



# Miami-Dade Corrections & Rehabilitation Department Business Plan

**Fiscal Years: 2015 and 2016**  
(10/1/2014 through 9/30/2016)

Approved by:

  
\_\_\_\_\_  
Marydell Guevara, Department Director

  
\_\_\_\_\_  
Russell Benford, Deputy Mayor

Plan Date: February 2015

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## **DEPARTMENT OVERVIEW**

### **Department Mission**

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

The Miami-Dade Corrections & Rehabilitation Department (MDCR) is the eighth largest jail system in the United States and the largest in the State of Florida. On average, the Department is responsible for the care, custody, and control of approximately 4,600 persons incarcerated in five detention facilities located throughout Miami-Dade County. These persons are awaiting trial, serving sentences of 364 days or less, or being held for such agencies as the Florida Department of Corrections, Immigration and Customs Enforcement, etc.

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

The Department is also responsible for supervising between 2,500 to 3,000 persons on pretrial release and another 625 on monitored release. The Pretrial Services Bureau (PTS) effectuates the release of offenders into a non-custodial program and is one of 29 such programs in the State of Florida. PTS releases nearly 10,000 individuals annually, resulting in reduced population levels and incarceration costs. The Monitored Release Program (MRP) provides for the court ordered release of eligible inmates into a house arrest setting utilizing an active or passive Global Positioning System electronic monitoring bracelet. Offenders must meet and adhere to strict conditions of participation, that can include home confinement, authorization to report to work, or other court authorized activities.



**Table of Organization**

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

<p><b><u>OFFICE OF THE DIRECTOR</u></b></p> <ul style="list-style-type: none"> <li>Formulates all departmental policies and provides overall direction and coordination of department activities relating to the booking, release, classification, and incarceration of individuals arrested in Miami-Dade County; oversees the Security and Internal Affairs Bureau, Medical Services, and the Legal Unit</li> </ul> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 13-14</u></td> <td style="text-align: center; width: 50%;"><u>FY 14-15</u></td> </tr> <tr> <td style="text-align: center;">64</td> <td style="text-align: center;">61</td> </tr> </table>	<u>FY 13-14</u>	<u>FY 14-15</u>	64	61	
<u>FY 13-14</u>	<u>FY 14-15</u>				
64	61				
<p><b><u>CUSTODY SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Provides for the care, custody, and control of inmates incarcerated within five detention facilities; responsible for all inmate intake, classification, and release functions</li> </ul> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 13-14</u></td> <td style="text-align: center; width: 50%;"><u>FY 14-15</u></td> </tr> <tr> <td style="text-align: center;">2,059</td> <td style="text-align: center;">2,127</td> </tr> </table>	<u>FY 13-14</u>	<u>FY 14-15</u>	2,059	2,127	
<u>FY 13-14</u>	<u>FY 14-15</u>				
2,059	2,127				
<p><b><u>MANAGEMENT SERVICES AND TRAINING</u></b></p> <ul style="list-style-type: none"> <li>Supports all administrative requirements of the Department, including budget and finance, personnel management, training, basic training academy, policy and planning, procurement, legislative coordination, and regulatory compliance</li> </ul> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 13-14</u></td> <td style="text-align: center; width: 50%;"><u>FY 14-15</u></td> </tr> <tr> <td style="text-align: center;">143</td> <td style="text-align: center;">127</td> </tr> </table>	<u>FY 13-14</u>	<u>FY 14-15</u>	143	127	
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143	127				
<p><b><u>SUPPORT SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Includes the following units: Custody Support Services, Physical Plant Maintenance, Alternatives to Incarceration, and Inmate Programs; provides court services, inmate transportation and hospital services, food services, facilities management, information systems, pretrial release, material management, monitored release (house arrest), construction management (capital projects) and community affairs services</li> </ul> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"><u>FY 13-14</u></td> <td style="text-align: center; width: 50%;"><u>FY 14-15</u></td> </tr> <tr> <td style="text-align: center;">580</td> <td style="text-align: center;">554</td> </tr> </table>	<u>FY 13-14</u>	<u>FY 14-15</u>	580	554	
<u>FY 13-14</u>	<u>FY 14-15</u>				
580	554				

