

# Memorandum

MIAMI-DADE  
COUNTY

**Date:** June 06, 2013

**To:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Report on the Status of Miami-Dade Blue Ribbon Advisory Committee Report and Findings and Updated Recommendations

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The attached information is provided in response to Resolution No. R-949-12, adopted by the Board of Board Commissioners on November 8, 2012, directing a review of the status of the Miami-Dade Blue Ribbon Advisory Committee Report and Findings and updated recommendations.

The Miami-Dade County Board of County Commissioners created the Miami-Dade County Blue Ribbon Advisory Committee to focus on Miami-Dade County jails and the re-entry of ex-offenders into local communities. This effort emerged from a growing national consensus that systematic reforms can alleviate the costly cycle of incarceration, release, and recidivism. On March 28, 2008, the Blue Ribbon Advisory Committee submitted the attached 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, and which are summarized below:

- Proxy Triage Risk Screener is being 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 which identifies inmates with medium to high risk of recidivism in order to focus re-entry efforts.
- The Transition from Jail to Community model is being phased in over the course of 12 months. The model is based on process reforms to standardize recidivism risk screening during the intake process and provide comprehensive assessments once identified as medium to high risk of recidivating. These inmates would receive a tailored Transition Case Plan to assist in their re-entry.
- The Transition Case Plan utilized under this model specifically identifies "self-defeating behavior/problems", corresponding behavioral goals, and referrals to social service agency, and necessary contact information, as well as post release community referrals identified during the re-entry programming.
- The National Institute of Corrections' Thinking for a Change curriculum is in the process of being implemented. It is an integrated, cognitive behavioral change program for offenders which includes cognitive restructuring, social skills development, and development of problem solving skills.
- Educational and vocational services continue to be provided to inmates such as basic education, General Equivalency Diploma, cosmetology, carpentry, mechanics, and environmental services through Dade County Public Schools.
- Social services from local community partners are provided including hardship driver's license, substance abuse and mental health services, post-release case management services and the delivery of governmental benefits.
- The I'm Ready Program, commenced operations on June 28, 2012, and consists of youthful offenders who cannot qualify for the Boot Camp Program. Participants are required, by court order, to participate in educational and vocational training, work within the jail facility and participate in substance abuse education treatment. Participants receive a risk/needs assessment and a Transition Case Plan. The first graduation of thirteen students was celebrated on December 17, 2012.

As part of ongoing efforts to improve operations and service delivery, Miami-Dade Corrections and Rehabilitation Department has instituted other initiatives outside of those from the Blue Ribbon Advisory Committee report to improve re-entry efforts such as the Re-Entry Resources Guide, Re-Entry TV, and Re-Entry Hotlines.

- The Re-Entry Resource Guide is an important resource aimed at assisting inmates during the transition process was recently revised and expanded. It will be published in the three most predominantly spoken languages in Miami-Dade County and is currently being translated into Spanish and Creole. The Re-Entry Resource Guide will be published in the spring of 2013.
- The Re-Entry 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 plan their own release.
- The Re-Entry TV has been implemented in two of Miami-Dade Corrections and Rehabilitation Department's largest jail facilities, and is currently being expanded to an additional jail facility. This innovative project received the 2012 Achievement Award from the National Association of Counties (NACo).

The Miami-Dade County Re-entry Council will be convened in the near future and should consider developing updated recommendations to further enhance the original recommendations identified in the Breaking the Cycle: Rehabilitation and Job Training in County Jails published on March 28, 2008. Miami-Dade County remains strongly committed to creating an effective re-entry program which will reduce offender recidivism, increase public safety, and create a safer and more prosperous community.

