Corrections and Rehabilitation

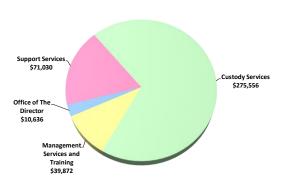
The mission of the Miami-Dade Corrections and Rehabilitation Department (MDCR) is to provide safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community.

As part of the Public Safety strategic area, the Department operates four detention facilities with a system-wide average of approximately 4,000 inmates per day; books and classifies approximately 54,000 inmates annually; and provides court services, alternative to incarceration programs, inmate rehabilitation programs and transportation to court and state facilities.

The Department works closely with other law enforcement agencies such as the Miami-Dade Police Department, municipal police departments, judges and judicial staff and the legal community including the State Attorney's Office, Public Defender's Office, private attorneys and bail bond agencies.

FY 2021-22 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)

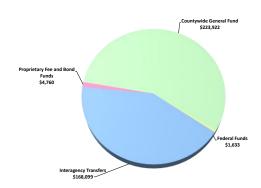


TABLE OF ORGANIZATION

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, Mental Health and Medical Services Unit and the Legal Unit.

FY 20-21 FY 21-22 83

MANAGEMENT SERVICES AND TRAINING

Supports all administrative requirements of the Department, including budget and finance, personnel management, training, policy and planning, procurement and operational support including materials management.

FY 20-21 FY 21-22 202 205

SUPPORT SERVICES

Provides program services including pre-trial services, monitored release, and re-entry services; provides operational support including construction, facilities management, food services and compliance.

FY 20-21 FY 21-22 491

CUSTODY SERVICES

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

FY 20-21 FY 21-22 2,342 2,294

The FY 2021-22 total number of full-time equivalent positions is 3,073 $\,$

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director formulates all departmental policy and provides overall direction for the operation and administration of the Department; implements County policy; and has direct oversight of the Security and Internal Affairs Bureau, the Mental Health and Medical Services Unit, the Legal Unit and Community Affairs.

- Disseminates information to the public and the media
- Oversees the inspection, medical compliance and accreditation functions
- Provides overall direction and coordination of departmental activities and policies

Key Department Measures, Strategic Objectives, and Resiliency Drivers										
Managemen		BD.	Turno	Cood	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22	
Measures	SO	RD	Туре	Good	Actual	Actual	Budget	Target		
Random individual canine searches	PS1-4	ES-2	OP	\leftrightarrow	55,887	92,904	70,000	95,000	95,000	

DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of five positions from Custody Services as part of the staffing analysis
 conducted semi-annually to ensure constitutional and legally compliant conditions in the County's jail system, as required by
 the U.S. Department of Justice (DOJ) Settlement Agreement
- In FY 2020-21, four Criminal Justice Reform Coordinators were transferred out to the Community Action and Human Services Department (CAHSD)

DIVISION: MANAGEMENT SERVICES AND TRAINING

The Management Services and Training Division supports all administrative functions and certain operational support functions of the Department including budget and finance, personnel management, policy development, procurement and legislative coordination.

- Coordinates information technology services
- Coordinates personnel management functions
- Coordinates policy and planning activities
- Oversees fiscal resources management, including budget and finance and procurement
- Oversees operational support functions, including materials management

Key Department Measures, Strate	gic Object	ives, and	l Resilien	cy Driver	s				
Manageman	so	BD.	Turno	Cood	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
Measures	30	RD	Туре	Good	Actual	Actual	Budget	Projection	Target
Average percentage of full-time positions filled	GG2-1	ES-2	IN	\leftrightarrow	93%	93%	95%	94%	95%
Civilians hired annually	GG2-1	ES-2	IN	\leftrightarrow	111	48	48	34	48
Employees completing accreditation training (quarterly)	GG2-2	ES-2	OP	\leftrightarrow	158	117	100	97	100
Employees completing in-service training (quarterly)	GG2-2	ES-2	OP	\leftrightarrow	97	96	150	100	120
Correctional Officer Trainees hired annually	GG2-1	ES-2	IN	\leftrightarrow	127	76	90	60	90
Certified Correctional Officers hired annually	GG2-1	ES-2	IN	\leftrightarrow	94	45	30	20	30

DIVISION COMMENTS

• The FY 2021-22 Adopted Budget includes the transfer of three positions from Custody Services as part of the staffing analysis conducted semi-annually to ensure constitutional and legally compliant conditions in the County's jail system, as required by the U.S. Department of Justice (DOJ) Settlement Agreement

DIVISION: SUPPORT SERVICES

The Support Services Division operates the Boot Camp Facility and provides inmate program services and operational support to the Department.

