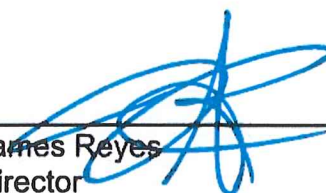




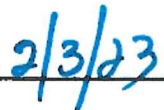
Miami-Dade Corrections and Rehabilitation Department Business Plan

Fiscal Years: 2023 and 2024
(10/1/2022 through 9/30/2024)


Approved by:



James Reyes
Director



Date



JD Patterson
Chief of Corrections and Forensics



Date

Plan Date: February 2023

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DEPARTMENT OVERVIEW

Department Mission

The mission of 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.*

Department Description

Established in 1836, Dade County encompassed an area that now comprises Miami-Dade, Broward, Palm Beach, and Martin Counties. In the early years, the area was patrolled by as few as three deputies on horseback and Dade's sheriffs were appointed by the Governor. In 1899, Dade's County seat was moved from Juno to Miami when the population of Miami grew to approximately 5,000. From this time until 1966, the Sheriff's Office was an elected position. The metropolitan form of government was approved in 1957 and the Dade County Sheriff's Office became the Public Safety Department responsible for not only traditional law enforcement, but fire protection, the jail and stockade, civil defense, animal control, and motor vehicle inspections.

On January 28, 1970, through action by the Dade County Commission (Section 4.02 of the Metropolitan Dade County Charter and Administrative Order 9-22), the Miami-Dade Corrections and Rehabilitation Department was established as its own department. It now serves the 34 municipal police departments located within Miami-Dade County, including the Miami-Dade Police Department, as well as other state and federal agencies.

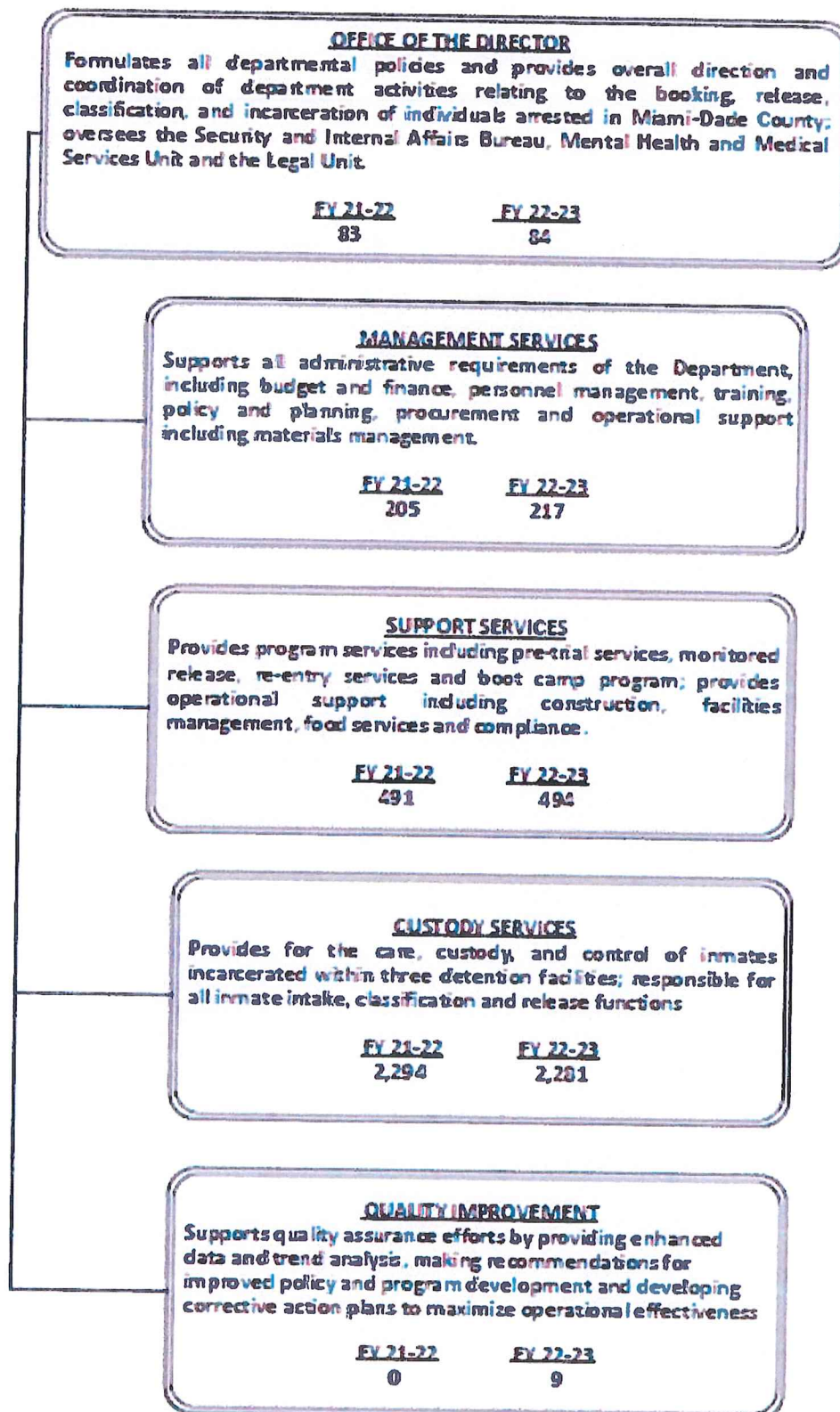
Over the years, the Department has grown to be one of the largest correctional systems in the United States with over 3,000 employees. Today, MDCR is responsible for the care, custody, and control of nearly 60,000 persons over the course of a year and maintains an average daily population of 4,400.

