



Departmental Business Plan and Outlook

Department Name: Corrections & Rehabilitation

Fiscal Years:
2005 - 2006
&
2006 - 2007

Plan Date: November 2005

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Goals

PS1- Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future

PS2- Provide comprehensive and humane programs for crime prevention, treatment and rehabilitation

PS3- Improve the quality of service delivery through commitment to ongoing employee training

PS4- Strengthen the bond between the public safety Departments and the community

ES1- Enable County Departments and their service partners to deliver quality customer service

ES4- Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange

ES5- Attract, develop and retain an effective, diverse and dedicated team of employees

HH4- Promote independent living through early intervention and support services

APPENDIX

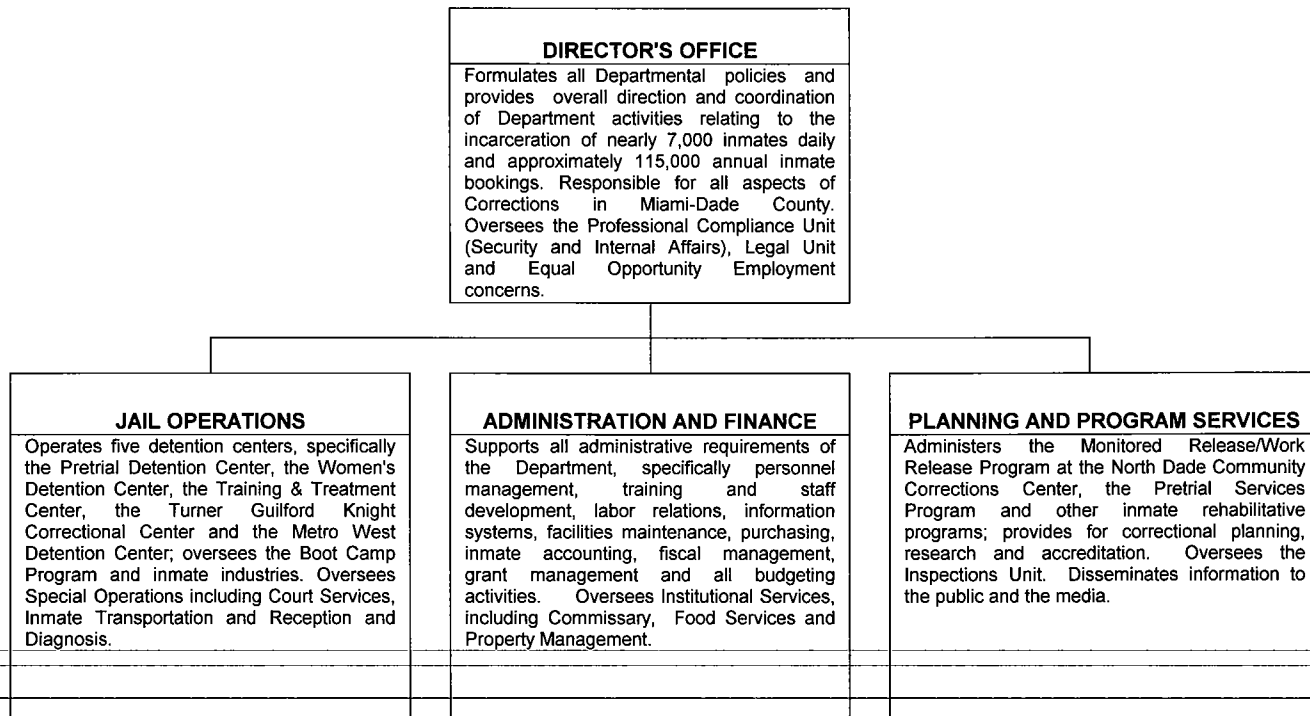
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EXECUTIVE SUMMARY

The Miami-Dade County Corrections and Rehabilitation Department is the sixth largest jail system in the country. On average, the Department has nearly seven thousand (7,000) persons incarcerated in its six (6) detention facilities and one community corrections center located throughout the County. These persons are awaiting trial, serving sentences of 364 days or less, or being held for such agencies as State Department of Corrections, Bureau of Immigration and Customs Enforcement, etc. There are also nineteen hundred (1,900) persons on Pre-Trial Release and another three hundred fifty (350) persons on some form of supervised community control. Because the detention facilities are different generation designs, and are all operating above rated capacity, the organization must constantly adapt to a changing environment.

The Corrections Department is functionally organized into three (3) primary areas: Jail Operations, Planning and Program Services, and Administration and Finance, all of which report to the Office of the Director. Jail Operations is responsible for performing the primary function of the Department, which are the care, custody and control of inmates. Planning and Program Services functions in a dual role. It is primarily responsible for operating alternative programs to incarceration and inmate rehabilitation programs. The area is also responsible for accreditation, inspections, and conducting correctional planning and research, including benchmarking and best practices. The Administration and Finance provides a combination of administrative and technical support for the Department.