- Coordinates compliance activities
- Oversees construction and facilities management
- Oversees program services including pre-trial, monitored release and reentry services
- · Provides food services

Key Department Measures, Strate	gic Object	ives, and	Resilien	cy Driver	s				
Measures	so	RD	Tuno	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
ivieasures	30	עא	Туре	Good	Actual	Actual	Budget	Projection	Target
Inmates released via the Pretrial Release Services (PTR) program*	PS1-3	ES-2	EF	↑	8,392	4,960	8,500	4,500	8,500
Percentage of life safety violations repaired within 48 hours of notification	GG3-4	IE-1	EF	↑	92%	92%	100%	95%	100%
Facility maintenance service tickets completed	GG3-4	IE-1	OP	\leftrightarrow	40,238	46,089	45,000	40,500	40,000
Average cost per meal	PS1-4	HW-1	EF	\	\$1.63	\$1.66	\$1.67	\$1.67	\$1.67
Inmate meals served (in thousands)	PS1-4	HW-1	OP	\leftrightarrow	4,877	4,211	5,000	4,000	4,500
Average meals per inmate ratio (daily)	PS1-4	HW-1	EF	\	3.39	3.40	3.41	3.40	3.40

^{*}FY 2019-20 Actual and FY 2020-21 Projection reflect the impact of the COVID-19 and the temporary closure of in-person courts

DIVISION COMMENTS

• The FY 2021-22 Adopted Budget includes the transfer of 40 positions from Custody Services as part of the staffing analysis conducted semi-annually to ensure constitutional and legally compliant conditions in the County's jail system, as required by the U.S. Department of Justice (DOJ) Settlement Agreement

DIVISION: CUSTODY SERVICES

The Custody Services Division operates three detention facilities including the Pre-Trial Detention Center (PTDC), Turner Guilford Knight Correctional Center (TGK) and Metro West Detention Center (MWDC).

- Coordinates drug interdiction and contraband detection in the jails
- Coordinates inmate mental and medical health care
- Coordinates inmate transportation services
- Oversees custody and control of hospitalized inmates
- Oversees custody and control of pretrial and sentenced inmates
- Oversees inmate intake, classification and release
- Oversees inmate property management and storage
- Oversees inmate related court services
- Oversees security of all detention facilities

Measures	so	RD	Turno	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
ivieasures	30	KD	Type	Good	Actual	Actual	Budget	Projection	Target
Monthly bookings*	PS1-4	ES-2	OP	\leftrightarrow	4,515	3,219	4,200	3,500	4,000
Average length of stay per inmate (in calendar days)**	PS1-4	ES-2	EF	\	29	37	30	38	33
Average daily inmate population*	PS1-4	ES-2	EF	\	4,359	3,755	4,000	3,918	4,000
Major incidents	PS1-4	ES-2	ОС	\	231	281	220	276	250
Random individual searches	PS1-4	ES-2	ОР	\leftrightarrow	6,171	8,360	8,500	6,500	7,000

^{*}FY 2019-20 Actual reflects the impact of the COVID-19

DIVISION COMMENTS

The FY 2021-22 Adopted Budget includes the transfer of five positions to the Office of the Director, the transfer of three
positions to Management Services and Training and 40 positions to Support Services as part of the staffing analysis
conducted semi-annually to ensure constitutional and legally compliant conditions in the County's jail system, as required by
the U.S. Department of Justice (DOJ) Settlement Agreement

ADDITIONAL INFORMATION

- The Table of Organization for FY 2021-22 includes 2,225 sworn positions and 852 civilian positions; the FY 2021-22 Adopted Budget includes funding to hire 120 sworn and 48 civilian personnel replacing anticipated vacancies; additional hiring may be approved to further mitigate overtime expense
- On April 16, 2013, the BCC approved a settlement agreement with the U.S. Department of Justice (DOJ) to address standards of care established by the Civil Rights of Institutionalized Persons Act (CRIPA); the agreement specifically addresses inmate medical and mental health care, suicide prevention, protection of inmates from harm and sanitation conditions, as well as compliance with the Prison Rape Elimination Act (PREA); as required by the provisions set forth in the Settlement Agreement, the Miami-Dade Corrections and Rehabilitation Department conducts a comprehensive staffing analysis semi-annually to determine appropriate staffing levels necessary to ensure constitutional and legally compliant conditions in the County's jail system