Should you have any questions or need further information, please contact Timothy P. Ryan, Director, Miami-Dade Corrections and Rehabilitation Department, at telephone number (786) 263-6010.

c: Genaro "Chip" Iglesias, Deputy Mayor  
Timothy P. Ryan, Director, Miami-Dade Corrections and Rehabilitation Department

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**Breaking the Cycle: Rehabilitation and Job Training in Miami-Dade County Jails**  
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RECOMMENDATIONS	<p><b>Local Re-Entry Council:</b> A local Re-Entry 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 re-entry services.</p> <p><b>Re-Entry Council to Include State &amp; Federal Prisons:</b> A local Re-Entry Council should include representation from state and federal prison and probation/parole systems to provide a forum for ongoing coordination with local re-entry services.</p>
STATUS	<p>On April 7, 2009, the Board of County Commissioners approved Resolution # R-321-09, creating the Miami-Dade County Re-entry Council to provide a forum for ongoing planning and coordination of local services to facilitate re-entry of inmates into the community. The Miami-Dade County Re-entry 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 re-entry services. Furthermore, the resolution directed the Miami-Dade County Re-entry 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:</p> <ul style="list-style-type: none"> <li>• Commission Chairperson or Commissioner designee</li> <li>• Mayor or designee</li> <li>• Chief Judge of the Circuit Courts or designee</li> <li>• State Attorney or designee</li> <li>• Public Defender or designee</li> <li>• Director of the Miami-Dade Corrections and Rehabilitation Department or designee</li> <li>• Director of the Miami-Dade Police Department or designee</li> <li>• Superintendent of the Miami-Dade Public Schools or designee</li> <li>• Executive Director of the South Florida Workforce Investment Board or designee</li> <li>• Director of the Miami-Dade Public Housing and Community Development or designee</li> <li>• President of the South Florida AFL-CIO or designee</li> <li>• Director of the Miami-Dade County Department of Community Action and Human Services or designee</li> <li>• Executive Director of the Miami-Dade County Homeless Trust or designee</li> <li>• Executive Director of Transition Inc., or designee</li> <li>• President/CEO of the Beacon Council or designee</li> <li>• The Mental Health Project Coordinator of the Administrative Office of the Courts or designee</li> <li>• Director of the Miami-Dade County Juvenile Services Department or designee</li> <li>• U.S. Attorney for the Southern District of Florida or designee</li> <li>• Florida Department of Corrections, Assistance Secretary for Re-Entry or designee</li> <li>• President of Miami-Dade College or designee</li> <li>• President of Florida International University or designee</li> <li>• Two (2) ex-offender members, who are to be appointed by the Chair of the Re-entry Council</li> <li>• Two (2) members of faith-based organizations, who are to be appointed by the Chair of the Re-entry Council</li> </ul> <p>Since 2009, several important re-entry efforts have been implemented in the absence of convening the Re-entry Council and will be discussed throughout this report. Currently, the County is in the process of coordinating the inaugural meeting of the Miami-Dade County Re-entry Council through the Office of the Mayor.</p>

