

# Scorecard - Corrections and Rehabilitation

## Information

**Name:** Corrections and Rehabilitation

**Description:** 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

**Domain:** Corrections

**Owners:** Guevara, Marydell

## Details

	As Of		Actual	Target		FYTD Actual	FYTD Target
<b>▼ 1.0 Customer</b>							
<b>▼ 1.1 Provide Safe, Secure, and Humane Detention</b>							
Number of Major Incidents Per Month	Dec '13	▲	7	7	▲	19	21
Number of Security Searches Per Month	Dec '14	▼	565	5,200	▼	1,596	15,600
<b>▼ 1.2 Provide Successful Return to the Community</b>							
Percentage of Boot Camp participants who have not reoffended	'15 FQ1	■	90%	100%	■	90%	100%
Number of Inmates in Vocational/Technical Programs	Mar '15	▲	76	73	▲	441	438
Number of Inmates in Education Programs	'15 FQ1	▼	323	400	▼	323	400
<b>▼ 1.3 Continue Community Awareness of and Satisfaction with MDCR Services</b>							
Number of Community Outreach Activities (MDCR)	'14 FQ1	▲	91	89	▲	91	89
Telephone Courtesy Rating	Apr '15	■	89%	100%	■	95%	100%
<b>▼ 2.0 Financial</b>							
<b>▼ 2.1 Achieve and Maintain Financial and Fiscal Soundness</b>							
Overtime Hours Worked Per Month	Dec '13	▼	43,104	16,850	▼	125,244	50,550
Positions: Full-Time Filled (MDCR)	'15 FQ2	▼	2,387	2,869	▼	2,387	2,869
			(2,840 - 2,869)			(2,840 - 2,869)	
Total Accounts Receivable (MDCR)	n/a		n/a	n/a		n/a	n/a
Expen: Total (Corrections)	'15 FQ1		\$80,822K	n/a		\$80,822K	n/a
Revenue: Total (Corrections)	'15 FQ2	▼	\$1,251K	\$76,263K	▼	\$1,942K	\$152,526K
<b>▼ 3.0 Internal</b>							
<b>▼ 3.1 Ensure Effective Management of Current and Future Physical Plant and Technology Needs</b>							
Percentage of Life Safety Violations repaired within 48 hours of notification (SORTIE)	'14 FQ1	▼	97%	100%	▼	97%	100%
			(38 / 39)			(38 / 39)	
Percentage of Completed Maintenance Service Tickets per quarter	'14 FQ1	▲	96%	75%	▲	96%	75%
			(11,884 / 12,337)			(11,884 / 12,337)	
<b>▼ 3.2 Achieve and Maintain Professional and Regulatory Standards</b>							
Monthly Facilities Spot Inspections	Sep '14	▼	0%	100%		n/a	100%
Monthly Facilities Comprehensive (Safety) Inspections (Accredited)	May '14	■	93%	100%	■	95%	100%
Monthly Facilities Fire Inspections Rating Average (Accredited and Non Accredited Facilities)	Aug '14	■	98%	100%		n/a	n/a
<b>▼ 3.3 Manage Jail Population Effectively</b>							
Number of Participants in the House Arrest Program	Mar '15	▲	619	483	▲	3,726	2,898
Number of Pretrial Services (PTS) Releases	Jan '15	▼	679	840	▼	660	840
Average daily inmate population per month	Mar '15	▲	4,246	5,000	▲	4,442	5,000

