Miami-Dade Corrections & Rehabilitation Department Business Plan

Fiscal Years: 2014 and 2015

(10/1/2013 through 9/30/2015)

Approved by:

Marydell Guevara, Interim Director

Genaro "Chip" Iglesias, Deputy Mayor

Plan Date: February 2014

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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.

The Miami-Dade Corrections & Rehabilitation Department (MDCR) is the eighth largest jail system in the United States and the largest in the State of Florida. On average, the Department is responsible for the care, custody, and control of approximately 5,000 persons incarcerated in five detention facilities located throughout Miami-Dade County. These persons are awaiting trial, serving sentences of 364 days or less, or being held for such agencies as the Florida Department of Corrections, Immigration and Customs Enforcement, etc.

The detention facilities include the Metro West Detention Center (MWDC) which houses male inmates of maximum, medium, minimum custody levels and is the largest in the Miami-Dade County corrections system; the Pre-Trial Detention Center (PTDC) which houses all classifications of male inmates ranging from traffic offenders to capital offenders, and male and female persons with mental health conditions; the Training and Treatment Center (TTC) which houses adult males in both felony and misdemeanor classifications; the Turner Guilford Knight Correctional Center (TGK) which processes and houses male and female inmates of various custody levels and is the location of the Department's central intake operation; and the Boot Camp Program (BCP) which is a 16-month comprehensive paramilitary residential program focused on reducing jail crowding and the recidivism rate among youthful offenders. BCP participants are young men and women between the ages of 14 and 24 adjudicated as adults and court sentenced to the program. The Women's Detention Center (WDC) is also a detention facility but currently does not house inmates.

The Department is also responsible for supervising between 2,500 to 3,000 persons on pretrial release and another 500 on monitored release. The Pretrial Services Bureau (PTS) effectuates the release of offenders into a non-custodial program and is one of 29 such programs in the State of Florida. This alternative to traditional incarceration program is available to those deemed eligible by the courts and is one of only five such agencies in the state that is accredited by the Florida Corrections Accreditation Commission (FCAC). PTS releases nearly 10,000 individuals annually, resulting in reduced population levels and incarceration costs. The Monitored Release Program (MRP) provides for the court ordered release of eligible inmates into a house arrest setting utilizing an active or passive Global Positioning System electronic monitoring bracelet. Offenders must meet and adhere to strict conditions of participation, that can include home confinement, authorization to report to work, or other court authorized activities.

Table of Organization

The Department is functionally organized into three primary areas: Custody Services, Management Services, and Support Services all of which report to the Office of the Director.

OFFICE OF THE DIRECTOR

- 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 Security and Internal Affairs Bureau, Medical Services, and the Legal Unit

FY 12-13	FY 13-14
76	64

CUSTODY SERVICES

- Provides for the care, custody, and control of inmates incarcerated within five detention facilities; responsible for all inmate intake, classification, and release functions

FY 12-13	FY 13-14
2,108	2,059

MANAGEMENT SERVICES AND TRAINING

- Supports all administrative requirements of the Department, including budget and finance, personnel management, training, basic training academy, policy and planning, procurement, legislative coordination, and regulatory compliance

FY 12-13	FY 13-14
143	143

SUPPORT SERVICES

- Includes the following units: Custody Support Services, Physical Plant Maintenance, Alternatives to Incarceration, and Inmate Programs; provides court services, inmate transportation and hospital services, food services, facilities management, information systems, pretrial release, materials management, monitored release (house arrest), construction management (capital projects) and community affairs services

FY 12-13	FY 13-14
656	580

Strategic Alignment Summary

Several measures are in place that gauges MDCR's alignment with key goals and objectives of the Miami-Dade County (MDC) 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;
- GG2-2: Develop and retain excellent employees and leaders;
- GG2-3: Ensure an inclusive workforce that reflects diversity;
- GG4-2: Effectively allocate and utilize resources to meet current and future operating needs;

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; business professionals and family members; 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, Miami-Dade County Association of Chief of Police and all recognized law enforcement agencies that provide public safety services. Other partners include the Lindsey Hopkins Technical Education Center/Miami-Dade County Public Schools, the Jackson Health Systems (JHS)' (PHT)/Corrections Health Services (CHS) and Department of Community Action and Human Services, who all provide services to the inmate population.