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RECOMMENDATION	<p><b>Piloting and Systematic Development of Solutions:</b> 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.</p>
STATUS	<p>The need for the implementation of rehabilitative interventions is essential in a comprehensive re-entry program. Therefore, Miami-Dade Corrections and Rehabilitation Department has made several important changes to improve its re-entry efforts and incorporate rehabilitative programming as well as adopting the Transition from Jail to Community model. In 2007, the National Institute of Corrections partnered with the Urban Institute to commence the Transition from Jail to Community model which addresses the unique challenges of jail re-entry and successful return of offenders to the community from local jails. The Transition from Jail to Community model incorporates evidence-based practices from re-entry research to develop a comprehensive model. This model represents a systems approach to jail-to-community transition, in which jails and communities work collaboratively on re-entry efforts. Below are the major elements of the model:</p> <ul style="list-style-type: none"> <li>• <b><u>Leadership, vision and organizational culture</u></b> to set expectations and empower stakeholders and staff;</li> <li>• <b><u>Collaboration and joint ownership</u></b> by both jail and community stakeholders to develop and share responsibility for joint outcomes of interest;</li> <li>• <b><u>Data-driven understanding of the local issue</u></b>, including characteristics of the returning population and local barriers and assets;</li> <li>• <b><u>Targeted intervention strategies</u></b> to assess individuals, plan for release, and provide services and training in jail and in the community;</li> <li>• <b><u>Screening and assessment</u></b> to quickly determine an inmate's risks and needs and guide transition planning and service provision;</li> <li>• <b><u>Transition plan development</u></b> to prepare individuals for release and reintegration;</li> <li>• <b><u>Tailored transition interventions</u></b> that begin in jail and continue after release; and</li> <li>• <b><u>Self-evaluation and sustainability</u></b> to guide and improve the effort.</li> </ul> <p>In fact, the Miami-Dade Corrections and Rehabilitation Department applied to become one of six demonstration sites to adopt this model with assistance from the National Institute of Justice in a recent application. Although, Miami-Dade County was not a selected site, this approach is being incorporated as a re-entry model since it is considered a best-practice. In August 2011 and April 2012, staff received training on the Transition from Jail to Community model as a part of a technical assistance grant requested from the National Institute of Corrections.</p> <p>The vision for a successful Transition from Jail to Community model would result in a system-wide change through the creation of a systemic offender re-entry process that reduces reoffending and increases public safety by:</p> <ul style="list-style-type: none"> <li>• Identifying all offenders held beyond 24 hours who have a medium to high risk of reoffending;</li> <li>• Utilizing evidence-based interventions to address the factors leading to criminal behavior;</li> <li>• Capturing outcome measures throughout the system; and</li> <li>• Creating a comprehensive collaboration of stakeholders through the Miami-Dade County Re-entry Council to promote the Transition from Jail to Community model.</li> </ul>

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Additionally, the Transition from Jail to Community model would likely reduce the major gaps and barriers currently experienced in Miami-Dade County and improve service delivery to underserved inmates. The recidivism risk level is currently not determined for all offenders held beyond 24 hours, resulting in re-entry programming that does not target all medium to high risk offenders. Since these offenders are most likely to recidivate, re-entry programming should target these offenders. Re-entry programming underutilizes evidence-based interventions to reduce reoffending and increase public safety.

The key outcomes that require remediation are those that directly minimize or eliminate the gaps to current re-entry efforts and ensure effectiveness. In order to objectively determine the need and efficacy of re-entry 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 sub-sets of the jail population which receive re-entry programming and female offenders, youthful offenders, and for offenders who are high consumers of services or who are frequently incarcerated. The ability, to provide adequate services to inmates, is predicated on the ability to screen offenders to determine recidivism risk level and reentry needs; therefore, the ability to screen all offenders held beyond 24 hours should be the foundation of re-entry programming in Miami-Dade County. The cornerstone of enhanced services would be the ability to perform in-depth risk and needs assessment on all medium and high risk offenders to measure risk of reoffending; provide Transition Case Plans to all offenders targeted for re-entry programming; and manage data on re-entry programming and offender outcomes so as to evaluate program effectiveness. Other key outcomes include the development of evidence-based interventions in the jail which reduce offender recidivism and the creation of collaborative partnership with service providers, educational institutions, and criminal justice partners to sustain the Transition from Jail to Community model.

This model will be phased-in to the inmate population, beginning with Boot Camp Program cadets, I'm Ready Program students, and juveniles adjudicated as adults. Sentenced adult inmates housed in Metro-West Detention Center, Turner Guilford Knight Correctional Center, Pre-Trial Detention Center, and the Training and Treatment Center, who are assessed as medium to high-risk for recidivism, will be eligible to participate in the Transition from Jail to Community initiative.

The Transition from Jail to Community model is data driven and includes the collection of 50 performance indicators to measure program outcome which are discussed on page 5 of this report.

