



Miami-Dade Corrections and Rehabilitation Department Business Plan

Fiscal Years: 2022 and 2023

(10/1/2021 through 9/30/2023)

Approved by:



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Date



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Date

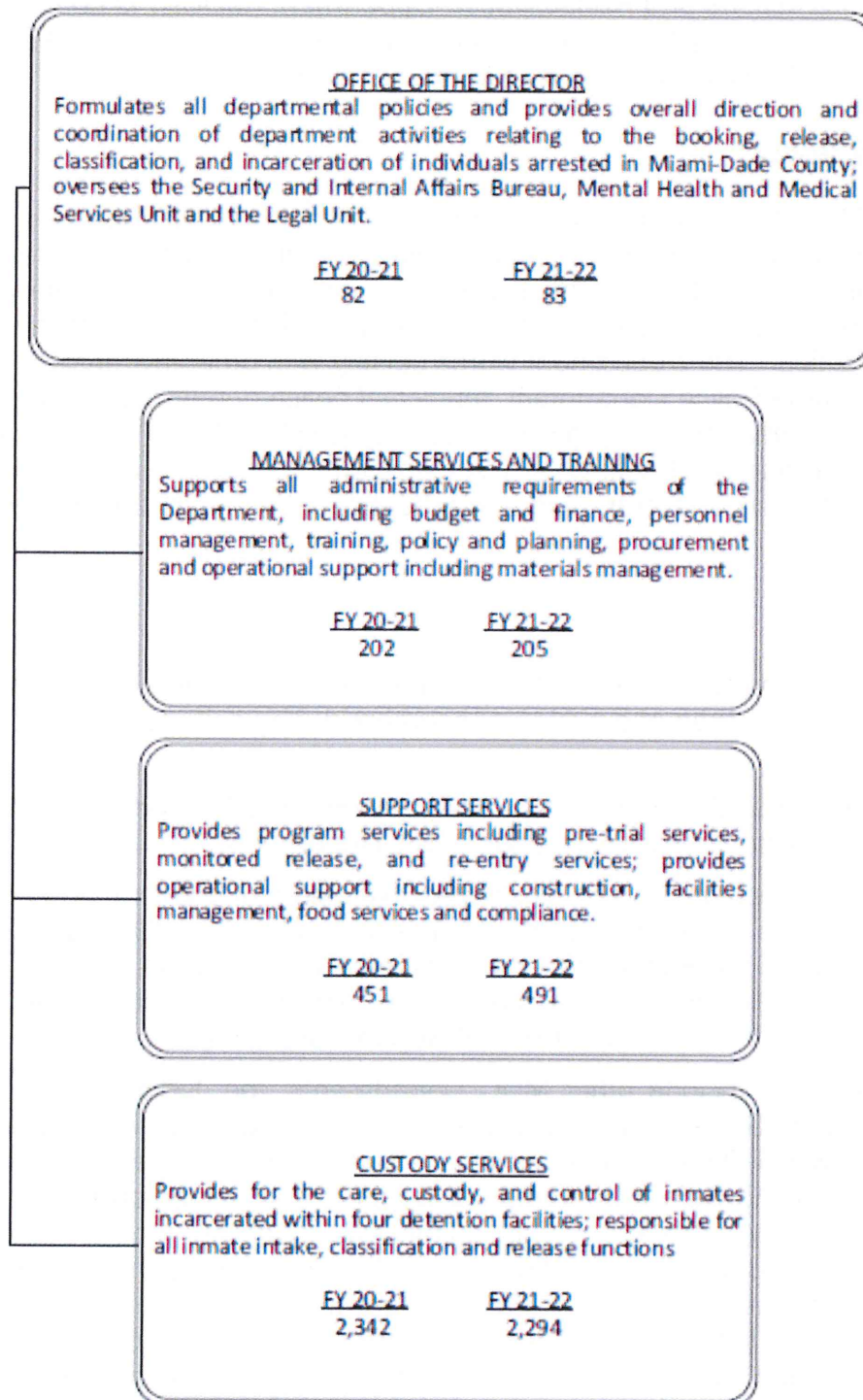
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DEPARTMENT OVERVIEW

Department Mission

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

Department Description

As part of the Public Safety strategic area, the Department currently operates four detention facilities with a systemwide average of approximately 4,400 inmates per day; intakes and classifies approximately 45,000 inmates annually; and support court service activities, 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. The Department also works with community-based service partners that provide re-entry and social services to inmates transitioning back to the community.