KEY ISSUES

- MDCR has entered into a Settlement Agreement, and is responsible for compliance with relevant provisions of a Consent Agreement, with the U.S. Department of Justice (DOJ) regarding an investigation pursuant to the Civil Rights of Institutionalized Persons Act (CRIPA). MDCR believes it may take some 5-7 years to be fully compliant with these agreements.

- MDCR is working with JHS/CHS, the inmate medical provider, to achieve accreditation of the inmate health services program from the National Commission on Correctional Health Care. In addition, MDCR will continue to encourage and cooperate with CHS to implement operational modifications such as additional on-site medical services that will both enhance quality as well as increase efficiency.

PRIORITY INITIATIVES

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

- Working to address programs, services and housing that provides for 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 renovating the Pre-Trial Detention Center (PTDC) to include upgrade of the existing kitchen, retrofit of TGK units to accommodate specialized mental health housing, augmenting video surveillance equipment and continuing other funded capital projects throughout the Department;

- Enacting shared public safety initiatives with our law enforcement partners to include:

    - Expanding the Automated Arrest Affidavit through the Miami-Dade County Association of Chiefs of Police, beyond the initial pilot phase and finalizing expedited booking efforts;

- Working to implement several departmental initiatives that will provide efficiencies to MDCR or Miami-Dade County to include:

    - Implementing a Jail Management System that provides a wide array of inmate information that will improve operational effectiveness and expedite availability of information to our law enforcement partners;

    - Exploring possible cost efficiencies of using vendor services for processes such as intrastate transportation of inmates outside of Miami-Dade County.

- Continuing training, infrastructure upgrades, data collection, reporting, and policy modifications to address compliance with the Prison Rape Elimination Act (PREA) of 2003.

- Strengthening programs and services for the inmate population including inmate re-entry, adult and juvenile recidivism reduction, programs for juveniles such as Transition from Jails to Community and Thinking for a Change 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 critical vacancies in the Department. MDCR will continue hiring cost efficient civilian staff such as Corrections Technicians into non-security posts so that sworn staff can be assigned to posts for improved 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 records management, position control and many automated administrative functions that will allow efficient reporting, monitoring, and measurement of resource utilization.

- Complying with the DOJ Settlement and Consent Agreements which include modification and/or implementation of various systems/processes such as:

    - Staff Training – A revised training plan that allows MDCR to meet the mandates of the DOJ agreements while continuing to meet the requirements of the Florida Department of Law Enforcement relative to Mandatory In-service Training (MIST). The new Training Plan involves a four-year cycle, providing two years of DOJ related training and two -years of FDLE related training;

    - Early Warning System (EWS) – The EWS is expected to record and track incidents, grievances, complaints, etc. by type, location, and employee to depict where trends are occurring. MDCR senior management and supervisors will use information from EWS trend reports to improve quality management practices, identify patterns and trends, and take necessary corrective action both on an individual and systemic level;

    - Staffing Analysis - MDCR is finalizing review of a staffing analysis that was conducted to determine a) if the level of staff meets the demands of the daily workload, and b) if existing staffing provides enough security presence to limit risk and ensure safety and security within the facilities. The analysis will be used for the development of a hiring plan to meet settlement agreement requirements.

- MDCR continues to pursue accreditation through various professional correctional organizations. The accreditation process allows for continual self-assessment, benchmarking against current practices, and formalized review of MDCR's operations by outside correctional agencies. Our various accreditation efforts include:

    - Continuing with our plan to achieve American Correctional Association (ACA) full accreditation for the MWDC and TGK, and Core Jail Standards (a subset of the

broader American Correctional Association Adult Local Detention Facilities standards) accreditation for the PTDC and TTC. The goal is to accredit these facilities by FY 2014-15.

- Maintaining ACA accreditation of the Boot Camp Program, Central Office, and Women's Detention Center (if housing inmates is resumed); and FCAC accreditation of the Pretrial Services Program.

- Accrediting the MDCR Training Program in order to develop a systematic framework that provides ongoing and improved staff development and organizational effectiveness/efficiency while adhering to applicable laws, regulations, and standards.