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### **Strategic Alignment Summary**

Several measures are in place that gauge MDCR's alignment with key goals and objectives of the Miami-Dade County (MDC) Strategic Plan, to include the following:

- PS1-3: Support successful re-entry into the community;
- PS1 -4: Provide safe and secure detention;
- GG1-1: Provide easy access to information and services;
- GG1-2: Develop a customer-oriented organization;
- GG2-2: Develop and retain excellent employees and leaders;
- GG2-3: Ensure an inclusive workforce that reflects diversity;
- GG4-2: Effectively allocate and utilize resources to meet current and future operating needs.

### **Our Customer**

MDCR has more than one customer segment relevant to daily operations. MDCR classifies customers into internal, external, and partnering agencies/stakeholders.

- Internal customers include the inmate population to whom we provide humane detention services;
- External customers include private vendors and suppliers of goods and services; business professionals and family members; MDC citizens, MDC staff, and other organizations such as the Police Officer's Assistance Trust (POAT); and various unions such as the Dade County Police Benevolent Association, American Federation of State, County, and Municipal Employees, and Government Supervisors of Florida;
- Partnering customers include the Judiciary, the Administrative Office of the Courts, State Attorney's Office, Public Defender's Office, Florida Department of Corrections, Miami-Dade County Association of Chiefs of Police and all recognized law enforcement agencies that provide public safety services. Other partners include the Lindsey Hopkins Technical Education Center/Miami-Dade County Public Schools, the Jackson Health System (JHS) Corrections Health Services (CHS), and Department of Community Action and Human Services, who all provide services to the inmate population.



## **KEY ISSUES**

MDCR has entered into a Settlement Agreement, and is responsible for compliance with relevant provisions of a Consent Agreement, with the U.S. Department of Justice (DOJ) pursuant to the Civil Rights of Institutionalized Persons Act (CRIPA). MDCR believes it may take some 4-6 years to be fully compliant with these agreements.

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

## **PRIORITY INITIATIVES**

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

- Working to address programs, services, and housing that provide for the needs of inmates with mental health conditions. This includes improving mental health identification and intervention processes, expanding custodial housing, implementing additional counseling services, and expanding post incarceration coordination services with partners in the community;
- Continuing capital improvements in alignment with County Strategic Plan goal GG4-2. This includes the continued renovation of the Pre-Trial Detention Center (PTDC) to include crawl space clean-up, various kitchen renovations and exterior cladding, maintain the retrofit of TGK units for specialized mental health housing, augmenting video surveillance equipment and continuing other funded capital projects throughout the Department;
- Enacting shared public safety initiatives with our law enforcement partners to include:
  - Expanding the Automated Arrest Affidavit through the Miami-Dade County Association of Chiefs of Police and finalizing expedited booking efforts;
- Pursue public-private partnerships (PPP) to help lower departmental expenditures and explore effective, cost-saving alternatives for additional bed space and new facilities to address aging structures;
- Working to implement several departmental initiatives that will provide efficiencies to MDCR or Miami-Dade County to include:
  - Global Telink (GTL) has been selected to develop and implement a Jail Management System (JMS) for MDCR in conjunction with Miami-Dade County Information Technology Department (ITD). The JMS will provide an array of inmate information that will improve operational effectiveness and expedite availability of information to our law enforcement partners. Project team leaders have been identified by ITD and GTL. Development of an Objective Jail Classification module in accordance with



**Departmental Business Plan and Outlook**  
**Department Name: Corrections and Rehabilitation**  
**FY2014-15 & FY2015-16**

recommendations by the National Institute of Corrections (NIC) is under development as the first priority.