## Scorecard - Corrections and Rehabilitation

▼	Average Length of Stay Per Month Per Inmate (ALOS)	Mar '15		22.0	22.0		24.7	22.0																						
<table border="1"> <thead> <tr> <th>Initiative Name</th> <th>Type</th> <th>As Of</th> <th>Status</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th>%</th> <th>Owners</th> </tr> </thead> <tbody> <tr> <td>Six Sigma: State Attorney's Office (Black Belt)</td> <td></td> <td>5/22/2014</td> <td>Complete</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100%</td> <td>Horton-Tavera, Amy (OMB)</td> </tr> </tbody> </table>									Initiative Name	Type	As Of	Status						%	Owners	Six Sigma: State Attorney's Office (Black Belt)		5/22/2014	Complete						100%	Horton-Tavera, Amy (OMB)
Initiative Name	Type	As Of	Status						%	Owners																				
Six Sigma: State Attorney's Office (Black Belt)		5/22/2014	Complete						100%	Horton-Tavera, Amy (OMB)																				
	Bookings per month	Mar '15		5,992	n/a		32,813	n/a																						
<b>▼ 4.0 Learning and Growth</b>																														
<b>▼ 4.1 Recruit, Hire, and Retain Qualified and Diverse Employees</b>																														
	Certified Personnel hired to fill Correctional Officer vacancies	Feb '15		1	6		28	30																						
	Correctional Officer Trainees hired per month	Feb '15		0	10		0	50																						
	Civilian Personnel hired per month	Jan '15		1	3		16	12																						
<b>▼ 4.2 Ensure Employees Possess Required Workforce Skills</b>																														
	Number of Officers attending Mandatory In-service Training	'15 FQ2		0	400		0	400																						
	Number of employees completing accreditation training requirement	'15 FQ2		12	140		158	280																						

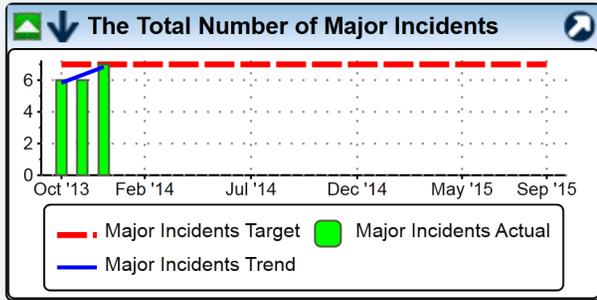
**Business Plan Report - Corrections and Rehabilitation**

Scorecard	Description	Owners
Corrections and Rehabilitation	<p>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.</p> <p>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.</p> <p>BPO=Business Plan Objective</p>	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



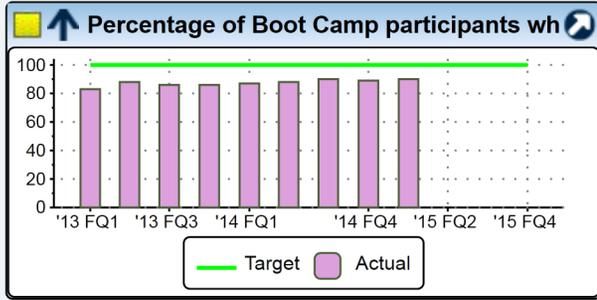
Number of Security Searches Per Month 	Dec '14	565	5,200	-4,635	n/a
Child Measures	Period	Actual	Target	Variance	Owners
Number Shakedown Searches Per Month 	Dec '13	1,730	1,817	-87	Mayes, Wendy (MDCR); Cambridge, Edwin (MDCR)
Number of Canine Sniffs Per Month 	Dec '14	3,112	5,200	-2,088	Gadson, Pamela (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

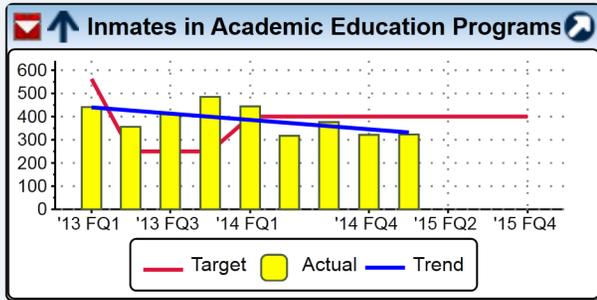
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Parent Objectives	Description	Owners
PS1-3 Support Successful Re-Entry into the Community		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of Boot Camp participants who have not reoffended	'15 FQ1	90%	100%	-10%	Coffey, Donald (MDCR)



Number of Inmates in Vocational/Technical Programs	Mar '15	76	73	3	Coffey, Donald (MDCR)
Number of Inmates in Education Programs	'15 FQ1	323	400	-77	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)