Functional Table of Organization



Summary of major programs, initiatives or milestones to be achieved in the current and next fiscal year.

During this Fiscal Year, the Department has been charged with several ambitious initiatives that will carry forward to FY 06/07 in order to deliver excellent service to its customers. Listed below are initiatives with a brief description of the Department's plan of action.

- Aggressively recruit to fill four Correctional Officer Training (COT) classes and fast track the processing of Certified Correctional Officers in order to fill existing and future vacancies, and reduce overtime, which has been higher than budgeted due to unanticipated vacancies in the sworn ranks. Resources such as a recruitment team, additional background investigators and support staff, have been committed to expedite applicant processing.
- Closely monitor overtime on a weekly basis by requiring each facility/bureau captain to present and justify all overtime usage, trends and plans of action to effectively manage overtime.
- Standardized staffing rosters were implemented to track overtime hired for special details such as capital projects, hospital details, maintenance projects, and operational needs related to double bunking and suicide watch.

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- A Staffing Analysis based on the National Institute of Corrections model is being conducted to formally calculate required relief positions to assure 24-hour coverage of security posts as well as an analysis of the impact of restricted duty, leaves of absence, absenteeism, and specialized details on staffing needs.
 - Established joint Medical Task Force including staff from Corrections Health Services (CHS) and Jackson Memorial Hospital (JMH) to monitor and address inmate health care issues and hospital details.
 - Completed the Fire Safety System at the TKG and Training and Treatment Center. Work on the Smoke Evacuation System is proceeding with repair and replacement of fan motors, valves, and ducts. The work is being performed by a contracted vendor. This portion of the work is scheduled to be completed in the first quarter of FY 2006. Additionally, smoke evacuation chases need to be sealed.
 - Expand training opportunities and alternatives such as providing classroom training on county holidays. The Department has expanded the use of satellite/internet videoconferences offered by the National Institute of Corrections. A detailed training program is being developed that includes a career track for sworn promotional advancement, formalized supervisory training and other training options.
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- Develop recruitment plans to attract a diverse workforce. A focus group of employees was established to explore and identify aggressive recruitment efforts in order to attract underutilized members of the local labor market. An established recruitment team will be designated to implement the recruitment plan.
 - Automation of the Department's Objective Jail Classification System Initial Decision Tree Instrument. Objective Jail Classification is a comprehensive system to classify inmates based upon such factors as the inmate's risk, criminal history and behavioral history.
 - Steps will be initiated toward the North Dade Community Corrections Center becoming the next accredited facility within the Department.
 - The Food Services Bureau continues to operate under the County's landmark Memorandum of Understanding as a part of the efficiency and competition initiative.

INTRODUCTION

Department Purpose/Mission Statement

The mission of the Corrections and Rehabilitation Department is to provide for the care, custody and control of individuals who are arrested in Miami-Dade County, to support judicial functions for criminal prosecution, and to offer rehabilitative programs for inmates.

Department Description

The Miami-Dade Corrections and Rehabilitation Department is a key component of the criminal justice community.

The Operative Goals are:

Provide Secure Detention for persons arrested (pretrial) and convicted (sentenced).

- A. Care, Custody and Control
 - B. Feeding and Medical Services
 - C. Transportation: to court, between facilities, outside our system
 - D. Maintain facilities and develop new/improved facilities
 - E. Provide storage and distribution of institutional supplies/equipment
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Provide Booking and Release Services

- A. Positive Identification
- B. Legal Records

Support the Courts

- A. Security for the Court Rooms
- B. Safe/Secure movement of defendants
- C. Records and information

Provide Non-Secure Supervision

- A. Pre-Trial Release, Monitored Release, Day Reporting
- B. Work Furlough

Provide Programs to the Inmates to Reduce Recidivism

- A. Education (GED, etc.) and Vocational Training
- B. Treatment, Rehabilitation and Counseling Services
- C. Religious Programs

Community Services

- A. Public Information, Tours, Fingerprinting Children
- B. Public Education and Training
- C. Work Programs in the Community

The Miami-Dade Corrections and Rehabilitation Department can best be described as an organization in transition. Infrastructure needs within the six primary detention facilities

have become critical at a time when County financial resources have been limited. The Department in addressing long-range needs.