Staff also received an overview of the National Institute of Corrections' Thinking for a Change during the April 2012 training event. Miami-Dade Corrections and Rehabilitation Department is transitioning to incorporate Thinking for a Change curriculum as the core of its cognitive behavioral interventions. The Thinking for a Change curriculum is an integrated, cognitive behavioral change program for offenders that includes 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.*

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RECOMMENDATION	<p><b>Analysis of Re-Entry Needs and Outcomes:</b> A research and evaluation group should be convened under the local Re-Entry Council, with academic partners, to pursue in-kind and grant-funded strategies for local re-entry research, data collection, analysis, and internships.</p>
STATUS	<p>Research and evaluation is an important component to determine the efficacy of any rehabilitative and re-entry programming in a correctional setting. The participation of academia from the Miami-Dade College and Florida International University in the Miami-Dade Re-entry Council will be essential to establish a research and evaluation group and incorporate research based interventions in re-entry efforts.</p> <p>The Transition from Jail to Community 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:</p> <ul style="list-style-type: none"> <li>• Number of Individuals Booked</li> <li>• Number of Screenings Conducted       <ul style="list-style-type: none"> <li>○ Number screened as High Risk</li> <li>○ Number screened as Medium Risk</li> <li>○ Number screened as Low Risk</li> </ul> </li> <li>• Number of Assessments Conducted       <ul style="list-style-type: none"> <li>○ Number of Individuals screened as high risk for whom assessments were conducted:</li> <li>○ Number of Individuals screened as medium risk for whom assessments were conducted</li> </ul> </li> <li>• Number Transition Case Plans developed:</li> <li>• Transition Case Plans and Core Service Utilization</li> <li>• Number Individuals <i>assessed</i> as HIGH risk for whom Transition Case Plans were developed</li> <li>• Number of <i>High and Medium</i> risk individuals <i>placed</i> in core in-jail programs/services</li> <li>• Number Individuals for whom Transition Case Plans were developed:</li> <li>• Number Transition Case Plans addressing:       <ul style="list-style-type: none"> <li>○ Number of <i>Medium</i> risk clients released from jail with position of legal employment</li> <li>○ Number of <i>Medium</i> risk clients employed 30 days post release</li> </ul> </li> </ul> <p>Additionally, Judge Beth Bloom has partnered with the University of Miami to conduct an outcome-based evaluation of the I'm Ready Pilot Program recently implemented in the Miami-Dade Corrections and Rehabilitation Department and further discussed in the latter part of this report.</p>

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RECOMMENDATION	<p><b>Expand from pilot groups to universal participation:</b> A transition pathway should begin with pilot groups participating in existing re-entry programs, should phase in all county-sentenced inmates, and should ultimately target all persons held beyond 72 hours.</p>
STATUS	<p>Recent best practices in the area of re-entry have posited that re-entry 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 <i>Review of Jail and Re-entry Programs</i> report states:</p> <p style="padding-left: 40px;"><i>That a universal screening tool should be utilized such as the Proxy 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 re-entry facility however the intensive treatment should be targeted for the high risk group.</i></p> <p>In 2011, the Intake and Needs Screening form, utilized by the Miami-Dade Corrections and Rehabilitation Department's Volunteer Services Coordinators for inmates requesting re-entry services, was revised to include the Proxy Triage Risk Screener. The Proxy Triage Risk Screener is currently only used to pre-screen offenders, who elect to receive re-entry services, for risk to reoffend. Prescreening allows correctional agencies to triage offenders prior to conducting a full assessment with a third generation risk and needs assessment tool. The Proxy Triage Risk Screener is a simple, three-question tool and scoring process that has been validated and is currently in various jurisdictions throughout the United States including five Transition from Jail to Community Demonstration sites. Proxy Triage Risk Screener is being incorporated into the 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 the following information:</p> <ul style="list-style-type: none"> <li>• Current Age;</li> <li>• Age of First Arrest; and</li> <li>• Number of Prior Arrests.</li> </ul> <p>Inmates scoring as medium to high risk of recidivating would participate in the Transition from Jail to Community model. The implementation of the Transition from Jail to Community model will be phased in over the course of the next 12 months. The model will be implemented in the Boot Camp Program, the I'm Ready Program and for juvenile inmates adjudicated as adults. Subsequent implementation will occur for adult sentenced inmates, identified as medium to high risk of recidivism, at the Metro-West Detention Center, Turner Guildford Knight Correctional Center, Pre-Trial Detention Center, and the Training and Treatment Center. Data collection should be developed to measure the efficacy of this model in Miami-Dade County, and would benefit from the establishment of a research and evaluation group by the Miami-Dade Re-entry Council.</p> <p>Another pilot program created by the Eleventh Judicial Circuit of Florida in collaboration with the Miami-Dade Corrections and Rehabilitation Department, called the I'm Ready Program, commenced operations on June 28, 2012. Participants sentenced to this program consist of youthful offenders who cannot qualify for the Boot Camp Program. Participants will be required, by court order, to participate in educational and vocational training, work within the jail facility and participate in substance abuse education treatment classes and groups for a six-month period and followed by probation. Participants will receive a risk/needs assessment and a Transition Case Plan. This is another key example of the successful partnership Miami-Dade Corrections and Rehabilitation Department has developed with key stakeholders, such as the 11<sup>th</sup> Judicial Circuit of the Florida, to develop unique diversionary programs.</p>