Our Customer

MDCR classifies customers into internal, external, and partnering agencies/stakeholders. MDCR interacts with more than one customer segment during daily operations.

- Internal customers include the inmate population humanely housed in MDCR facilities and MDCR employees who further the mission of the Department.
- External customers include private vendors and suppliers of goods and services; business professionals; inmate family members; Miami-Dade County (MDC) citizens; and other organizations such as the Police Officer's Assistance Trust (POAT); various unions such as the South Florida Police Benevolent Association, American Federation of State, County, and Municipal Employees, and Government Supervisors of Florida.
- Partnering customers include other MDC Departments, 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, Dade-Miami Criminal Justice Council, Public Safety Coordinating Council, and law enforcement agencies that provide public safety services. Other community partners include Lindsey Hopkins Technical Education Center/Miami-Dade County Public Schools, Jackson Health Systems' (JHS) Corrections Health Services (CHS), Department of Community Action and Human Services, Transition, Inc., Career Source of South Florida, OIC of South Florida, Gang Alternative, Inc., and Animal Services Department, which all provide and/or support essential social services to the inmate population.



Strategic Alignment Summary

Several measures are in place that gauge MDCR's alignment with key goals and objectives of the MDC Strategic Plan, including 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: Support a customer-oriented organization;
- GG2-1: Attract and hire new talent;
- GG2-2: Promote employee development and leadership;
- GG2-3: Ensure an inclusive workforce and diverse workforce;
- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs;
- HS1-4: Improve access to abuse prevention, intervention, and support services.

Alignment of Selected Scorecard Measures to Resilience

Scorecard Measures	Resilience Driver
<i>Average daily inmate population per month</i>	ES2
<i>Number of participants in the House Arrest Program</i>	ES2
<i>Percentage of Boot Camp participants who have not reoffended</i>	ES2
<i>Number of inmates in vocational/technical and education programs</i>	HW2
<p><i>Resilience Drivers:</i></p> <p>LS1: Promote Leadership and Effective Management LS2: Empower a Broad Range of Stakeholders LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs HW2: Supports Livelihoods and Employment HW3: Ensures Public Health Services</p> <p>ES1: Promote Cohesive and Engaged Communities ES2: Ensure Social Stability, Security, and Justice ES3: Foster Economic Prosperity IE1: Provide and Enhances Protective Natural and Man-Made Assets IE2: Ensure Continuity of Critical Services IE3: Provide Reliable Communication and Mobility</p>	



KEY ISSUES

- Pursuant to the Civil Rights of Institutionalized Persons Act (CRIPA), MDCR and CHS are responsible for compliance with the Settlement Agreement and Consent Agreement entered into by Miami-Dade County and the U.S. Department of Justice (DOJ).
- MDCR will continue to collaborate with the Internal Services Division on the design, build, and selection process of the replacement jail project approved by the Board of County Commissioners on October 6, 2020, to replace the aged and inefficient Pre-Trial Detention Center, as well as optimize other departmental detention facilities and reduce staffing, maintenance, and other operational costs.
- MDCR will continue to maintain a robust and proactive COVID-19 Pandemic Response Plan to ensure the health and well-being of staff and the inmates in its custody. Efforts have included restricted access to MDCR facilities, mandatory mask wearing by staff and inmates, mandatory COVID-19 testing of new arrestees, quarantine of inmates having or suspected of having COVID-19, enhanced sanitation protocol, social distancing initiatives, onsite COVID-19 testing for staff, and an on-site COVID-19 vaccination program for staff and inmates, and the establishment of a COVID-19 Response Center. Additionally, MDCR launched Video Visitation Program to encourage communication with family and friends during the pandemic.
- MDCR will continue to collaborate with CHS to implement further operational enhancements such as additional onsite medical services that will enhance the quality and increase the efficiency of inmate medical and mental health care services, including the creation of an onsite optometry services office at MWDC.
- MDCR will continue to collaborate with criminal justice partners to pursue non-financial-based release options for non-violent, low-risk offenders to allow minimal disruption of family ties, community involvement, and job market participation. Efforts have included:
 - Advancing the Pretrial Policy Research Project to transition the Public Safety Assessment, a nationally validated proprietary instrument for pretrial assessment utilized over 750,000 cases. It focuses on static risk factors that are objective in nature such as current offense, conviction history, failure-to-appear rate and does not require an offender interview;
 - Exploring non-cash-based bond options;
 - Advancing the Cashless Bond Project to provide recommendations to the Eleventh Judicial Circuit Court on revising the bond schedule to incorporate a cashless or reduced bond amount based on the severity of the offenses;
 - Working with criminal justice partners to increase the number of offenders participating in the Monitored Release Program;
 - Working with the Miami-Dade County Association of Chiefs of Police to expand the Adult Civil Citation Program.