Department Facilities Overview

Turner Guilford Knight Correctional Center (TGK)

The Turner Guilford Knight Correctional Center is a full service, third generation facility, which houses maximum, medium and minimum custody level male and female inmates. This multi-story building has an authorized bed capacity of 1,302. The facility is designed with 1,000 single cells and a common area which accommodates almost all inmate needs such as visiting, interviews with attorneys, counseling, recreation and dining within the living unit. There are two maximum-security units for up to 98 inmates and one medical unit for 32 inmates. The facility also houses a 192-bed male juvenile custody unit. TGK is the only facility within the West Dade area that engages in the full scope of booking, releasing, and processing inmates. It also has a kitchen that provides meals for approximately 5,200 inmates daily.

Metro West Detention Center (MWDC)

The Metro West Detention Center, located in West Dade, houses maximum, medium and minimum custody level inmates. It has an authorized bed capacity of 2,850. This limited third generation facility is the largest in the Miami-Dade County jail system with 36 dormitories designed to house 64 inmates per unit. There are two Special Management Units. The Turner Guilford Knight Correctional Center kitchen provides meals for this inmate population.

Pre-Trial Detention Center (PTDC)

The Pre-Trial Detention Center is located in Miami's Civic Center Area. With an authorized bed capacity of 1,336, this facility houses maximum, medium and minimum custody level inmates, and close custody psychiatric inmates. This facility contains first, second and third generation jail space. Staff conducts booking as a part of reception and diagnostics and inmate processing at PTDC. This detention center serves as a staging area for all inmates in the Department who attend court. During the week, 500 inmates a day pass through the facility on their way to court. The Pre-Trial Detention Center is the main release point for inmates leaving the system. This facility's kitchen provides meals for 2,100 inmates on a daily basis. The Hospital Services Unit, located at Jackson Memorial Hospital (JMH), is under the supervision of PTDC. Secure bed space for 30 inmates is provided within JMH for inmates with serious medical conditions. Approximately 650 inmates are admitted per year.

Training & Treatment Center (TTC)

The Training and Treatment Center was established in 1953 by the City of Miami. It became part of the Miami-Dade Corrections and Rehabilitation Department in 1971. The multifaceted, campus-style facility rests on 13 acres in West Dade and houses maximum, medium and minimum custody level male inmates. It has an authorized bed capacity of 1,257. Sentenced County inmates housed in this facility are provided educational and vocational training in auto maintenance and body repair, cabinetry, small engine repair, welding and printing. The Turner Guilford Knight Correctional Center provides the meals for inmates housed at this facility.

Women's Detention Center (WDC)

The Women's Detention Center, located in downtown Miami, has an authorized bed capacity of 203. It houses maximum, medium and minimum custody levels. Female adults and those juvenile offenders, who are bound over as adults, are housed at this facility. Meals for this inmate population are provided by the Pre-Trial Detention Center's kitchen. This detention facility is accredited by the American Correctional Association (ACA)

North Dade Community Corrections Center (NDCCC)

The North Dade Community Corrections Center supervises and monitors offenders ordered to the program by the court. It houses minimum security sentenced work release, day reporting and weekender clients. It provides electronic and day reporting supervision primarily to pretrial and sentenced clients to ensure compliance with conditions of release. The Department collects the County's established fee from all monitored release clients for a fair portion of the daily cost of supervision.

Boot Camp Program (BCP)

The Boot Camp Program is the Department's only paramilitary residential detention facility, located on the site adjacent to the Training and Treatment Center. The facility has a Florida Model Jail Standards (FMJS) rated capacity of 116 inmates. Three phases comprise the curriculum: the Boot Camp Detention, the Work Release Program, and the Aftercare Program. Program objectives focus on the reduction of jail overcrowding and the recidivism rate among youthful offenders. The 10-month comprehensive aftercare program provides an effective aftercare follow-up for juveniles (adjudicated as adults) and adult participants, ages 14 to 28. This system of inmate management greatly reduces the cost of incarceration through revenue generating contracts. This detention facility is accredited by the American Correctional Association (ACA).

Krome Detention Complex

The first phase of the Krome Detention Complex has an estimated bed capacity of 2,000 with a potential for up to 9,000 beds. The land is ready for construction of facilities. The water and sewer, landfill and compaction projects are complete. Fifty-five acres are available for on-site development. Work has begun on the facility design criteria and is scheduled to be completed at the Department level in January 2006. GSA and CICC are proceeding on an expedited path that will result in a 2,000-bed facility, central kitchen, warehouse and additional infrastructure for the future build out of the site.

Central Office

The Department centralized the majority of administrative functions to the County's new Martin Luther King, Jr. Office plaza. The Department's Central Office is ACA accredited.

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Organization and Staffing Issues

**Miami-Dade Corrections and Rehabilitation Department
 Organization and Staffing Level
 Fiscal Year 2005-2006**