As one of the largest correctional systems, the Department embraces professionalism in the correctional field through training, implementation of best practices, accreditation, and continual review of operations. Continually focusing efforts on improving internal processes and procedures, the Department created the Mental Health Treatment Center, developed innovative training programs such as the Advanced Crisis Intervention Training, and implemented the Incident Self-Audit System to analyze performance indicators and develop data trends.

As part of the Public Safety strategic area, the Department also 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. The Department also works with community-based service partners to provide re-entry and social services to inmates transitioning back into the community.



Table of Organization



The FY 2022-23 total number of full-time equivalent positions is 3,085



Our Customers

MDCR has both internal and external customers, and partners with agencies/stakeholders 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 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 (PBA), American Federation of State, County, and Municipal Employees (AFSCME), and Government Supervisors Association of Florida (GSAF).
- Partnering agencies 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 Chiefs 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, Career Source of South Florida, OIC of South Florida, Gang Alternative, Inc., and Animal Services Department, which all provide and support essential social services to the inmate population.

Strategic Alignment, 4E, and Thrive305 Summary (continued)

Several measures are in place that gauges MDCR's alignment with key goals and objectives of the MDC 4Es and Thrive305 Priorities and Actions, including the following:

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Number of inmates in vocational/technical programs	Economy, Equity	Action 4.3
Number of inmates in educational programs	Economy, Equity	Action 4.3
Percentage of Boot Camp participants who have not reoffended	Economy, Equity	Action 4.3



KEY ISSUES

Below are the key issues MDCR will be facing during the upcoming year(s):

- Achieving and/or maintaining compliance with the Civil Rights of Institutionalized Persons Act (CRIPA) Settlement Agreement and Consent Agreement between Miami-Dade County and the U.S. Department of Justice (DOJ).
- Ensuring important projects are completed that will improve jail operations and produce efficiencies through continued collaboration with the Strategic Procurement Department and/or Information Technology Department to include:
 - Replacing the outdated Pre-Trial Detention Center with a state-of-the-art jail, while optimizing other departmental detention facilities and reducing staffing, maintenance, and other operational costs;
 - Implementing a Jail Management System to modernize and automate inmate information and management capabilities; and
 - Implementing a Detainee Electronic Communications and Media Solutions to provide inmate communication, educational, vocational, and recreational activities including movies and music through handheld devices.
- Maintaining and efficiently utilizing operational and administrative posts throughout the jail system while maximizing Departmental hiring through enhanced recruitment efforts, continual hiring, and increased outreach activities.
- Increasing the availability of additional onsite medical services that will enhance the quality and increase the efficiency of inmate medical and mental health care services by continually collaborating with CHS to implement further operational enhancements.



PRIORITY INITIATIVES

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

- Maintaining a robust recruitment program including increased community outreach efforts, developing relationships with community agencies and educational institutions and hiring of a Retention and Recruitment Specialist, as well as implementing process improvements to streamline the hiring process.
- Continuing to implement and maintain enhanced safety initiatives to ensure the well-being and safety of MDCR staff, the inmate population, and the public, and 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 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 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 expanding the Video Visitation Center to other locations to provide additional access to the public.
- Continuing to enhance reentry programming and social services to the entire inmate population, and housing needs of inmates with mental health issues. This includes working collaboratively with CHS to improve mental health identification and intervention processes, expand custodial housing, implement additional counseling and program services, and develop coordination of post-incarceration services with the community partners.
- Continuing 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 2022-23 Adopted Budget and Multi-Year Capital Plan includes:
 - Purchase of 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. Thirty percent of the vehicles to be purchased will include electric vehicles in accordance with the Mayor's light vehicle fleet fuel efficiency purchase policy and electrification goal;
 - Implementation 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 2023-24, the Department has various infrastructure improvement projects that total \$11.8 million:

- Refurbishment of the last remaining inmate housing unit bathrooms at the MWDC, including the installation of energy-efficient showers and water closets, saving an estimated 50% 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;
- 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 Leadership in Energy and Environmental Design (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 areas;
- Replacement of emergency generator at TGK will commence in FY23 to replace all existing emergency generators that have reached end-of-life usefulness;
- Maintenance of MWDC's new Building Management System (BMS) to provide health and safety for all inmates, officers, and facility administration;
- Continued repairs performed throughout PTDC based on the structural assessment analyses report recommendations created in 2022. The sealing of the exterior building panels, exterior windows, and structural floor repairs will also begin in FY23;
- Enhanced real-time monitoring system of the inmate's heart rate throughout MHTC and TGK to ensure the preservation of life. If an inmate's heart rate drops, the system will alert medical and correctional staff allowing for an improved medical response to address the inmates' medical needs;
- Modernization and replacement of the outdated Radio Repeater equipment throughout MWDC and TGK to improve radio communication and reduce existing dead zones that hinder emergency responses and reduce safety for inmates and staff;
- Enclosure project of second tier units at TGK to improve the security of inmate housing areas and enhance overall inmate safety and security;
- Evaluation of various housing scenarios to maximize housing capacity has become a priority as MDCR is experiencing an upward trend in the inmate population. The Department will be developing a new housing plan with the assistance of an industry consultant to optimize available space in the three detention facilities. Two positions of Jail Management Specialists have been created to actively assist in managing and reducing the inmate population.
- Establishment of a new Laundry Service Station area at one of the warehouse facilities to reduce reliance on outside vendors; this will consist of new equipment that will allow the capacity to bring all laundry services in-house if needed.



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- Continue IT infrastructure renovations with the latest technology available, including upgrading fiber optic cabling and switchgear for improved communications and reducing dead spots at all our facilities and warehouses.
- Implement the following Departmental initiatives to increase efficiencies in MDCR:
 - 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;
 - 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 strengthen the bonds between incarcerated individuals, their families, and the community;
 - Expand the Inmate Commissary Vending Machine Program throughout inmate housing areas to improve access to commissary items. Maintain the staff Self-Service Micro Markets to provide healthy meal options to staff onsite;
 - 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;
 - TeleStaff Workforce Scheduling Solution. This web-based employee scheduling solution provides MDCR with the ability to automate the employee bid request system, roster management, leave requests, overtime selection, and ensure consistent application of departmental policies, procedures, and collective bargaining agreements;
 - Maximize use of PowerDMS Document Management System to manage policies, directives, forms, and other documents. The system's efficiencies include paperless drafting, disseminating, and archiving the Department's policy manual in a web-based platform. Additional benefits include greater accessibility and accountability;
 - Enhanced training, infrastructure upgrades, data collection, reporting, and policy modifications to address compliance with the Prison Rape Elimination Act (PREA) of 2003;
 - Outsource Quartermaster Function to increase availability of necessary uniforms and equipment, minimize administrative work associated with maintaining inventory and increase efficiency of the inventory function.
- 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 focuses 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:



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- **Substance Abuse and Mental Health Services** – The South Florida Behavioral Health Network oversees all providers for Miami-Dade County and 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;
- **Veteran Affairs** – 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.
- Achieve and maintain compliance with the DOJ Settlement Agreement and 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 Response to Resistance Review Team 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 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 the safety of staff and inmates; and
 - **Corrective Action Planning Process** – MDCR will continue to collect, analyze, and disseminate information on key performance data as part of the Department's quality assurance effort.
- 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 the following:
 - Maintain the American Correctional Association (ACA) accreditation of our Central Offices and Boot Camp Program. The Department's Central Offices reaccreditation was



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completed in June 2021 and achieved 100% compliance. The Boot Camp Program reaccreditation was completed in June 2022 and achieved 100% compliance. The Department's Central Office is scheduled for reaccreditation in June 2024, and the Boot Camp Program is scheduled for reaccreditation in 2025 respectively;

- Continue annual compliance with the Florida Model Jail Standards (FMJS) for all detention facilities; and
- Maintain compliance with the Prison Rape Elimination Act (PREA) standards and ensure successful PREA audits are achieved.

FUTURE OUTLOOK

In the next 3 to 5 years, MDCR must continue to address inmate care, custody, safety, and control needs. 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 diagnosed with medical and/or mental health conditions; implementing a succession plan to provide for a seamless transition as the Department's eligible leadership depart the agency; 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 critical life safety systems and security equipment.