MDCR will continue to address the opioid epidemic, a national emergent concern in jails, through innovative initiatives including the Narcan Administration Project, IONSCAN 600 Narcotic Detectors, and Body Scanning Project.



PRIORITY INITIATIVES

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

- Maintaining a robust and proactive COVID-19 Pandemic Response Plan that is continually updated based on the most current information to ensure the health and well-being of staff and the inmates in its custody, including restricted access to MDCR facilities, mandatory mask wearing by staff and inmates, mandatory COVID-19 testing of new arrestees, quarantine of inmates having or suspected of having COVID-19, enhanced sanitation protocol, social distancing initiatives, onsite COVID-19 testing for staff, and establishment of a COVID-19 Response Center.
- Continuing to implement and maintain enhanced safety initiatives to ensure the well-being and safety of MDCR staff, the inmate population and the public, the reduction of inmate violence incidents, and introduction of contraband into MDCR facilities:
 - Maintain full-body scanning equipment systemwide to increase the detection of contraband, including cellular telephones, weapons, and illegal drugs;
 - Continue to deploy Axon Tasers in facilities and specialty areas to deter and reduce response to resistance incidents, thereby reducing inmate violence and staff injuries;
 - Maintain Narcan for administration in situations when an inmate opioid overdose is suspected or accidental exposure by staff. Narcan will continue to be stored in emergency response bags throughout the detention facilities and administered by CHS or MDCR staff, as necessary;
 - Continue to utilize IONSCAN 600 Narcotic Detectors in mailrooms and ingress/egress areas in each detention facility for rapid identification of illegal drugs, provide a single test for multiple drugs (narcotics, stimulants, depressants, hallucinogens, and synthetic cathinone), and to facilitate contraband detection and reduction;
 - Maintain and expand video visitation to increase facility security and staff safety, reduce inmate movement, and minimize the introduction of contraband, while offering more frequent visits and extended visiting hours, and expand the Video Visitation Center to other locations to provide additional access to the public.
- Continue to address the program, social service, and housing needs of inmates with mental health issues. This includes working collaboratively with CHS on improving mental health identification and intervention processes, expanding custodial housing, implementing additional counseling and program services, and expanding coordination of post-incarceration services with the community partners.
- Continue capital improvements in alignment with the County Strategic Plan goal GG4-2. These projects will aid in improving the physical plant environment and the safety of staff, inmates, and the public. The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes:
 - Purchase of 14 vehicles to replace an aging fleet and the replacement of 56 vehicles at an estimated cost of \$1.792 million over the next four years, as part of its fleet replacement plan;



- Establishment of the Countywide Infrastructure Investment Program (CIIP) will focus on the renovation and rehabilitation of power systems, life safety, security, elevators, and other required infrastructure improvements at all County-owned facilities. In FY 2021-22 the Department has various infrastructure improvement projects that total \$13.744 million:
 - Continuing the refurbishing of ten remaining inmate housing unit bathrooms at the MWDC, to include installation of energy-efficient showers and water closets, saving an estimated 50 percent in water usage; continue replacing porcelain vanities with stainless steel, which extends the life of the vanity as well as reduces the risk to inmates and staff;
 - Continue ongoing major capital renovations at the three main correctional facilities to include air handler replacements to maintain the environment throughout the housing and administrative areas, roof repair/replacement to LEED Cool roofs to sustain a higher energy-efficient saving, and maintain structural integrity and prevent water intrusion and prolong the useful life of the facility and install new security doors accessing the recreation yards throughout all housing units;
 - Continue on-going Enclosure Project of 2nd tier Units at TGK to improve the security of inmate housing areas to enhance overall inmate safety and security;
 - MDCR is currently experiencing an upward trend in our inmate population. The need to examine various housing scenarios to maximize our housing capacity has become a priority. Feasible options that would bridge MDCR for the next 3-6 years until the new replacement facility is built are in review.
- Continue IT infrastructure renovations with the latest technology available to include upgrading fiber optic cabling and switchgear for improved communications and a reduction of dead spots.
- Implement the following Departmental initiatives to increase efficiencies in MDCR and/or Miami-Dade County:
 - Expand current training efforts to develop a robust training program to include Field Training (FTO) Program embedding trainers in facilities for the timely delivery of training requirements, the establishment of Training Sweeps to deliver immediate, concentrated training when critical response is needed, and the development of a Corrections Emergency Response Team to ensure timely response to high liability incidents such as inmate escape, inmate disturbances, and apprehension of barricaded subjects;
 - Enhanced PREA-related training, infrastructure upgrades, data collection, reporting, and policy modifications to maintain compliance with the Prison Rape Elimination Act (PREA) of 2003;
 - Inmate Commissary Vending Machines throughout inmate housing areas to increase access to commissary items. Maintain the Staff Self-Service Mini Markets to provide healthy meal options to staff onsite;
 - In-House Inmate Laundry Program consisting of new commercial grade laundry equipment to launder uniforms, linens, and bedding and minimize reliance on outside vendors to provide an essential service to the inmate population;