^{**}FY 2019-20 Actual and FY 2020-21 Projection increased because of minimal court activity as a result of COVID-19

The FY 2021-22 Adopted Budget maintains funding for the Boot Camp program (\$7.5 million), which has been nationally recognized as a successful model for reducing recidivism rates among youth offenders

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the Countywide Infrastructure Investment Program (CIIP) which focuses on the renovation and rehabilitation of power systems, life safety, security, elevators, electrical upgrades as well as other related infrastructure improvements at all County owned facilities; in FY 2021-22, the Department has various infrastructure improvement projects that total \$22.246 million
- During the first quarter of FY 2021-22, Phase 1 of the Jail Management System (JMS) will be completed; the JMS will be the system of record for MDCR from the time of booking to release of inmates with the ultimate goal of providing MDCR with a centralized system serving the informational needs of all correctional facilities, focusing on integration, ease of use, paperless transactions, security and reporting; Phase 1 of the JMS includes modules pertaining to Classification, Housing, Inmate Grievance, Incidents and Discipline to comply with Department of Justice requirements
- The Miami-Dade Corrections and Rehabilitation Department will continue working with outside consultants, the Internal Services Department, Judicial Administration and other stakeholders on the construction of a replacement detention facility; the facility will incorporate modern design elements and state of the art security that would substantially improve inmate housing conditions, the working environment of staff and provide departmental savings as a result by replacing the County's oldest facility the Pre-Trial Detention Center (total project cost \$447.583 million, \$14.244 in FY 2021-22, capital program #505680)
- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of 14 vehicles (\$448,000); over the next six years, the Department is planning to spend \$2.688 million to replace 84 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

		(do	llars in thousa	nds)	
Line-Item Highlights	Actual	Actual	Budget	Projection	Budget
	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
Advertising	16	28	39	6	4
Fuel	411	291	387	269	298
Overtime	25,058	16,786	18,000	18,255	18,493
Rent	2,498	2,243	1,973	2,045	1,976
Security Services	4	6	8	9	8
Temporary Services	167	97	100	100	100
Travel and Registration	219	120	244	108	127
Utilities	6,258	5,509	6,354	6,123	6,297

OPERATING FINANCIAL SUMMARY

	Actual	Actual	Budget	Adopted
(dollars in thousands)	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Revenue Summary				
General Fund Countywide	359,765	368,212	378,289	223,922
Carryover	806	408	190	1,862
Other Revenues	3,756	4,519	3,433	3,893
Federal Grants	2,521	63	1,800	1,633
Federal Grants - ARP Act	0	0	0	168,099
Total Revenues	366,848	373,202	383,712	399,409
Operating Expenditures				
Summary				
Salary	216,229	219,423	229,725	235,621
Fringe Benefits	113,850	115,720	114,888	118,392
Court Costs	13	16	29	39
Contractual Services	8,555	7,447	9,392	9,486
Other Operating	18,516	19,907	20,210	23,508
Charges for County Services	7,594	7,571	8,183	8,728
Capital	1,605	399	1,259	1,320
Total Operating Expenditures	366,362	370,483	383,686	397,094
Non-Operating Expenditures				
Summary				
Transfers	60	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	18	7	7	0
Depreciation, Amortizations	0	0	0	0
and Depletion				
Reserve	0	0	19	2,315
Total Non-Operating	78	7	26	2,315
Expenditures				

	Total F	unding	Total Posi	tions	
(dollars in thousands)	Budget	Adopted	Budget	Adopted	
Expenditure By Program	FY 20-21	FY 21-22	FY 20-21	FY 21-22	
Strategic Area: Public Safety					
Office of The Director	10,329	10,63	6 82	83	
Management Services and	37,293	39,87	2 202	205	
Training					
Support Services	60,514	71,03	0 451	491	
Custody Services	275,550	275,55	6 2,342	2,294	
Total Operating Expenditures	383,686	397,09	4 3,077	3,073	