- Continuing training, infrastructure upgrades, data collection, reporting, and policy modifications to address compliance with the Prison Rape Elimination Act (PREA) of 2003;
- Implementing automated risk and needs assessments; strengthening inmate educational, vocational, social, and reentry programs and services such as Transition Fairs, Faith Works!, Transition from Jails to Community and Thinking for a Change that address risk factors and help reduce adult and juvenile recidivism; and continuing to plan and coordinate the provision of inmate programs and services through partnerships with the Miami-Dade Public Schools, Dade-Miami-Criminal Justice Council Reentry Council, Homeless Trust, Veterans Administration, etc.;
- Hiring and training a workforce to fill critical vacancies in the Department. MDCR will continue hiring cost efficient civilian staff such as Corrections Technicians into non-security posts and civilianize some sanitation services positions so that sworn staff can be assigned to posts for improved overtime cost containment;
- Implementing an automated Staff Scheduling System (SSS) that will promote accountability through performance management and reporting. SSS includes tools for training, personnel records management, position control and many automated administrative functions that will allow efficient reporting, monitoring, and measurement of resource utilization;
- Complying with the DOJ Settlement and Consent Agreements which include modification and/or implementation of various systems/processes such as:
  - Staff Training - A revised training plan that allows MDCR to meet the mandates of the DOJ agreements while continuing to meet the requirements of the Florida Department of Law Enforcement relative to Mandatory In-service Training (MIST). The new Training Plan involves a four-year cycle, providing DOJ and FDLE required training annually;
  - Staffing Analysis - MDCR has developed a staffing analysis that was conducted to determine a) if the level of staff meets the demands of the daily, workload, and b) if existing staffing provides enough security presence to limit risk and ensure safety and security within the facilities. The analysis will be reviewed semi-annually to ensure the hiring plan meets Settlement and Consent Agreement requirements.
  - Response to Resistance (RTR) Review Process - The Trend Analysis and Action Planning (TAAP) Unit receives, reviews, and evaluates each RTR incident package to ensure that each package meets the requirements of the Settlement and Consent Agreements.
- MDCR continues to pursue accreditation through various professional correctional organizations. The accreditation process allows for continual self-assessment,



benchmarking against current practices, and formalized review of MDCR's operations by outside correctional agencies. Our various accreditation efforts include:

- Continuing with our plan to achieve American Correctional Association (ACA) full re-accreditation of our Central Offices and Boot Camp Program in FY 2014-15.
- Maintain FCAC accreditation for all detention facilities in FY 2015-16.
- MDCR achieved annual compliance with the Florida Model Jail Standards (FMJS) for all of its facilities. MDCR will continue to monitor compliance with FMJS requirements in order to continue progressing toward accreditation.

## **FUTURE OUTLOOK**

In the next 3 to 5 years, MDCR must continue to address inmate care, custody, and control issues. Specifically, implementing necessary strategies to bring MDCR into compliance with the Settlement and Consent Agreements and PREA standards; implementing re-entry programs to assist inmates to successfully transition to the community; aligning our inmate medical services, in partnership with CHS, with professional industry/community standards of care that provide proper treatment for individuals with medical/mental health issues; continuing to implement recommendations in MDCR capital improvement plans that address critical needs and centralized support facilities, and implementing a succession plan to provide for seamless transition as more than 70% of the Department's leadership are eligible to leave during this time frame.



# Business Plan Report - Corrections and Rehabilitation

Scorecard	Description	Owners
Corrections and Rehabilitation	The mission of the Corrections and Rehabilitation Department is to serve our community by providing safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community. The Miami-Dade County Corrections and Rehabilitation Department (MDCR) is the eighth largest jail system in the Country. On average, the Department has approximately 5,000 persons incarcerated in its 5 detention facilities. These persons are awaiting trial, serving sentences of 364 days or less, or being held for such agencies as the Florida Department of Corrections, Bureau of Immigration and Customs Enforcement, etc. MDCR is also responsible for another 2,500 persons on Pretrial Release and approximately 600 persons on some form of supervised community control.  BPO=Business Plan Objective	Guevara, Marydell

