



# Miami-Dade Corrections & Rehabilitation Department Business Plan

**Fiscal Years: 2012 and 2013**  
(10/1/011 through 9/30/13)

Approved by:

Handwritten signature of Timothy P. Ryan in black ink.

Timothy P. Ryan, Department Director

Handwritten signature of Genaro "Chip" Iglesias in black ink.

Genaro "Chip" Iglesias, Deputy Mayor

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*Delivering Excellence Every Day*



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## **DEPARTMENT OVERVIEW**

### **Department Mission**

The mission of the Miami-Dade Corrections and Rehabilitation Department (MDCR) is to serve our community by providing safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community.

### **Table of Organization**

<b><u>MDCR OFFICE OF THE DIRECTOR</u></b>				
<input type="checkbox"/> Formulates all departmental policies and provides overall direction and coordination of department activities relating to the booking, release, classification and incarceration of individuals arrested in Miami-Dade County. Oversees the Professional Compliance Division (Internal Affairs, Accreditation and Inspection, and Security Operations), Medical Services and the Legal Unit				
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79	79			
<b><u>CUSTODY SERVICES</u></b>				
<input type="checkbox"/> Provides for the care, custody and control of inmates incarcerated within six detention facilities. Responsible for all inmate intake, classification and release functions. Inmates are classified as adult male and female felons, male and female juveniles, mentally ill male and female inmates, and male and female misdemeanants				
<table> <tr> <td><u>FY 10-11</u></td> <td><u>FY 11-12</u></td> </tr> <tr> <td>1,765</td> <td>2,146</td> </tr> </table>	<u>FY 10-11</u>	<u>FY 11-12</u>	1,765	2,146
<u>FY 10-11</u>	<u>FY 11-12</u>			
1,765	2,146			
<b><u>MANAGEMENT SERVICES AND TRAINING</u></b>				
<input type="checkbox"/> Supports all administrative requirements of the Department, to include direct employee services and regulatory requirements; this includes budget and finance, personnel management, training, basic training academy, policy and planning, procurement, and legislative issues				
<table> <tr> <td><u>FY 10-11</u></td> <td><u>FY 11-12</u></td> </tr> <tr> <td>145</td> <td>146</td> </tr> </table>	<u>FY 10-11</u>	<u>FY 11-12</u>	145	146
<u>FY 10-11</u>	<u>FY 11-12</u>			
145	146			
<b><u>SUPPORT SERVICES</u></b>				
<input type="checkbox"/> Includes Custody Support Services, Physical Plant Maintenance, Alternatives to Incarceration, and Inmate Programs. Provides court services, inmate transportation and hospital services, food services, facilities management, inmate services, information systems, pretrial release, materials management, monitored release (house arrest), construction management (capital projects) and community affairs				
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901	624			

### **Strategic Alignment Summary**

Several measures are in place that gauge MDCR's alignment with the goals and objectives of the Strategic Plan, to include the following:

- PS1-3: Support successful re-entry into the community;
- PS1-4: Provide safe and secure detention;
- GG1-1: Provide easy access to information and services;
- GG1-2: Develop a customer-oriented organization;
- GG1-3: Foster a positive image of County government;
- GG1-4: Improve relations between communities and governments;
- GG2-1: Attract and hire new talent;
- GG2-2: Develop and retain excellent employees and leaders;



## Departmental Business Plan and Outlook

Department Name: Corrections and Rehabilitation

FY2011-12 & FY2012-13

- GG2-3: Ensure an inclusive workforce that reflects diversity;
- GG4-2: Effectively allocate and utilize resources to meet current and future operating needs;
- GG6-1: Reduce County government's greenhouse gas emissions and resource consumption;

### Our Customer

MDCR has more than one customer segment relevant to daily operations. In turn, MDCR classifies customers into internal, external and partnering agencies/stakeholders.