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FUTURE	TOTAL
Revenue									
BBC GOB Financing	8,334	36,490	35,000	10,000	0	0	0	0	89,824
Capital Asset Series 2007 Bonds	1,000	0	0	0	0	0	0	0	1,000
Capital Asset Series 2020C Bonds	250	0	0	0	0	0	0	0	250
Future Financing	0	0	52,665	129,500	157,500	77,918	0	0	417,583
General Government Improvement	1,270	0	0	0	0	0	0	0	1,270
Fund (GGIF)									
Total:	10,854	36,490	87,665	139,500	157,500	77,918	0	0	509,927
Expenditures									
Strategic Area: PS									
Facility Improvements	750	750	0	0	0	0	0	0	1,500
Jail Facility Improvements	8,854	35,440	87,665	139,500	157,500	77,918	0	0	506,877
Telecommunications Equipment	1,000	300	250	0	0	0	0	0	1,550
Total:	10,604	36,490	87,915	139,500	157,500	77,918	0	0	509,927

PROGRAM #: 2000000750

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

COMMUNICATIONS INFRASTRUCTURE EXPANSION

DESCRIPTION: Continue roll-out of the Voice over Internet Protocol (VoIP) system to include the upgrading of switches and

fiber optics for improved communications and reduction of dead spots

LOCATION: 13850 NW 41 St District Located: 12

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
BBC GOB Financing	1,000	300	0	0	0	0	0	0	1,300
Capital Asset Series 2020C Bonds	250	0	0	0	0	0	0	0	250
TOTAL REVENUES:	1,250	300	0	0	0	0	0	0	1,550
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Technology Hardware/Software	1,000	300	250	0	0	0	0	0	1,550
TOTAL EXPENDITURES:	1,000	300	250	0	0	0	0	0	1,550

INFRASTRUCTURE IMPROVEMENTS - METRO WEST DETENTION CENTER - ELEVATOR PROGRAM #: 2000000519

REFURBISHMENT

DESCRIPTION: Refurbish the aging elevators at the Metro West Detention Center

LOCATION: 13850 NW 41 St District Located: 12

Unincorporated Miami-Dade County District(s) Served: N/A

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
BBC GOB Financing	750	750	0	0	0	0	0	0	1,500
TOTAL REVENUES:	750	750	0	0	0	0	0	0	1,500
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Infrastructure Improvements	750	750	0	0	0	0	0	0	1,500
TOTAL EXPENDITURES:	750	750	0	0	0	0	0	0	1.500

PROGRAM #:

2000000458

INFRASTRUCTURE IMPROVEMENTS - METRO WEST DETENTION CENTER - EXTERIOR MECHANICAL ROOM DOORS

DESCRIPTION: Replace aging doors and frames to maintain security of the mechanical room

LOCATION: 13850 NW 41 St District Located: 12

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE: BBC GOB Financing	PRIOR 200	2021-22 50	2022-23 0	2023-24 0	2024-25 0	2025-26 0	2026-27 0	FUTURE 0	TOTAL 250
TOTAL REVENUES:	200	50	0	0	0	0	0	0	250
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	200	50	0	0	0	0	0	0	250
TOTAL EXPENDITURES:	200	50	0	0	0	0	0	0	250

INFRASTRUCTURE IMPROVEMENTS - METRO WEST DETENTION CENTER - FACILITY ROOF PROGRAM #: 2000000520

REPLACEMENTS

DESCRIPTION: Replace various facility roofs at various correctional facilities

LOCATION: 13850 NW 41 St District Located: 12

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE: BBC GOB Financing	PRIOR 1,760	2021-22 790	2022-23 0	2023-24 0	2024-25 0	2025-26 0	2026-27 0	FUTURE 0	TOTAL 2,550
TOTAL REVENUES:	1,760	790	0	0	0	0	0	0	2,550
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	1,760	790	0	0	0	0	0	0	2,550
TOTAL EXPENDITURES:	1,760	790	0	0	0	0	0	0	2,550

INFRASTRUCTURE IMPROVEMENTS - METRO WEST DETENTION CENTER - INMATE PROGRAM #: 383090

HOUSING IMPROVEMENT

DESCRIPTION: Refurbish 36 inmate housing unit bathrooms at the Metro West Detention Center LOCATION: 13850 NW 41 St District Located: 1