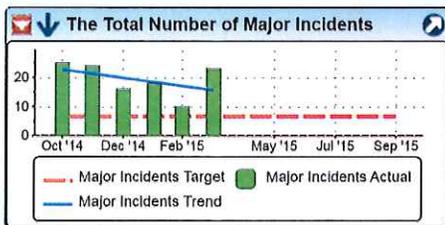
## 1.0 Customer

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

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

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

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Major Incidents Per Month	Mar '15	23	7	-16	Junior, Daniel



Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Security Searches Per Month	Mar '15	5,692	7,017	-1,325	n/a

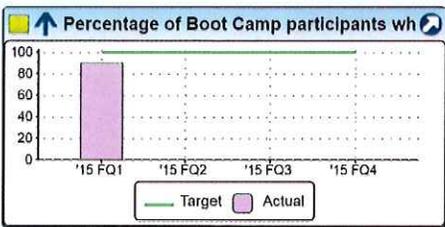
Child Measures	Period	Actual	Target	Variance	Owners
Number Shakedown Searches Per Month	Mar '15	541	1,817	-1,276	Mayes, Wendy (MDCR); Cambridge, Edwin (MDCR)
Number of Canine Sniffs Per Month	May '15	4,756	5,200	-444	Gadson, Pamela (MDCR)

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

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

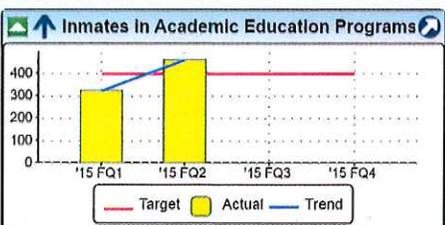
Parent Objectives	Description	Owners
PS1-3 Support Successful Re-Entry into the Community		Miami-Dade County

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



Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Inmates in Vocational/Technical Programs	May '15	89	73	16	Coffey, Donald (MDCR)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Inmates in Education Programs	'15 FQ2	460	400	60	Coffey, Donald (MDCR)



Objective	Description	Owners
1.3 Continue Community Awareness and Collaboration with MDCR Services	County Strategic Plan Goal: Develop a customer-oriented organization (GG1-2)	n/a

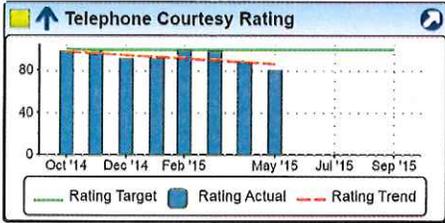
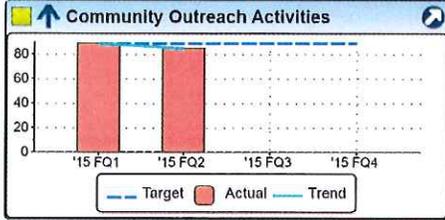


# Business Plan Report - Corrections and Rehabilitation

Grandparent Objectives	Description	Owners			
GG1 Friendly government		Miami-Dade County			
Parent Objectives	Description	Owners			
GG1-2 Develop a customer-oriented organization		Miami-Dade County			
GG1-3 Foster a positive Image of County government		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Community Outreach Activities (MDCR)	'15 FQ2	85	89	-4	Hall, Janelle

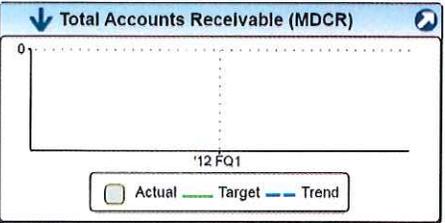
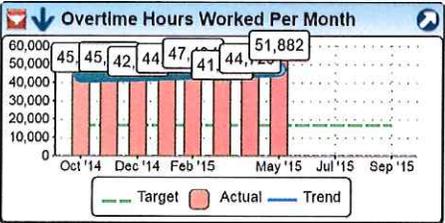
  