- MDCR achieved annual compliance with the Florida Model Jail Standards (FMJS) for all of its facilities. MDCR will continue to monitor compliance with FMJS requirements in order to continue progressing toward accreditation.

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 the CRIPA Settlement and Consent Agreements and PREA standards; 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/community standards of care that provide proper treatment for individuals with medical/mental health issues; continuing to implement recommendations in the MDCR Master Plan of 2008 that addresses critical needs and centralized support facilities, and implementing a succession plan to provide for seamless transition as 78% of the Department's leadership are eligible to leave during this time frame.

Business Plan Report - Corrections and Rehabilitation

Scorecard	Description	Owners
Corrections and Rehabilitation	The mission of the Corrections and Rehabilitation Department 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. The Miami-Dade County Corrections and Rehabilitation Department (MDCR) is the eighth largest jail system in the Country. On average, the Department has approximately 5,000 persons incarcerated in its 5 detention facilities. These persons are awaiting trial, serving sentences of 364 days or less, or being held for such agencies as the Florida Department of Corrections, Bureau of Immigration and Customs Enforcement, etc. MDCR is also responsible for another 2,500 persons on Pretrial Release and approximately 550 persons on some form of supervised community control. BPO=Business Plan Objective	Guevara, Marydell

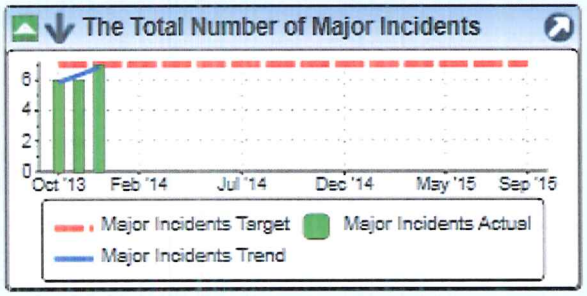
1.0 Customer

Objective	Description	Owners
1.1 Provide Safe, Secure, and Humane Detention	County Strategic Plan Goal: Provide safe and secure detention (PS1-4)	Guevara, Marydell

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
PS1-4 Provide Safe and Secure Detention		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Number of Major Incidents Per Month	▲	Dec '13	7	7	0	Junior, Daniel



Number of Security Searches Per Month	▲	Dec '13	7,613	7,017	596	Edwards, Linda

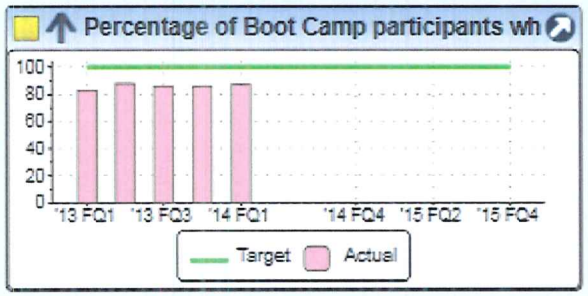
Child Measures		Period	Actual	Target	Variance	Owners
Number Shakedown Searches Per Month	▼	Dec '13	1,730	1,817	-87	Mayes, Wendy (MDCR); Cambridge, Edwin (MDCR)
Number of Canine Sniffs Per Month	▲	Dec '13	5,883	5,200	683	Gadson, Pamela (MDCR)

Objective	Description	Owners
1.2 Provide Successful Return to the Community	County Strategic Plan Goal: Support successful re-entry into the community (PS1-3)	n/a

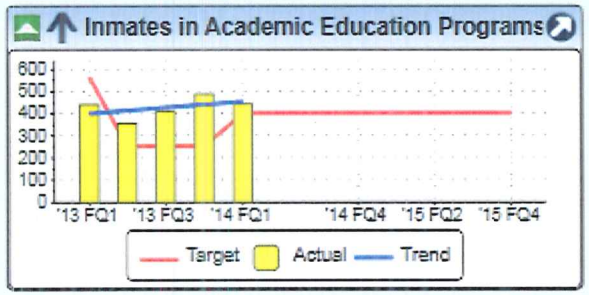
Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
PS1-3 Support Successful Re-Entry into the Community		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage of Boot Camp participants who have not reoffended		'14 FQ1	87%	100%	-13%	Coffey, Donald (MDCR)