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE: PRIOR 2021-22 2022-23 2023-24 2024-25 2025-26 2026-27 **FUTURE** TOTAL **BBC GOB Financing** 918 382 0 0 0 0 0 0 1,300 Capital Asset Series 2007 Bonds 1,000 0 0 0 0 0 0 0 1,000 General Government Improvement 1,270 0 0 0 0 0 0 0 1,270 Fund (GGIF) **TOTAL REVENUES:** 3,188 382 0 0 0 0 0 0 3,570 **EXPENDITURE SCHEDULE:** PRIOR 2021-22 2022-23 2023-24 2024-25 2025-26 2026-27 **FUTURE** TOTAL Infrastructure Improvements 3,188 382 0 0 0 0 0 0 3,570 **TOTAL EXPENDITURES:** 3,188 382 0 0 3,570

PROGRAM #:

PROGRAM #:

PROGRAM #:

2000000841

2000000456

2000001493

INFRASTRUCTURE IMPROVEMENTS - TURNER GUILFORD KNIGHT CORRECTIONAL

FACILITY - FACILITY ROOF REPLACEMENTS

DESCRIPTION: Replace various facility roofs at various correctional facilities

LOCATION: 7000 NW 41 St District Loca

N: 7000 NW 41 St District Located: 12
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE: PRIOR FUTURE TOTAL 2021-22 2022-23 2023-24 2024-25 2025-26 2026-27 **BBC GOB Financing** 2,700 1,600 0 0 0 0 0 4,300 **TOTAL REVENUES:** 2,700 1,600 0 0 0 0 0 0 4,300 **EXPENDITURE SCHEDULE: PRIOR** 2021-22 2022-23 2023-24 2024-25 2025-26 2026-27 **FUTURE** TOTAL Construction 2,700 1,600 0 0 0 0 4,300 **TOTAL EXPENDITURES:** 2,700 1,600 0 0 0 0 0 0 4,300

INFRASTRUCTURE IMPROVEMENTS - TURNER GUILFORD KNIGHT CORRECTIONAL FACILITY - RECREATION YARD STORE FRONTS

DESCRIPTION: Repair and replace recreation yard store fronts to maintain the required secured environment for inmates

LOCATION: 7000 NW 41 St District Located: 12

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE: PRIOR 2022-23 2024-25 **FUTURE** TOTAL 2021-22 2023-24 2025-26 2026-27 **BBC GOB Financing** 250 250 0 500 n O O n 0 **TOTAL REVENUES:** 250 250 0 0 500 0 0 0 0 **EXPENDITURE SCHEDULE: PRIOR** 2021-22 2022-23 **FUTURE TOTAL** 2023-24 2024-25 2025-26 2026-27 Construction 250 n 500 250 0 n 0 n 0 **TOTAL EXPENDITURES:** 250 250 0 O 0 0 0 0 500

INFRASTRUCTURE IMPROVEMENTS - CORRECTIONAL FACILITIES SYSTEMWIDE

DESCRIPTION: Renovate and rehabilitate and all existing correctional facilities systemwide

LOCATION: Various Sites District Located: Countywide

Various Sites District(s) Served: Countywide

REVENUE SCHEDULE: PRIOR 2021-22 2022-23 2023-24 2024-25 2025-26 2026-27 **FUTURE TOTAL BBC GOB Financing** O 18,124 20,000 10,000 n O O n 48,124 **TOTAL REVENUES:** 0 48,124 18,124 20,000 10,000 0 0 0 n **EXPENDITURE SCHEDULE:** PRIOR 2021-22 **FUTURE TOTAL** 2022-23 2023-24 2024-25 2025-26 2026-27 Construction 0 1,300 0 0 0 0 0 0 1,300 0 20,000 46,824 Infrastructure Improvements 16,824 10,000 0 0 0 0 **TOTAL EXPENDITURES:** 0 18,124 0 0 0 0 48,124 20,000 10,000

PROGRAM #: 505680

REPLACEMENT DETENTION FACILITY

DESCRIPTION: Construct a replacement detention facility to improve inmate housing conditions and the working

environment of staff

LOCATION: 7000 NW 41 St and 13850 NW 41 St District Located:

Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
BBC GOB Financing	756	14,244	15,000	0	0	0	0	0	30,000
Future Financing	0	0	52,665	129,500	157,500	77,918	0	0	417,583
TOTAL REVENUES:	756	14,244	67,665	129,500	157,500	77,918	0	0	447,583
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	0	0	52,665	129,500	157,500	77,918	0	0	417,583
Planning and Design	756	14,244	15,000	0	0	0	0	0	30,000
TOTAL EXPENDITURES:	756	14.244	67.665	129.500	157.500	77.918	0	0	447.583