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RECOMMENDATION	<p><b>Motivating Voluntary Participation:</b> Voluntary participation in re-entry 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.</p>
STATUS	<p>Inmates housed in the Miami-Dade Corrections and Rehabilitation Department can earn gain time by participating in re-entry 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. Although gain time provisions are governed by Florida State Statutes, the Miami-Dade Corrections and Rehabilitation Department is evaluating opportunities to provide additional gain time to inmates participating in both programs. Additional incentives, such as movie night, extra visitation with family, or longer curfew, are being evaluated to encourage more inmates to participate in re-entry programs.</p>

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RECOMMENDATION	<p><b>Standardize participation and procedures:</b> The Miami-Dade 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.</p>
STATUS	<p>Inmate workers are important to any correctional institution, including the Miami-Dade Corrections and Rehabilitation Department, providing essential services necessary for their daily operation including sanitation, food preparation, and laundry. In fact, there are 659 inmate worker posts necessary to accomplish these daily services with 557 minimally required to be staffed. These services, if not provided by inmate workers, would otherwise be contracted to outside vendors and would incur significant costs. However, the compulsory use of unsentenced inmates as workers is prohibited by legal precedent such as <i>McGarry v. Palitto</i>, Docket No. 10-669. In, August 03, 2012 United States District Court of Appeals 2<sup>nd</sup> Circuit stated in this ruling:</p> <p style="padding-left: 40px;">The Thirteenth Amendment provides that “[n]either slavery nor involuntary servitude, except as a punishment for crime whereof the party shall have been duly convicted, shall exist within the United States, or any place subject to their jurisdiction.” Shortly after its passage, the Supreme Court held that the Amendment “is not a mere prohibition of State laws establishing or upholding slavery, but an absolute declaration that slavery or involuntary servitude shall not exist in any part of the United States.” Contrary to the district court’s conclusion, it is well-settled that the term “involuntary servitude” is not limited to chattel slavery-like conditions. The Amendment was intended to prohibit all forms of involuntary labor, not solely to abolish chattel slavery.</p> <p>Florida State Law 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, un-sentenced inmates must consent to work and cannot be compelled. Additionally, 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 re-entry programs are discussed in the status update of the Motivating Voluntary Participation section.</p> <p>Inmate workers are also required to be medically cleared to ensure their ability to perform the required tasks and to minimize injuries. As of September 2012, there were 740 sentenced inmates of which 422 are medically cleared and qualify to serve as inmate workers. Recently, the Miami-Dade Corrections and Rehabilitation Department met with Corrections Health Services and identified possible changes that would improve the process of medical screenings. These changes include housing all inmates who have yet to be cleared as an inmate worker, for improved follow-up and tracking, as well as identifying specific restrictions to accommodate a particular work assignment. The Miami-Dade Corrections and Rehabilitation Department and Corrections Health Services will continue to meet to improve the inmate medical screening process, as we are committed to identifying the maximum number of eligible inmates as inmate workers.</p> <p>In an effort to improve the jail booking process, Miami-Dade Corrections and Rehabilitation Department embarked on a project to create a completely Centralized Intake Center at Turner Guilford Knight Correctional Center. This project will consolidate the intake processing function, inmate classification, records keeping, inmate property storage, and release of inmates from custody and will include a law enforcement officer Lobby in a centrally located facility. The responsibility for oversight, coordination, and management of re-entry efforts, program services, and volunteer participation is centralized in the Program Services Division of the Miami-Dade Corrections and Rehabilitation Department.</p>