Number of Inmates in Vocational/Technical Programs		Jan '14	42	73	-31	Coffey, Donald (MDCR)
Number of Inmates in Education Programs		'14 FQ1	444	400	44	Coffey, Donald (MDCR)



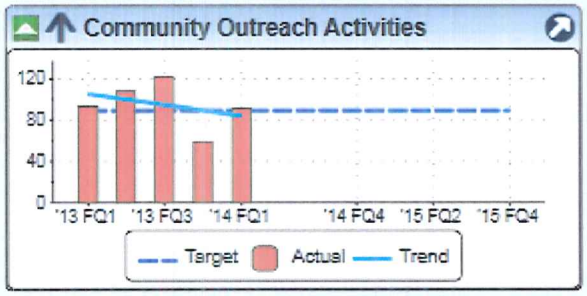
Child Measures		Period	Actual	Target	Variance	Owners
(a) Number of inmates enrolled in Adult Basic Education (ABE) classes		'14 FQ1	439	390	49	Coffey, Donald (MDCR)
(b) Number of inmates enrolled in GED		'14 FQ1	5	14	-9	Coffey, Donald (MDCR)

Objective	Description	Owners
1.3 Continue Community Awareness of and Satisfaction with MDCR Services	County Strategic Plan Goal: Develop a customer-oriented organization (GG1-2) Foster a positive image of County government (GG1-3) Improve relations between communities and governments (GG1-4)	n/a

Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-2 Develop a customer-oriented organization		Miami-Dade County
GG1-3 Foster a positive image of County government		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Number of Community Outreach Activities (MDCR)		'14 FQ1	91	89	2	Hall, Janelle



Telephone Courtesy Rating		Dec '13	97%	100%	-3%	Johnson, John (MDCR); Jones, Cassandra (MDCR)

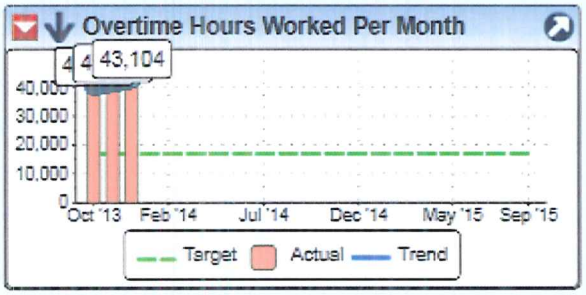
2.0 Financial

Objective	Description	Owners
2.1 Achieve and Maintain Financial and Fiscal Soundness	County Strategic Plan Goal: Effectively allocate and utilize resources to meet current and future operating needs (GG4-2)	Berry, Jacquelin (MDCR); Schuh, Walter (MDCR)

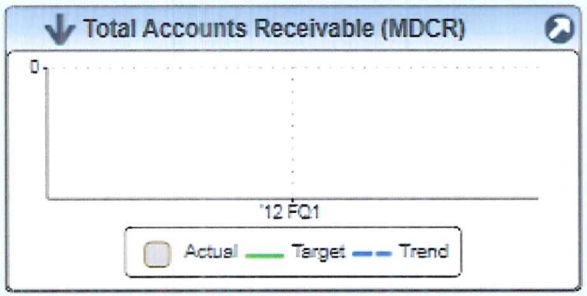
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

Parent Objectives	Description	Owners
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Overtime Hours Worked Per Month		Dec '13	43,104	16,850	-26,254	Schuh, Walter (MDCR)



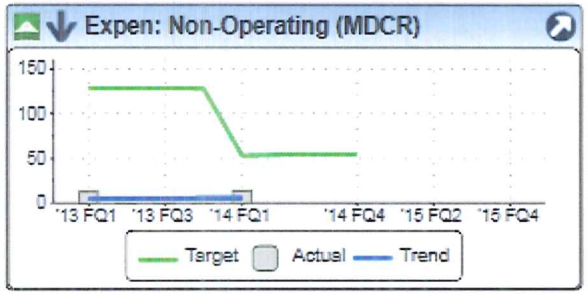
Positions: Full-Time Filled (MDCR)		'14 FQ1	2,645	2,668 (2,638 - 2,698)	n/a	Cohen-Jennings, Valerie; Prats, John (MDCR)
Total Accounts Receivable (MDCR)		n/a	n/a	n/a	n/a	Schuh, Walter (MDCR)