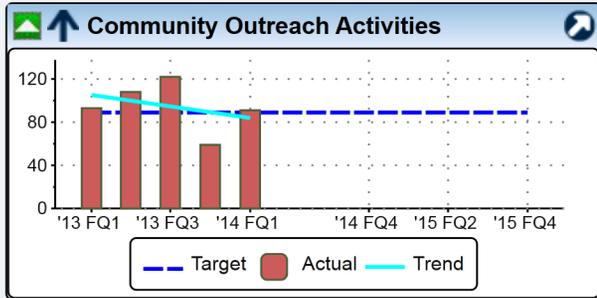
Objective	Description	Owners
1.3 Continue Community Awareness of and Satisfaction with MDCR Services	County Strategic Plan Goal: Develop a customer-oriented organization (GG1-2) Foster a positive image of County government (GG1-3) Improve relations between communities and governments (GG1-4)	n/a

Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County

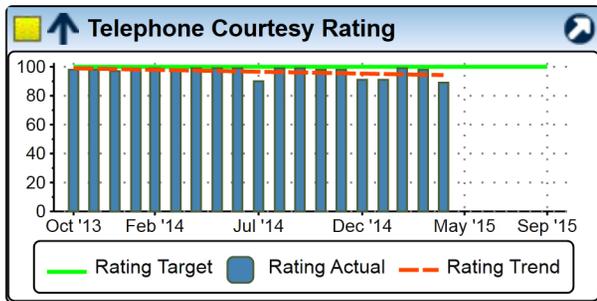
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Parent Objectives	Description	Owners
GG1-2 Develop a customer-oriented organization		Miami-Dade County
GG1-3 Foster a positive image of County government		Miami-Dade County

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	Apr '15	89%	100%	-11%	Johnson, John (MDCR); Jones, Cassandra (MDCR)
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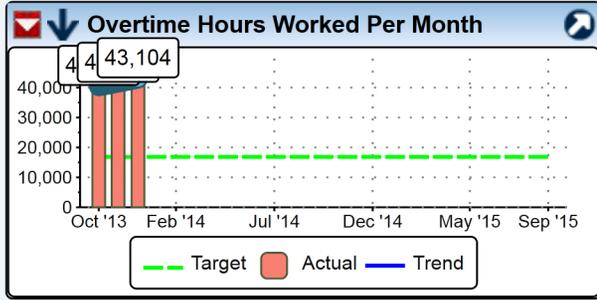


**2.0 Financial**

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)

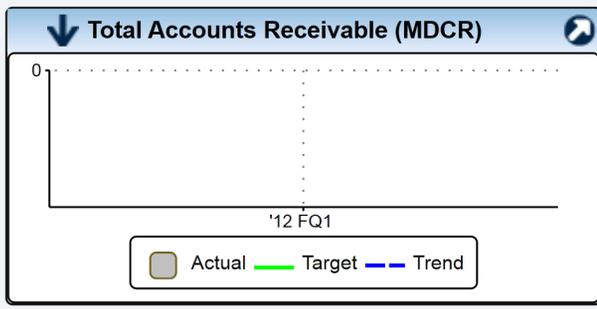
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Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Overtime Hours Worked Per Month	Dec '13	43,104	16,850	-26,254	Schuh, Walter (MDCR)



Positions: Full-Time Filled (MDCR)	'15 FQ2	2,387	2,869 (2,840 - 2,869)	-482	Cohen-Jennings, Valerie; Prats, John (MDCR)
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Total Accounts Receivable (MDCR)	n/a	n/a	n/a	n/a	Schuh, Walter (MDCR)
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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)	'15 FQ1	\$80,822K	n/a	n/a	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)
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Child Measures	Period	Actual	Target	Variance	Owners
Expen: Personnel (MDCR)	'15 FQ1	\$71,598	n/a	n/a	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)
Expen: Other Operating (MDCR)	'15 FQ1	\$9,066	n/a	n/a	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)
Expenditure: Capital (MDCR)	'15 FQ2	\$131K	\$282K	\$151K	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)