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Telephone Courtesy Rating	May '15	80%	100%	-20%	Johnson, John (MDCR); Jones, Cassandra (MDCR)



## 2.0 Financial

Objective	Description	Owners			
2.1 Achieve and Maintain Financial and Fiscal Soundness	County Strategic Plan Goal: Effectively allocate and utilize resources to meet current and future operating needs (GG4-2)	Berry, Jacquelin (MDCR); Tuzeo, Cara			
Grandparent Objectives	Description	Owners			
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County			
Parent Objectives	Description	Owners			
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Overtime Hours Worked Per Month	May '15	51,882	16,850	-35,032	Tuzeo, Cara
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Positions: Full-Time Filled (MDCR)	'15 FQ2	2,387	2,869	-482	Cohen-Jennings, Valerie; Tuzeo, Cara
Total Accounts Receivable (MDCR)	n/a	n/a	n/a	n/a	Tuzeo, Cara





**Business Plan Report - Corrections and Rehabilitation**

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	Tuzeo, Cara
Child Measures	Period	Actual	Target	Variance	Owners
Expen: Personnel (MDCR)	'15 FQ1	\$71,598	n/a	n/a	n/a
Expen: Other Operating (MDCR)	'15 FQ1	\$9,066	n/a	n/a	n/a
Expenditure: Capital (MDCR)	'15 FQ2	\$131K	\$282K	\$151K	n/a
Revenue: Total (Corrections)	'15 FQ2	\$1,251K	\$76,263K	-\$75,012K	Tuzeo, Cara
Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (MDCR)	'15 FQ2	\$0K	\$1,297K	-\$1,297K	n/a
Revenue: Federal (MDCR)	'15 FQ2	\$274K	\$20K	\$254K	n/a
Revenue: General Fund (MDCR)	'15 FQ2	\$0K	\$73,815K	-\$73,815K	n/a
Revenue: Interagency/Intradepartmental (MDCR)	'15 FQ2	\$0K	\$0K	\$0K	n/a
Revenue: Proprietary (MDCR)	'15 FQ2	\$977K	\$1,131K	-\$154K	n/a
Revenue: State (MDCR)	'15 FQ2	\$0K	\$0K	\$0K	n/a

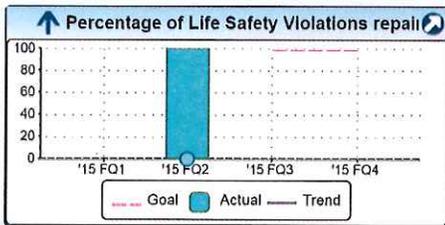
**3.0 Internal**

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

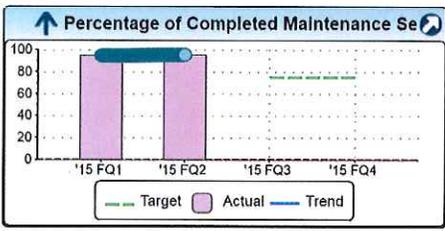
Grandparent Objectives	Description	Owners
GG5 Goods, services and assets that support County operations		Miami-Dade County

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)	'15 FQ2	100% (10 / 10)	n/a	n/a	Waterman, Simon (MDCR)



Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of Completed Maintenance Service Tickets per quarter	'15 FQ2	96% (11,528 / 12,058)	n/a	n/a	Waterman, Simon (MDCR); Moreno, Christopher (MDCR)



Objective	Description	Owners
3.2 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

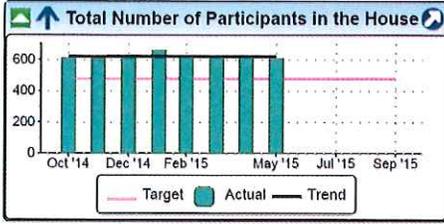
Parent Objectives	Description	Owners
PS1-4 Provide Safe and Secure Detention		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
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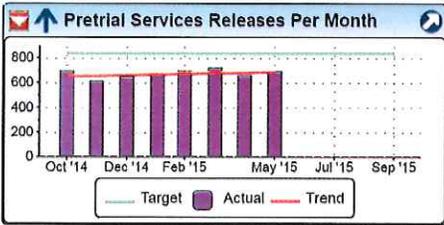