Child Measures	Period	Actual	Target	Variance	Owners
Accounts Receivable: 0-30 days (MDCR)	n/a	n/a	n/a	n/a	n/a
Accounts Receivable: 31-60 days (MDCR)	n/a	n/a	n/a	n/a	n/a
Accounts Receivable: 61-90 days (MDCR)	n/a	n/a	n/a	n/a	n/a
Accounts Receivable: 91-120 days (MDCR)	n/a	n/a	n/a	n/a	n/a
Accounts Receivable: 121+ days (MDCR)	n/a	n/a	n/a	n/a	n/a

Expen: Total (Corrections)		'14 FQ1	$79,730K	$74,938K	$-4,792K	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)

Child Measures		Period	Actual	Target	Variance	Owners
Expen: Personnel (MDCR)		'14 FQ1	$72,118	$65,151	$-6,967	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)
Expen: Other Operating (MDCR)		'14 FQ1	$7,535	$9,256	$1,721	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)
Expenditure: Capital (MDCR)		'14 FQ1	$90K	$308K	$218K	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)
Revenue: Total (Corrections)		'14 FQ1	$533K	$2,632K	$-2,099K	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)
Expen: Non-Operating (MDCR)		'14 FQ1	$13K	$53K	$40K	Berry, Jacquelin (MDCR); Schuh, Walter (MDCR)



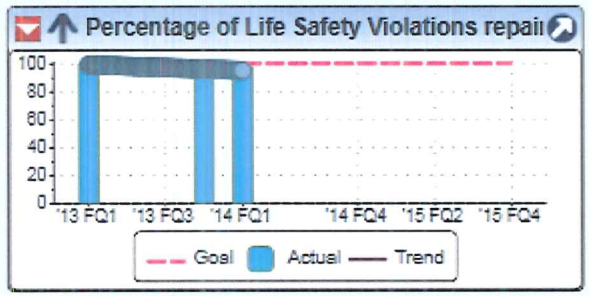
3.0 Internal

Objective	Description	Owners
3.1 Ensure Effective Management of Current and Future Physical Plant and Technology Needs		n/a

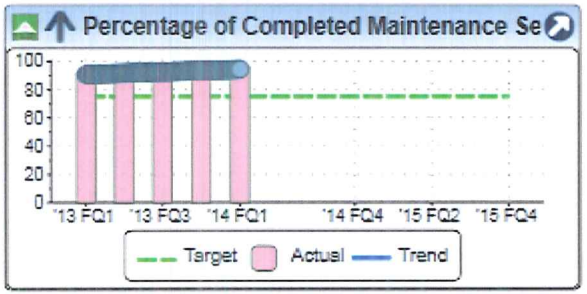
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

Parent Objectives	Description	Owners
GG5-2 Provide well maintained, accessible facilities and assets		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage of Life Safety Violations repaired within 48 hours of notification (SORTIE)	▼	'14 FQ1	97% (38 / 39)	100%	-3%	Waterman, Simon (MDCR)



Percentage of Completed Maintenance Service Tickets per quarter	▲	'14 FQ1	96% (11,884 / 12,337)	75%	21%	Waterman, Simon (MDCR); Moreno, Christopher (MDCR)

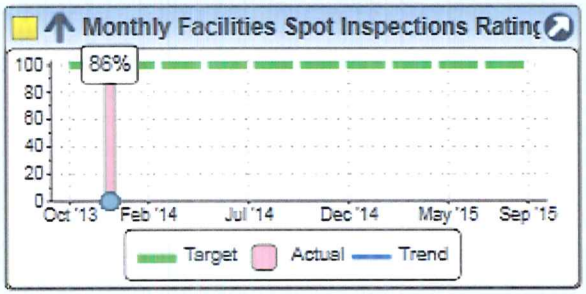


Child Measures	Period	Actual	Target	Variance	Owners
Total number of Service Tickets completed	'13 FQ1	11,621	n/a	n/a	Waterman, Simon (MDCR)