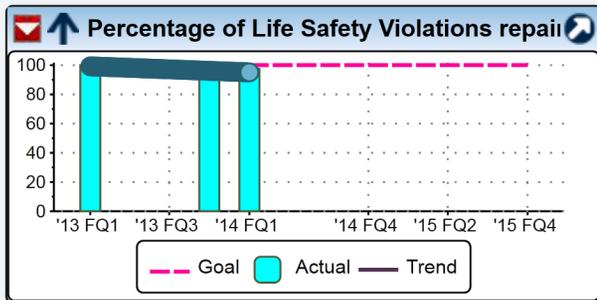
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Revenue: Total (Corrections)	▼	'15 FQ2	\$1,251K	\$76,263K	\$-75,012K	Harris, Maxine C. (MDCR); Schuh, Walter (MDCR)
Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (MDCR)	▼	'15 FQ2	\$0K	\$1,297K	\$-1,297K	Harris, Maxine C. (MDCR)
Revenue: Federal (MDCR)	▲	'15 FQ2	\$274K	\$20K	\$254K	Harris, Maxine C. (MDCR)
Revenue: General Fund (MDCR)	▼	'15 FQ2	\$0K	\$73,815K	\$-73,815K	Harris, Maxine C. (MDCR)
Revenue: Interagency/Intradepartmental (MDCR)	▲	'15 FQ2	\$0K	\$0K	\$0K	Harris, Maxine C. (MDCR)
Revenue: Proprietary (MDCR)	▼	'15 FQ2	\$977K	\$1,131K	\$-154K	Harris, Maxine C. (MDCR)
Revenue: State (MDCR)	▲	'15 FQ2	\$0K	\$0K	\$0K	Harris, Maxine C. (MDCR)

**3.0 Internal**

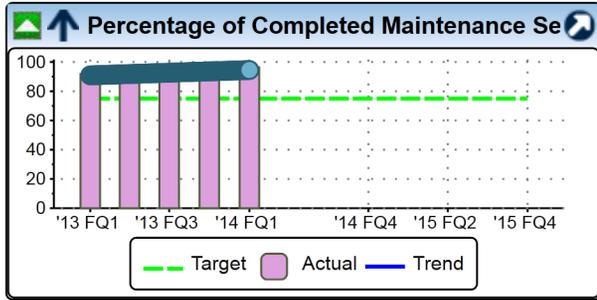
Objective	Description	Owners
3.1 Ensure Effective Management of Current and Future Physical Plant and Technology Needs		n/a
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County
Parent Objectives	Description	Owners
GG5-2 Provide well 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)



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

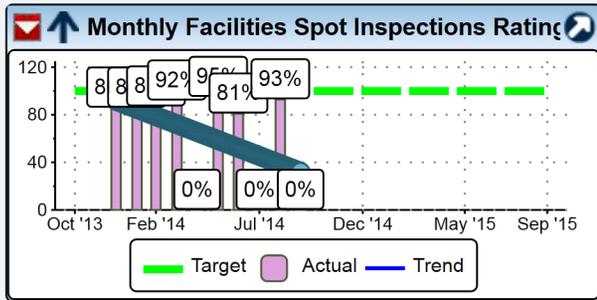


Child Measures	Period	Actual	Target	Variance	Owners
Total number of Service Tickets completed	'13 FQ1	11,621	n/a	n/a	Waterman, Simon (MDCR)

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

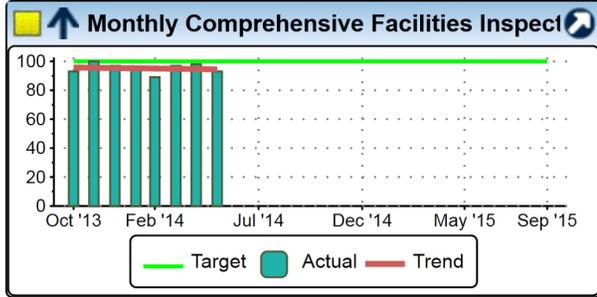
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Monthly Facilities Spot Inspections <span style="color: red;">▼</span>	Sep '14	0%	100%	-100%	Jones, Cassandra (MDCR); Johnson, John (MDCR)