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RECOMMENDATIONS	<p><b>Re-Entry Sentencing Options:</b> Upon agreement by the defendant and prosecutor, individuals who meet re-entry participation criteria should receive individual discharge plans developed by Miami-Dade Corrections and Rehabilitation Department case managers in conjunction with service providers.</p> <p><b>Post-Release Linkages (Discharge Phase):</b> 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.</p>
STATUS	<p>The Miami-Dade Corrections and Rehabilitation Department created a Volunteer Re-entry Coordinator position in May, 2010 whose duties include working with inmates to assist with their re-entry planning and focuses primarily with housing, substance abuse treatment/prevention, employment, income/benefits, health, and transportation. The Volunteer Re-entry Coordinator's primary responsibility is to gain awareness of the inmate's needs when released, serve as a conduit of resources available, and link the inmate with those sources of assistance when released. Additionally, the Volunteer Re-entry Coordinators interview inmates utilizing the Intake and Needs Screening form.</p> <p>This is a volunteer position routinely filled with local criminal justice interns from a variety of colleges and universities in the Miami area. As a result, in-custody offenders begin to receive assistance in planning for their release by going through an interview with Volunteer Re-entry Coordinators.</p> <p>Since the inception of the Proxy Triage Risk, well over 2,000 offenders have received this screening with 60% having a score of medium to high-risk of reoffending, giving Miami-Dade Corrections and Rehabilitation Department the capability to analyze the needs of its population. Each offender who volunteers to be screened receives a personalized Transition Case Plan. The current Transition Case Plan is being revised to provide a more comprehensive and tailored plan for each inmate. The revised Transition Case Plan will identify the need for referrals in the areas of substance abuse treatment, housing assistance, family reunification assistance, education/vocational services, and public assistance. Each area identified will include the program name and contact information for the referral as well as appointment date and times. Each inmate will acknowledge receipt of their Transition Case Plan.</p> <p>Most recently, Miami-Dade Corrections and Rehabilitation Department established the specialty positions for Correctional Counselors so that re-entry programming could be staffed by individuals who desired to work in this capacity and receive specialized training to further enhance re-entry programming. As of June 1, 2012, two positions had been created to meet the needs of the re-entry program and implement the Transition from Jail to Community model. The Youthful Offender Services Counselor position will provide re-entry services to offenders in the Boot Camp Program, I'm Ready Program, and to the approximately 60 male juvenile inmates held in jail. The Transitional Services Unit will provide re-entry services to offenders who are participating in re-entry programming and not considered youthful offenders. These inmates will receive a personalized Transition Case Plan with information about local service providers, and effective jail based interventions such as Thinking for Change.</p>