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 - Automated information systems in collaboration with the Information Technology Department (ITD) to enhance efficiencies such as Transfer Order System, Jail Release System, and Leave of Absence Tracking System;
 - Jail Management System, in collaboration with ITD, that provides a comprehensive automated, integrated inmate jail management system (including an updated objective jail classification process); substantially reduces manual data collection and reporting; and improves operational efficiencies, responsiveness, and information availability to our internal and external customers;
 - TeleStaff Workforce Scheduling Solution. This web-based employee scheduling solution will provide MDCR with the ability to automate employee bid request system, roster management, leave requests, and overtime selection, and ensure consistent application of departmental policies and procedures and collective bargaining agreements;
 - PowerDMS Document Management System to manage policies, directives, forms, and other documents. The system's efficiencies include paperless drafting, disseminating, and archiving of the Department's policy manual in a web-based platform. Additional benefits include greater accessibility and accountability; and
 - Detainee Electronic Communications and Media Solutions – MDCR plans to procure an all-inclusive technology solution for inmate communications, potentially offering communication services such as phone calls, electronic messaging, mail, and video visitation through mobile and wall-mounted kiosks. Inmates will also have access to many religious, educational, and self-help courses and materials. These services shall promote positive self-improvement behavior, offer alternatives to incarceration post-release and continue to strengthen the bonds between incarcerated individuals and their families and the community.
- Enhance inmate programs and services through improved inmate re-entry efforts, automated risk/needs assessment, adult and juvenile recidivism reduction, maintenance of programs for juveniles such as Transition from Jails to Community and Thinking for a Change that focus on education and reduction of risk factors to minimize inmate idleness and reduce inmate violence. These efforts are successful through collaborative working relationships with our criminal justice and community service partners:
 - Eleventh Judicial Circuit's Jail Diversion Program (JDP) established a Jail In-Reach Team in October 2017. The Jail In-Reach Team's primary functions include the identification of inmates with mental illness who should be diverted into the community and providing enhanced transition and re-entry planning services and ongoing monitoring of community linkages;
 - Substance Abuse and Mental Health Services – The South Florida Behavioral Health Network oversees all providers for Miami-Dade County and is a partner in securing these inmate services through local providers. Inmates with substance abuse issues are offered additional programming such as Alcoholics Anonymous and Narcotics Anonymous meetings and faith-based services;