Child Measures	Period	Actual	Target	Variance	Owners
Court Services Bureau <span style="color: red;">▼</span>	Apr '13	67	100	-33	Johns, Bonnett (MDCR)
Metro West Detention Center <span style="color: yellow;">▲</span>	Aug '14	92	100	-8	Johns, Bonnett (MDCR)
PTDC <span style="color: yellow;">▲</span>	Aug '14	92	100	-8	Johns, Bonnett (MDCR)
Training and Treatment Center <span style="color: yellow;">▲</span>	Aug '14	92	100	-8	Johns, Bonnett (MDCR)
Turner Guilford Knight Correctional Center <span style="color: green;">▲</span>	Jun '14	185	100	85	Johns, Bonnett (MDCR)
Pre-Trial Services/Monitoring Release <span style="color: red;">▼</span>	Apr '13	67	100	-33	Johns, Bonnett (MDCR)

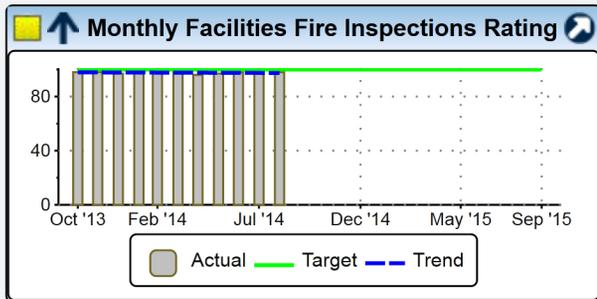
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Training Bureau		n/a	n/a	n/a	n/a	Johns, Bonnett (MDCR)
Transportation Bureau	▼	Apr '13	67	100	-33	Johns, Bonnett (MDCR)
Boot Camp	▲	Jun '14	171	100	71	Johns, Bonnett (MDCR)
Monthly Facilities Comprehensive (Safety) Inspections (Accredited)	■	May '14	93%	100%	-7%	Johnson, John (MDCR); Jones, Cassandra (MDCR)



Child Measures		Period	Actual	Target	Variance	Owners
Metro-West Detention Center	▼	Feb '14	85	100	-15	Johns, Bonnett (MDCR)
Training & Treatment Center	■	Jan '14	91	100	-9	Johns, Bonnett (MDCR)
Turner Guilford Knight Correctional Center	▼	Feb '14	86	100	-14	Johns, Bonnett (MDCR)
Martin Luther King Building	▲	Mar '14	100	100	0	Johns, Bonnett (MDCR)
BootCamp	■	Apr '14	98	100	-2	Johns, Bonnett (MDCR)

Monthly Facilities Fire Inspections Rating Average (Accredited and Non Accredited Facilities)	■	Aug '14	98%	100%	-2%	Jones, Cassandra (MDCR); Johnson, John (MDCR)
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Child Measures		Period	Actual	Target	Variance	Owners
BootCamp	▲	Dec '14	100	100	0	Johns, Bonnett (MDCR); Reese, Natasha (MDCR); Smith, Jan (MDCR); Johnson, John (MDCR)

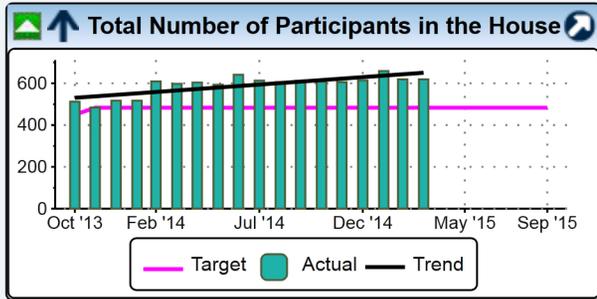
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Martin Luther King Building		Dec '14	98	100	-2 Johnson, John (MDCR); Smith, Jan (MDCR); Johnson, John (MDCR); Reese, Natasha (MDCR); Johns, Bonnett (MDCR)
North Dade Detention Center		Dec '14	100	100	0 Johns, Bonnett (MDCR)
Metro West Detention Center		Dec '14	99	100	-1 Reese, Natasha (MDCR); Johns, Bonnett (MDCR); Johnson, John (MDCR); Smith, Jan (MDCR)
Training and Treatment Center		Dec '14	100	100	0 Smith, Jan (MDCR); Johnson, John (MDCR); Johns, Bonnett (MDCR); Reese, Natasha (MDCR)
Pre-Trial Detention Center		Dec '14	97	100	-3 Johns, Bonnett (MDCR); Smith, Jan (MDCR); Reese, Natasha (MDCR); Johnson, John (MDCR)
Turner Guilford Knight Correctional Center		Dec '14	97	100	-3 Smith, Jan (MDCR); Johnson, John (MDCR); Reese, Natasha (MDCR); Johns, Bonnett (MDCR)
Warehouse		Dec '14	100	100	0 Johns, Bonnett (MDCR)
Women's Detention Center		Dec '14	95	100	-5 Johns, Bonnett (MDCR)
FAB/FMT		Dec '14	100	100	0 Johns, Bonnett (MDCR)
Virginia Gardens		Dec '14	100	100	0 Johns, Bonnett (MDCR)