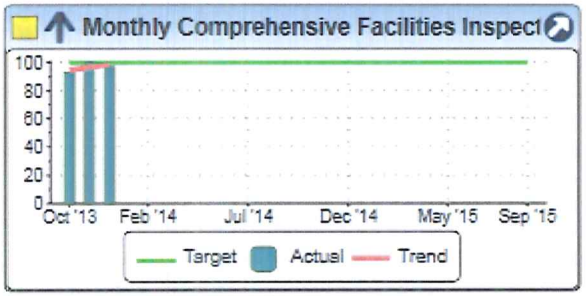
Objective	Description	Owners
3.2 Achieve and Maintain Professional and Regulatory Standards	County Strategic Plan Goal: Develop and retain excellent employees and leaders (GG2-2)	n/a

Parent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Monthly Facilities Spot Inspections		Dec '13	86%	100%	-14%	Jones, Cassandra (MDCR); Johnson, John (MDCR)



Child Measures		Period	Actual	Target	Variance	Owners
Court Services Bureau		Apr '13	67	100	-33	Johns, Bonnett (MDCR)
Metro West Detention Center		Jan '14	190	100	90	Johns, Bonnett (MDCR)
PTDC		Jan '14	172	100	72	Johns, Bonnett (MDCR)
Training and Treatment Center		Jan '14	151	100	51	Johns, Bonnett (MDCR)
Turner Guilford Knight Correctional Center		Jan '14	181	100	81	Johns, Bonnett (MDCR)
Pre-Trial Services/Monitoring Release		Apr '13	67	100	-33	Johns, Bonnett (MDCR)
Training Bureau		n/a	n/a	n/a	n/a	Johns, Bonnett (MDCR)
Transportation Bureau		Apr '13	67	100	-33	Johns, Bonnett (MDCR)
Boot Camp		Jan '14	170	100	70	Johns, Bonnett (MDCR)
Monthly Facilities Comprehensive (Safety) Inspections (Accredited)		Dec '13	97%	100%	-3%	Johnson, John (MDCR); Jones, Cassandra (MDCR)



Child Measures		Period	Actual	Target	Variance	Owners
Metro-West Detention Center		Jan '14	90	100	-10	Johns, Bonnett (MDCR)
Training & Treatment Center		Jan '14	91	100	-9	Johns, Bonnett (MDCR)
Turner Guilford Knight Correctional Center		Jan '14	93	100	-7	Johns, Bonnett (MDCR)
Martin Luther King Building		Jan '14	100	100	0	Johns, Bonnett (MDCR)
BootCamp		Jan '14	98	100	-2	Johns, Bonnett (MDCR)
Monthly Facilities Fire Inspections Rating Average (Accredited and Non Accredited Facilities)		Dec '13	97%	100%	-3%	Jones, Cassandra (MDCR); Johnson, John (MDCR)

Child Measures		Period	Actual	Target	Variance	Owners
BootCamp		Jan '14	100	100	0	Johns, Bonnett (MDCR); Reese, Natasha (MDCR); Smith, Jan (MDCR); Johnson, John (MDCR)
Martin Luther King Building		Jan '14	100	100	0	Johnson, John (MDCR); Smith, Jan (MDCR); Johnson, John (MDCR); Reese, Natasha (MDCR); Johns, Bonnett (MDCR)
North Dade Detention Center		Jan '14	89	100	-11	Johns, Bonnett (MDCR)
Metro West Detention Center		Jan '14	96	100	-4	Reese, Natasha (MDCR); Johns, Bonnett (MDCR); Johnson, John (MDCR); Smith, Jan (MDCR)

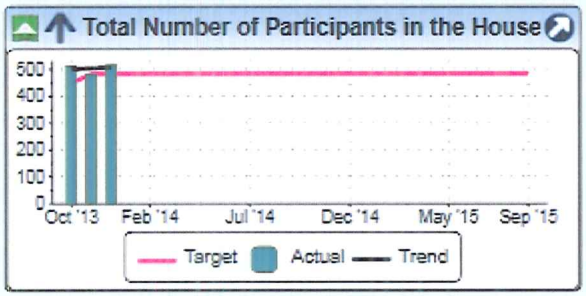
Training and Treatment Center		Jan '14	93	100	-7	Smith, Jan (MDCR); Johnson, John (MDCR); Johns, Bonnett (MDCR); Reese, Natasha (MDCR)
Pre-Trial Detention Center		Jan '14	99	100	-1	Johns, Bonnett (MDCR); Smith, Jan (MDCR); Reese, Natasha (MDCR); Johnson, John (MDCR)
Turner Guilford Knight Correctional Center		Jan '14	98	100	-2	Smith, Jan (MDCR); Johnson, John (MDCR); Reese, Natasha (MDCR); Johns, Bonnett (MDCR)
Warehouse		Jan '14	100	100	0	Johns, Bonnett (MDCR)
Women's Detention Center		Jan '14	98	100	-2	Johns, Bonnett (MDCR)
FAB/FMT		Jan '14	100	100	0	Johns, Bonnett (MDCR)
Virginia Gardens		Jan '14	100	100	0	Johns, Bonnett (MDCR)