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RECOMMENDATIONS	<p><b>Process Reforms (Institutional Phase):</b> To improve re-entry 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.</p> <p><b>Target Inmate Population:</b> The target population for re-entry services should be prioritized during the piloting and expansion of re-entry 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 re-entry services.</p>
STATUS	<p>Since the publishing of the report, <u>Breaking the Cycle: Rehabilitation and Job Training in Miami-Dade County Jails</u>, the Miami-Dade Corrections and Rehabilitation Department has made several strides in accomplishing these recommendations as a method of improving re-entry programming.</p> <p>As previously discussed, implementing the Transition for Jail to Community model will go a long way towards providing focused, personalized re-entry services to inmates identified as medium to high risk of recidivism. This model is based on process reforms to standardize recidivism risk screening during the intake process and provide comprehensive assessments once identified as medium to high risk of recidivating. These inmates would receive a tailored Transition Case Plan to assist in their re-entry. With limited resources, focused re-entry efforts are necessary to provide services to the most likely to reoffend. However, inmates identified as low risk of recidivating would also be offered re-entry planning.</p> <p>The Miami-Dade Corrections and Rehabilitation 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. Other standardized assessment instruments are currently being evaluated. One such instrument under consideration is COMPAS, a criminogenic risk/needs assessment tool for the re-entry population. COMPAS provides scales for both the male and female populations in assessing the risks and needs of offenders preparing to leave prison and transition back into the community.</p> <p>The COMPAS Re-entry assessment scales include standard risk factors in combination with community re-entry domains such as early onset of delinquency, history of non-compliance, occurrences of prison misconduct, or the risk of housing problems upon release. Instead of relying on factors established for male offenders, additional female factors are provided in COMPAS to address specific risk and needs that present challenges faced by women upon reentering the community. The integrated COMPAS Re-entry software modules can generate ad hoc reports and track case planning, placement outcomes, program participation, caseload termination reasons and other key case management data.</p> <p>The Miami-Dade Corrections and Rehabilitation Department is the process of initiating the procurement process for a Jail Management System to automate jail records and facilitate data collection of inmate demographics, incident reporting, and participation in inmate programs.</p>

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RECOMMENDATIONS	<p><b>Accessible Multi-Purpose Space:</b> 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 re-entry services to be accessible with limited inmate movement</p> <p><b>Concept for a Training and Work Facility:</b> 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.</p>
STATUS	<p>The Miami-Dade Corrections and Rehabilitation Department initiated the development of the <i>Master Plan for Miami-Dade County Correctional Facilities</i> 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.</p> <p>The Master Plan recommended the construction of a new 2,048 bed facility called Krome Detention Center. The facility would provide for a 13,300 square foot for inmate programs and 17,500 SF 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 re-entry program".</p> <p>Although there is an existing Master Plan, there are no immediate plans to build a new correctional facility. The development of any new correctional facilities or major renovations of existing correctional facilities will consider the needs of re-entry programming in its facility design, when possible.</p>

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RECOMMENDATIONS	<p><b>Vocational Areas:</b> The Miami-Dade 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.</p>
STATUS	<p>Miami-Dade Corrections and Rehabilitation Department recognizes that its mission, <i>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</i>, cannot be accomplished alone, but requires collaborative partnerships with criminal justice and social service partners. These partnerships 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:</p> <ul style="list-style-type: none"> <li>• Educational/Vocational-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, mechanics, and environmental services.</li> <li>• Transition Fairs occur quarterly in the four largest County jails:       <ul style="list-style-type: none"> <li>○ 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.</li> <li>○ 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 Reconciliation Therapy and Life Skills training to the cadets at the Miami-Dade Corrections and Rehabilitation Department's Boot Camp Program and the students at the I'm Ready Program.</li> <li>○ 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.</li> <li>○ DUI/Batterer's Intervention Programs – The Advocate Program maintains the Miami-Dade Re-entry Partnership which is a coalition of providers focusing on inmate re-entry needs. The Advocate Program participates in Transition Fairs, works with inmates in the jail facilities, and provides post-release case management services.</li> <li>○ Governmental Benefits – Key partners in our re-entry 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.</li> <li>○ Public Transportation – Offenders are provided a bus/rail pass upon availability at the point of release through a collaborative relationship with the Miami-Dade Transit Department.</li> </ul> </li> </ul> <p>Miami-Dade Corrections and Rehabilitation Department recognizes the unique needs of its inmates identified as veterans. Approximately, 10% of the inmate population are veterans. As such, it has worked 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 the branch of military service. This information is forwarded to the Department of Veteran Affairs so they may provide the necessary program and referral services. In the event an inmate is hesitant to disclose their status as veteran during the classification process, the veteran status is requested again during the re-entry screening process in an effort to secure appropriate veteran services for them.</p>