- Internal customers include the inmate population to whom we provide humane detention services;
- External customers include private vendors and suppliers of goods and services, professionals and family members, Miami-Dade County (MDC) citizens, MDC staff, and other organizations such as the Police Officer's Assistance Trust (POAT) and various unions such as the Dade County Police Benevolent Association, American Federation of State, County, and Municipal Employees, and Government Supervisors of Florida;
- Partnering customers include the Judiciary, the Administrative Office of the Courts, State Attorney's Office, Public Defender's Office, Florida Department of Corrections, the Miami-Dade County Association of Chief of Police and all recognized law enforcement agencies who work to provide public safety services. Other partners include the Lindsey Hopkins Technical Education Center/Miami-Dade County Public Schools, the Public Health Trust (PHT)/ Corrections Health Services (CHS) and Department of Community Action and Human Services, who all provide services to the inmate population.

### KEY ISSUES

- In the near future, the United States Department of Justice (DOJ) will be issuing a settlement agreement regarding their investigation of MDCR relative to the Civil Rights of Institutionalized Persons Act (CRIPA). MDCR believes it will take some years to be fully compliant with such proposed agreement, if approved;
- There are expectations that the financial challenges faced by State government will result in the transfer of State activities to counties. One such change would involve the prison sentence threshold increasing from 12 months to 18 or 24 months (currently, inmates sentenced to one year and a day are required to go to State Prison and inmates sentenced to 364 days or less are required to serve time in the County Jail), thus significantly increasing inmate population levels and corresponding operating costs;
- Legislation continues to be submitted that would limit the ability of local pretrial release program to release inmates. Current proposed legislation would change the release guidelines for defendants and thus their eligibility to be released. This would cause MDCR to house inmates no longer eligible for pretrial release thereby increasing the population and associated costs;



## Departmental Business Plan and Outlook

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- MDCR and Corrections Health Services (CHS) are working to implement services in alignment with the National Commission on Correctional Health Care and our community standard of care to provide constitutionally appropriate treatment for individuals with medical/mental health issues.

## PRIORITY INITIATIVES

MDCR is focusing on effectively utilizing resources over the next two years to address several departmental priorities. This includes the following:

- Addressing the settlement agreement pending issuance by the DOJ;
- Working to address programs, services and housing that serves the needs of inmates with mental health issues. This includes improving mental health identification and intervention processes, expanding custodial housing, implementing additional counseling services, and expanding post incarceration coordination services with our partners in the community;
- Continuing capital improvements in alignment with County Strategic Plan goal GG4-2. This includes the renovation of the Pre-Trial Detention Center (PTDC), opening the Mental Health Diversion Facility, relocating departmental booking from the PTDC to the Turner Guilford Knight Correctional Center (TGK) and continuing other funded capital projects throughout the Department;
- Enacting shared public safety initiatives with our law enforcement partners, including implementation of the Automated Arrest Affidavit through the Miami-Dade County Association of Chiefs of Police, completing hiring of grant supported staff and implementing resources to finalize Expedited Booking efforts;
- Continuing with training, infrastructure upgrades, data collection, reporting, and policy modifications to address compliance with the Prison Rape Elimination Act of 2003, that is pending issuance of national standards in February 2012;
- Strengthening programs and services for the inmate population in alignment with the Blue Ribbon Advisory Committee Report, to include inmate re-entry, adult and juvenile recidivism reduction, programs for juveniles that focus on education and reduction of risk factors, and working with our law enforcement partners to deter crime;
- Hiring a well trained workforce to fill vacancies in the Department. MDCR will continue hiring cost efficient civilian staff into non-security posts so that sworn staff can be reassigned to posts incurring overtime, allowing overtime cost containment;
- Implementing an automated Staff Scheduling System (SSS) that will promote accountability through performance management and reporting. SSS includes tools for training, personnel record management, position control and many automated administrative functions that will allow efficient reporting, monitoring and measurement of resources that will improve performance management.



## **FUTURE OUTLOOK**

In the next 3 to 5 years, MDCR must continue to address inmate care, custody and control issues. Specifically, implementing necessary strategies to bring MDCR into compliance with any proposed and approved CRIPA settlement agreement; implementing re-entry programs to assist inmates to successfully transition to the community; aligning our inmate medical services, in partnership with CHS, with professional industry standards/community standards of care that provide proper treatment for individuals with medical/mental health issues; continuing implementation of recommendations in the MDCR Master Plan of 2008 that address critical needs for housing facilities and centralized support facilities, and implementing a succession plan to provide for seamless transition of the 75% of the Department's leadership who are planning to leave during this time frame.