Objective	Description	Owners
3.3 Manage Jail Population Effectively	County Strategic Plan Goal: Provide safe and secure detention ((PS1-4)	n/a

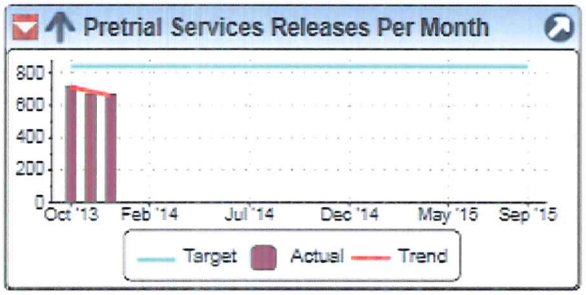
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
PS1-4 Provide Safe and Secure Detention		Miami-Dade County

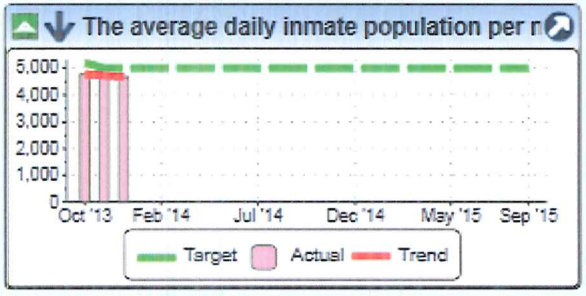
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Number of Participants in the House Arrest Program		Dec '13	517	483	34	Coffey, Donald (MDCR); Quinones, Pablo



Number of Pretrial Services (PTS) Releases		Dec '13	669	840	-171	Cox, Victoria; Coffey, Donald (MDCR)

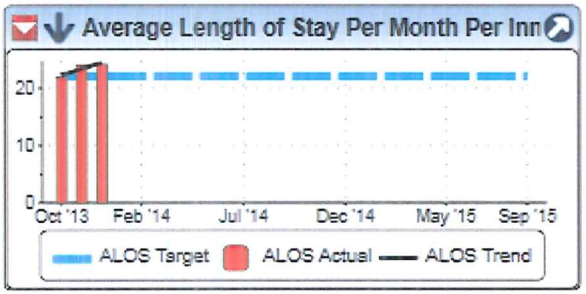


Average daily inmate population per month		Dec '13	4,671	5,000	329	Key, Tamara

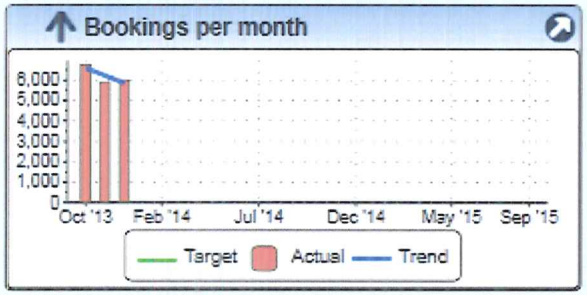


Child Measures	Period	Actual	Target	Variance	Owners
Inmate Releases	Sep '13	6,635	n/a	n/a	Key, Tamara
Bookings per month	Dec '13	6,002	n/a	n/a	Key, Tamara

Average Length of Stay Per Month Per Inmate (ALOS)		Dec '13	24.1	22.0	-2.1	Bennett, Derods (MDCR); Key, Tamara



Child Measures	Period	Actual	Target	Variance	Owners
Average daily inmate population per month	Dec '13	4,671	5,000	329	Key, Tamara
Bookings per month	Dec '13	6,002	n/a	n/a	Key, Tamara