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RECOMMENDATION	<p><b>Contract for Emergency Needs:</b> 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.</p>
STATUS	<p>Miami-Dade County has entered into a three-year agreement with the Florida Department of Corrections to provide temporary housing of County jail inmates 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.</p>
RECOMMENDATION	<p><b>One-Stop Design (Re-Entry Phase):</b> Transition to the community should be improved by consolidating all Miami-Dade 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.</p>
STATUS	<p>The cornerstone of successful re-entry programming is a tailored Transition Case Plan which would identify for each inmate employment, training and social service providers best suited to assist them. The Transition from Jail to Community model utilizes <i>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</i>, as discussed in the National Institute of Corrections <u>Review of Jail and Re-entry Programs</u> report. The Transition Case Plan utilized under this model specifically identifies "self-defeating behavior/problems", corresponding behavioral goals, and referrals to social service agency, and necessary contact information, as well as post release community referrals identified during the re-entry programming.</p> <p>The Inmate Education Program, a new peer counseling group, will begin in January, 2013 at the Turner Guildford Knight Correctional Center and the Pre-Trial Detention Center. The peer counseling group will provide sexual abuse and violence awareness to inmates by other inmates. This project is being conducted in collaboration with Just Detention International, Inc., and is a first step to peer counseling groups.</p>
RECOMMENDATION	<p><b>Address inter-agency staff coordination:</b> 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.</p>
STATUS	<p>MDCR is truly committed to enhancing its re-entry effort and making a significant impact on offenders transitioning into the community. In August 2011 and April 2012, staff received training on the Transition from Jail to Community 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 during the April 2012 training event. MDCR expects to make Thinking for a Change the core of its cognitive behavioral interventions. Leadership of the MDCR Program Services Division has also attended important training essential to achieving the goal of enhancing re-entry efforts including Public Safety Through Evidenced Based Practices provided by Joyfields Institute and Transition from Jail to Community Training from American Jail Association. Additional training is necessary for correctional counselors in the area of the Thinking for a Change, Motivational Interviewing, and the Transition from Jail to Community model.</p>

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	In September, 2012, further training was conducted to operational staff regarding the Thinking for a Change curriculum.
RECOMMENDATION	<b>Issues of Privilege or Confidentiality:</b> As part of the re-entry process, inmates should be provided with standardized, written informed consent waivers that clearly address issues of confidentiality.
STATUS	The use of written informed consent waivers needs to be further evaluated regarding its effect toward inmate participation in re-entry programming.
RECOMMENDATION	<b>State Prison Inmate Releases:</b> 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 re-entry, the Re-Entry Council should consider the need for legislation requiring transfer to a state facility nearest to the home community.
STATUS	The participation of the Florida Department of Corrections in the Miami-Dade Re-Entry Council will forge avenues to enhance current re-entry efforts for state inmates. The Miami-Dade Corrections and Rehabilitation Department routinely distributes its Re-entry Resource Guide to Florida Department of Corrections facilities and works closely with the State Probation Office to monitor Boot Camp cadets and I'm Ready Program students.

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<b>The following recommendations from the Blue Ribbon Advisory Committee require action by the Board of County Commissioners</b>	
RECOMMENDATION	<b>County Actions:</b> 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 Re-Entry 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	<b>County Priorities for State Legislative Actions:</b> 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 Re-Entry Council: (a) To support the federal Second Chance Act of 2007, a bipartisan plan that would provide funding for local re-entry 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 re-entry coordinator for Miami-Dade County, as recommended by the Governor's Ex-Offender Task Force, to serve in the Miami-Dade Corrections and Rehabilitation Department and to act as liaison/staff support for the local Re-Entry 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	<b>Reinvest Savings to Expand Re-Entry Services:</b> Costs of systems improvements and expanded re-entry services, including planned automation upgrades, should be funded by the Board of County Commissioners based on projected returns on the public investment.