# Business Plan Report - Corrections and Rehabilitation

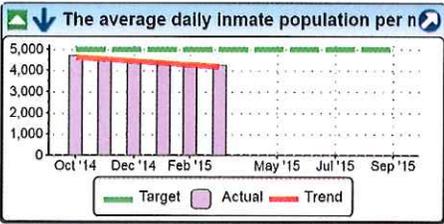
Number of Participants in the House Arrest Program ▲ May '15 608 483 125 Coffey, Donald (MDCR); Quinones, Pablo



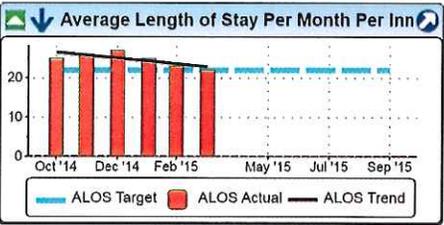
Number of Pretrial Services (PTS) Releases ▼ May '15 690 840 -150 Cox, Victoria; Coffey, Donald (MDCR)



Average daily inmate population per month ▲ Mar '15 4,246 5,000 754 Key, Tamara



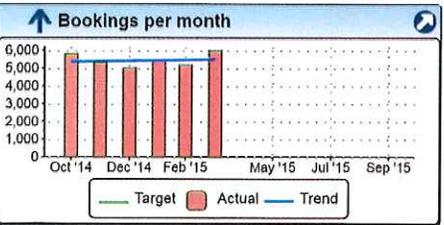
Child Measures	Period	Actual	Target	Variance	Owners
Bookings per month	Mar '15	5,992	n/a	n/a	Key, Tamara
Average Length of Stay Per Month Per Inmate (ALOS)	Mar '15	22.0	22.0	0.0	Bennett, Deroda (MDCR); Key, Tamara



Child Measures	Period	Actual	Target	Variance	Owners
Average daily inmate population per month	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)

Child Measures	Period	Actual	Target	Variance	Owners
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



# Business Plan Report - Corrections and Rehabilitation

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

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Certified Personnel hired to fill Correctional Officer vacancies	May '15	24	6	18	Cohen-Jennings, Valerie; Prats, John (MDCR)

Month	Actual	Target
Oct '14	15	5
Dec '14	15	5
Feb '15	15	5
May '15	24	6
Jul '15	15	5
Sep '15	15	5

Correctional Officer Trainees hired per month	May '15	0	10	-10	Cohen-Jennings, Valerie; Prats, John (MDCR)
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Month	COT Actual	COT Target
Oct '14	0	10
Dec '14	0	10
Feb '15	0	10
May '15	0	10
Jul '15	0	10
Sep '15	0	10

Civilian Personnel hired per month	Apr '15	19	3	16	Cohen-Jennings, Valerie; Prats, John (MDCR); Brulon, Cassandra D. (MDCR)
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Month	Actual	Target
Oct '14	10	5
Dec '14	10	5
Feb '15	10	5
Apr '15	19	3
May '15	19	3
Jul '15	19	3
Sep '15	19	3

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)

Quarter	MIST Actual	MIST Target
'15 FQ1	0	400
'15 FQ2	0	400
'15 FQ3	0	400
'15 FQ4	0	400

Number of employees completing accreditation training requirement	'15 FQ2	12	140	-128	Cohen-Jennings, Valerie; Lawrence, Angela (MDCR)
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Quarter	Training for Accreditation Actual	Training for Accreditation Target
'15 FQ1	12	140
'15 FQ2	12	140
'15 FQ3	12	140
'15 FQ4	12	140