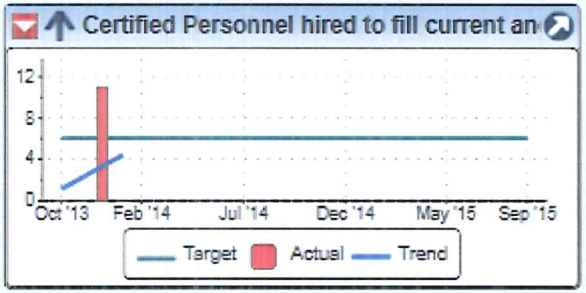
4.0 Learning and Growth

Objective	Description	Owners
4.1 Recruit, Hire, and Retain Qualified and Diverse Employees	County Strategic Plan Goal: Attract and hire new talent (GG2-1) Develop and retain excellent employees and leaders (GG2-2) Ensure an inclusive workforce that reflects diversity (GG2-3)	Berry, Jacquelin (MDCR); Cohen-Jennings, Valerie

Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

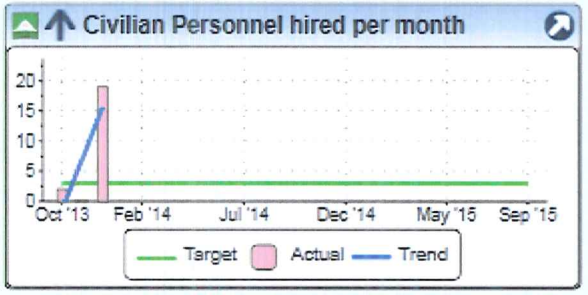
Parent Objectives	Description	Owners
GG2-1 Attract and hire new talent		Miami-Dade County
GG2-3 Ensure an inclusive workforce that reflects diversity		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Certified Personnel hired to fill Correctional Officer vacancies		Jan '14	0	6	-6	Cohen-Jennings, Valerie; Prats, John (MDCR)



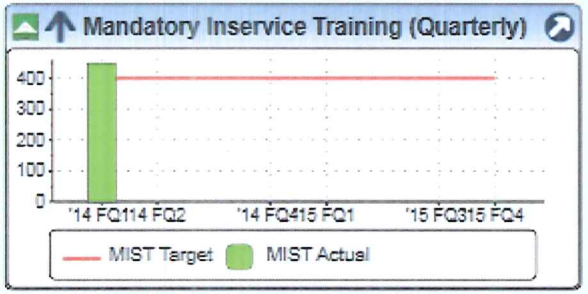
Correctional Officer Trainees hired per month		Jan '14	0	10	-10	Cohen-Jennings, Valerie; Prats, John (MDCR)

Civilian Personnel hired per month		Dec '13	19	3	16	Cohen-Jennings, Valerie; Prats, John (MDCR); Bruton, Cassandra D. (MDCR)

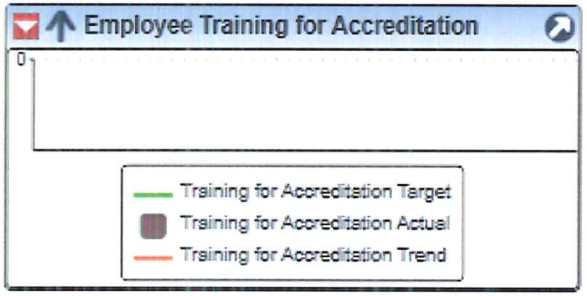


Objective	Description	Owners
4.2 Ensure Employees Possess Required Workforce Skills	County Strategic Plan Goal: Develop and retain excellent employees and leaders (GG2-2)	Berry, Jacquelin (MDCR); Cohen-Jennings, Valerie

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Number of Officers attending Mandatory In-service Training		'14 FQ1	448	400	48	Cohen-Jennings, Valerie; Lawrence, Angela (MDCR)



Number of employees completing accreditation training requirement		'14 FQ1	80	140	-60	Cohen-Jennings, Valerie; Lawrence, Angela (MDCR)


Employee Training for Accreditation
0
Training for Accreditation Target
Training for Accreditation Actual
Training for Accreditation Trend