**

In 2018, New York City launched “Jails to Jobs”, a citywide reentry initiative focused on paid transitional employment, job training, access to higher education, and support services to approximately 5,000 justice-involved individuals. With this initiative, a system was developed to address the individuals’ vocational, educational, and therapeutic needs. In January of 2020, the program was expanded to serve more people and increase the breadth and depth of services offered including the following:

- Enhancing services that begin in jail and continue into the community post-release
- Creating additional supports to individuals on the day of jail release
- Hiring more staff at contracted non-profit organizations with shared criminal justice experiences to serve as mentors
- Localizing services to ensure supports and resources are accessible in neighborhoods to returning individuals
- Expanding wraparound social services and connections of care

In January 2022, the initiative expanded further to provide holistic reentry services to individuals returning to NYC from state prisons. This expansion includes discharge planning prior to release from prison, transportation from prisons to non-profit service provider organizations in the community, and an array of existing vocational, educational, and therapeutic services called the Community Justice Network which currently serves approximately 8,000 people per year.

#### **Pennsylvania Department of Corrections (PADOC) Reentry Program**

The goal of the PADOC Reentry Program is to ensure that incarcerated individuals returning to communities receive support and services needed for positive, stable reintegration, and success as citizens. The PADOC Reentry Program provides education and vocational training that includes the following:

- Each State Correction Institution is an official GED Test Center.
- Courses and workshops on budgeting and managing personal finance are provided.
- Vocational Trade Certifications (recognized nationally by prospective employers) are offered, including OSHA, PA State Automotive Inspection License, Barber License, Ward Flex Gas Tubing, NCCR Safety (levels one and two certificate opportunities), American Welding Association, and Fiber Optic Technology, Microsoft Computer Applications (e.g. International Computer Driver’s License/ICDL, Cosmetology License, and an Optical Certification.
- Victim Advocacy is taught to raise awareness about the major impact of crime on victims, the Office of Victim Advocate and the PADOC have established programs and classes that increase offenders’ levels of accountability and empathy for those they have harmed by providing a healing platform for victims and survivors of crime to share their experiences.

Employment opportunities include job/apprenticeship fairs. Presenters have included builders, ironworkers, bricklayers, cement masons, steamfitters, sheet metal workers, roofers, and carpenters as well as members of the building and construction trade unions). To further help with the reintegration success, and prevent future crimes, ex-offenders receive support services with interactive county resource directories, PA Department of Transportation ID cards, PA's driver license renewal and restoration services, birth certificates, social security cards, resume preparation, medical assistance and Social Security income applications, transitional housing, and other reentry services. Reentry is facilitated by operating or contracting with a network of 52 community corrections centers throughout the Commonwealth of Pennsylvania, including but not limited to housing, workforce development, veteran services, and family reunification.

### **Palm Beach County, Florida – Palm Beach County Reentry**

The Palm Beach County Reentry Initiative is supported by the Palm Beach Criminal Justice Commission through the Reentry Task Force responsible for implementing the Palm Beach County Strategic Plan for Reentry which provides comprehensive case management and job development program. The Palm Beach County Reentry strategy includes developing and maintaining partnerships with government departments at the federal, state, and local levels along with social services agencies, community and faith-based organizations, private sector businesses, and residents. In 2017, Palm Beach County Department of Public Safety and Justice Services was awarded federal funding in which the County sought to enhance employment services for returning residents from the Florida Department of Corrections or the Palm Beach County Sheriff's Office. Palm Beach County contracted with three reentry service providers to provide transitional employment in tandem with evidenced-based cognitive behavioral interventions for moderate to high risk returning residents with low employability. Palm Beach County's Transitional Job Program places participants into temporary paid employment. The primary goals of the Transitional Job Program are to reduce recidivism and increase-long term employment.

Palm Beach County offers the following services:

- Case management and computer skills training
- Job coaching workshops or referrals for social services
- Job readiness training and job placement (via CareerSource Palm Beach County)
- Transportation and stable housing
- Driver license restoration and restoration of civil rights
- Reentry hotline that returning citizens can contact for help with developing a plan for release
- Access to paralegals

### **Dallas/Fort Worth, Texas – Texas Offenders Reentry Initiative (TORI)**

The mission of TORI is to guide and empower ex-offenders to maximize their potential which increases the opportunity for successful reintegration into society and the potential to become productive citizens of their communities. TORI is a 12-month rehabilitative program that focuses

on empowering participants to achieve their maximum potential, and an initiative of The Potters House of Dallas. The following services are offered through TORI:

- Housing - partners with shelters, transitional housing programs, property owners and housing authorities to assist clients and their families in finding a place to call home.
- Healthcare - clients are provided the necessary resources to obtain healthcare coverage, and connection with local, affordable health clinics and pharmacies.
- Education - partners with agencies to offer GED and vocational training, support groups for behavior and addiction issues, basic life skills and financial literacy to serve as a foundation for success.
- Employment - offers training in resume creation, interviewing skills, workplace ethics, interpersonal skills, communication skills, conflict resolution, and time management.
- Spirituality - provide a professional team of trained, faith-based mentors for spiritual counseling and connections with chaplaincy services.
- Family - support is offered in the form of classes, trainings, family support services, and referrals are provided to increase family reunification.