- Public Transportation – MDCR provides offenders a Miami-Dade Transit Department bus/rail pass at the time of release;
- Employment Services – As the offender employment services provider for South Florida Workforce, Transition, Inc. provides job training and employment services for previously incarcerated offenders. All offenders receiving re-entry services are referred to Transition, Inc. Transition, Inc. also provides Moral Reconciliation Therapy and Life Skills training;
- Second Chance Dog Training Program - The Second Chance Dog Training Program is a collaborative effort between MDCR and Animal Services Department. It is a seven-week program, with six weekly obedience training sessions, provided by a professional animal trainer and a final week for evaluation. The Program provides the American Kennel Club dog obedience training to both the inmates and dogs, and serves an opportunity to rehabilitate the dog as well as the inmate handler; and
- Veteran Affairs – In order to ensure the unique needs of inmates identified as veterans are met, MDCR continues to work closely with the U.S. Department of Veteran Affairs to provide referrals for inmates identified as veterans.
- Develop an Enhanced Recruitment Program to hire and retain a well-trained workforce to fill critical sworn vacancies. MDCR will also continue hiring civilian staff such as Corrections Technicians into non-security posts so that sworn staff can be assigned to posts for improved cost efficiencies.
- Maintain compliance with the DOJ Settlement Agreement and achieve compliance with Consent Agreement, which includes continuous and sustainable process and system improvements such as:
 - **Staff Training** – Maintain a comprehensive training plan that allows MDCR to meet the mandates of the DOJ agreements such as Fire and Life Safety, Crisis Intervention, Incident Report Writing, Special Management Unit, Suicide Prevention, CPR, etc. while continuing to meet Florida Department of Law Enforcement Mandatory In-service Training (MIST) requirements;
 - **Staffing Analysis** – Continue to update the MDCR Staff Analysis annually to ensure a) the staffing levels meet the demands of the daily workload, b) existing staffing provides sufficient security presence to limit risk and ensure safety and security within the facilities, and c) proper custody staffing for delivery of healthcare services to inmates by CHS. MDCR and CHS work collaboratively to evaluate staffing needs, develop a hiring plan to meet Settlement and Consent Agreement requirements, and ensure each agency's operational needs are met;
 - **Response to Resistance (RTR) Review Process** – The Trend Analysis and Action Planning Unit (TAAP) is responsible for the consistent and uniform review of departmental response-to-resistance incidents. These reviews are conducted in a timely and professional manner to identify trends and patterns of behavior that may require preventative and/or corrective action;
 - **Alternatives to Physical Force** – Continue to successfully implement alternatives to physical force, such as less than lethal weapons and de-escalation techniques, to ensure staff safety;



- **Corrective Action Planning Process** – The Data Analysis and Reporting Team (DART) will continue to collect, analyze, and disseminate information on key performance data as part of the Department's quality assurance effort. DART coordinates the evaluation of data trends and assemble teams of subject matter experts to identify root causes of performance issues and develop and implement countermeasures to them.
- MDCR continues to pursue accreditation and maintain compliance through various professional correctional organizations. The accreditation process allows for continual self-assessment, benchmarking against current best practices, and formalized review of MDCR's operations by outside correctional agencies. Our accreditation efforts include:
 - Maintain the American Correctional Association (ACA) accreditation of our Central Offices and Boot Camp Program and work toward systemwide accreditation with ACA and Florida Corrections Accreditation Commission (FCAC). The Department's Central Offices reaccreditation was completed in June 2021 and achieved 100% compliance. The Boot Camp Program and the Department's Central Offices are scheduled for reaccreditation in June 2022 and June 2024, respectively;
 - Continue annual compliance with the Florida Model Jail Standards (FMJS) for all detention facilities as a tool to progress toward accreditation;
 - Maintain compliance with the Prison Rape Elimination Act (PREA) standards and ensure successful PREA audits are achieved; and
 - Educate staff about the relevance and importance of the business plan and enlist their support and commitment to achieving its goals and objectives.
- MDCR will continue to expand the efficiency and use of INFORMS, the County's new budget, procurement, human resources, and financial operations system. This will allow for more precise payment tracking, processing and review of our expenditures.

FUTURE OUTLOOK

In the next 3 to 5 years, MDCR must continue to provide safe, secure, and humane detention of inmates in its custody. Specifically, implementing necessary strategies to maintain compliance with the Settlement Agreement and achieve full compliance with the Consent Agreement, and remain in compliance with PREA standards; implementing enhanced 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; implementing a succession plan to provide for seamless transition as the Department's eligible leadership leave during this time frame; and preparing for implementation of Amendment 10 to the Florida Constitution related to the Miami-Dade County elected sheriff; and continuing to implement recommendations in the MDCR capital improvement plan. MDCR will also continue to work toward the replacement jail project that addresses critical operational needs, including a detention facility to replace PTDC, a new booking and release center, courtrooms, parking garage, and centralized support and administration facilities. Additionally, measures have been initiated to utilize the most viable steps to modernize our detention facilities to keep them operationally viable over the next decade, including elevator systems, roofing projects, building management systems to enhance air conditioning in facilities, and other key life safety systems and equipment.