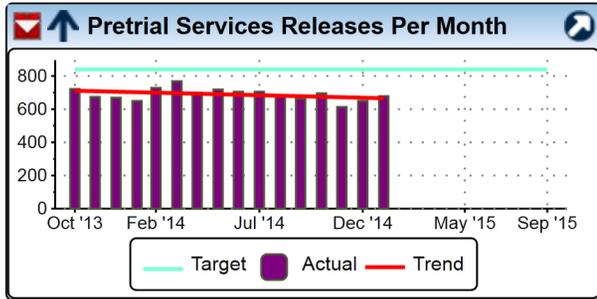
Objective	Description	Owners
3.3 Manage Jail Population Effectively	County Strategic Plan Goal: Provide safe and secure detention ((PS1-4)	n/a
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
PS1 Reduced Crime		Miami-Dade County
Parent Objectives	Description	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

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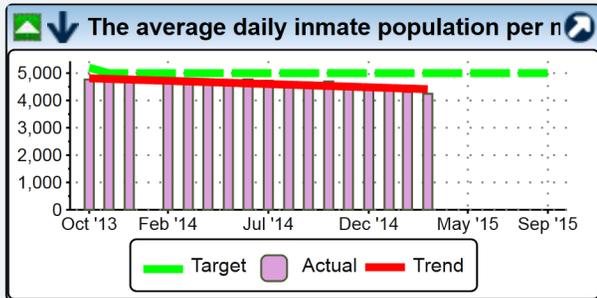
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Participants in the House Arrest Program 	Mar '15	619	483	136	Coffey, Donald (MDCR); Quinones, Pablo



Number of Pretrial Services (PTS) Releases 	Jan '15	679	840	-161	Cox, Victoria; Coffey, Donald (MDCR)
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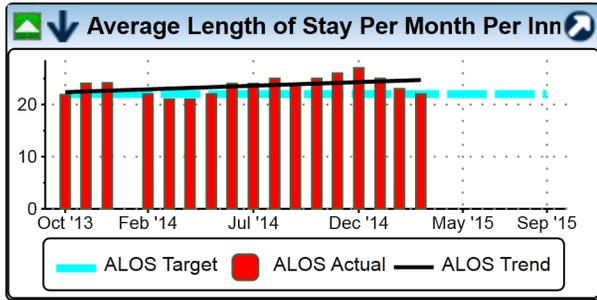
Average daily inmate population per month 	Mar '15	4,246	5,000	754	Key, Tamara
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Child Measures	Period	Actual	Target	Variance	Owners
Inmate Releases	Sep '13	6,635	n/a	n/a	Key, Tamara
Bookings per month	Mar '15	5,992	n/a	n/a	Key, Tamara

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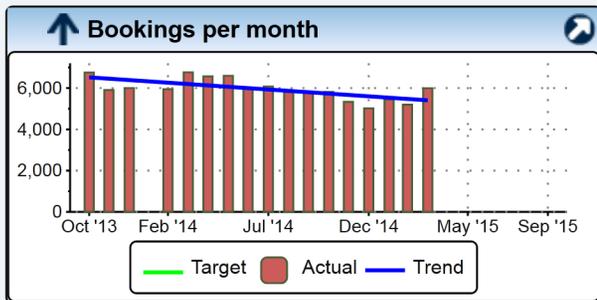
Average Length of Stay Per Month Per Inmate (ALOS) ▲ Mar '15 22.0 22.0 0.0 Bennett, Deroda (MDCR); Key, Tamara



Child Measures	Period	Actual	Target	Variance	Owners
Average daily inmate population per month <span style="color: green;">▲</span>	Mar '15	4,246	5,000	754	Key, Tamara

Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	%	Status	Owners
Six Sigma: State Attorney's Office (Black Belt)	8/14/2013	2/28/2014		5/22/2014	100%	Complete	Horton-Tavera, Amy (OMB)

Bookings per month Mar '15 5,992 n/a n/a Key, Tamara

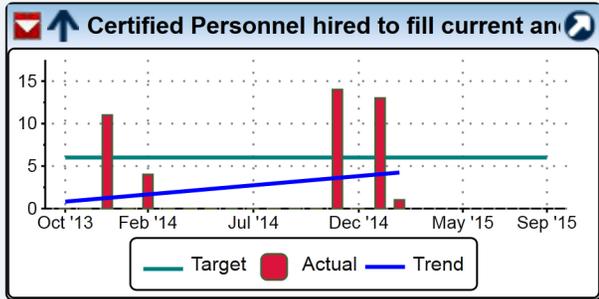


**4.0 Learning and Growth**

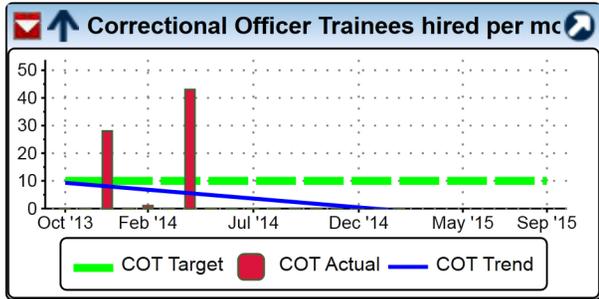
Objective	Description	Owners
4.1 Recruit, Hire, and Retain Qualified and Diverse Employees	County Strategic Plan Goal: Attract and hire new talent (GG2-1) Develop and retain excellent employees and leaders (GG2-2) Ensure an inclusive workforce that reflects diversity (GG2-3)	Berry, Jacquelin (MDCR);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

Business Plan Report - Corrections and Rehabilitation

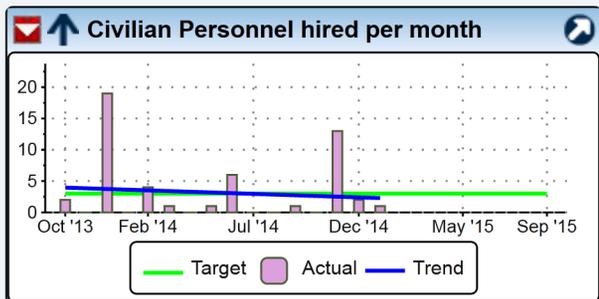
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Certified Personnel hired to fill Correctional Officer vacancies <input checked="" type="checkbox"/>	Feb '15	1	6	-5	Cohen-Jennings, Valerie; Prats, John (MDCR)



Correctional Officer Trainees hired per month <input checked="" type="checkbox"/>	Feb '15	0	10	-10	Cohen-Jennings, Valerie; Prats, John (MDCR)
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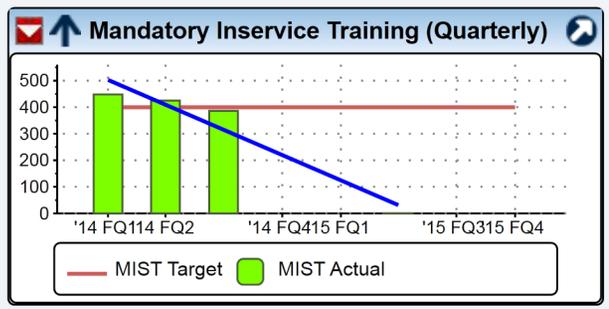


Civilian Personnel hired per month <input checked="" type="checkbox"/>	Jan '15	1	3	-2	Cohen-Jennings, Valerie; Prats, John (MDCR); Bruton, Cassandra D. (MDCR)
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Objective	Description	Owners
4.2 Ensure Employees Possess Required Workforce Skills	County 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	'15 FQ2	0	400	-400	Cohen-Jennings, Valerie; Lawrence, Angela (MDCR)



Number of employees completing accreditation training requirement	'15 FQ2	12	140	-128	Cohen-Jennings, Valerie; Lawrence, Angela (MDCR)
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