




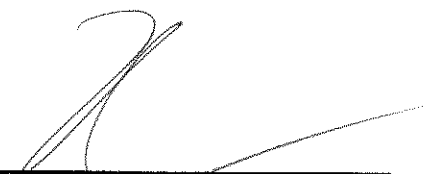
# Miami-Dade Corrections & Rehabilitation Department Business Plan

**Fiscal Years: 2017 and 2018**  
(10/1/2016 through 9/30/2018)

Approved by:

  
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2/10/17  
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Date

  
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Plan Date: February 2017

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## DEPARTMENT OVERVIEW

The Miami-Dade Corrections and Rehabilitation Department (MDCR) is among the largest jail systems in the country and the largest in the State of Florida. MDCR employs over 2,700 employees, and is responsible for the care, custody, and control of approximately 4,100 persons incarcerated in four detention facilities located throughout Miami-Dade County. Care, custody, and control include serving three meals a day and housing, clothing, transporting, and securing nearly 60,000 persons, entering its facilities over the course of a year. 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.

MDCR is functionally organized into three primary areas of core competencies, along with other supportive sections, all of which report to the Office of the Director. Custody Services is responsible for oversight of detention services, intake and release functions, and court services operations. Support Services is responsible for pretrial and diversion programs, re-entry services, inmate rehabilitation programs, construction management, and compliance and data collections. Management Services is responsible for fiscal resources management, training, personnel management, policy and planning, commissary, procurement, food services, and budget development and monitoring.

MDCR 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; 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 operation; 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.

On average, MDCR is responsible for supervising between 2,200 to 2,500 persons on pretrial release and another 700 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 Florida. PTS releases nearly 9,000 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.

As one of the largest jail systems in the United States, the Department embraces professionalism in the correctional field through training, implementation of best practices, accreditation, and continuous review of operations. Continually focusing efforts on improving internal processes and procedures, MDCR has created the Mental Health Treatment Center, where the acute mentally ill inmates are housed in a safer and more therapeutic environment;



developed an innovative training program such as the scenario-based Crisis Intervention Training, centered on the National Institute of Corrections model, which prepares staff to recognize the signs and symptoms of mental illness and provides useful tools when responding to unique situations within correctional settings; and developed an Incident Self-Audit System utilized to analyze performance indicators and data trends.

### **DEPARTMENT MISSION STATEMENT**

*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.*

### **DEPARTMENT VISION STATEMENT**

*We envision a unified workforce of progressive, dedicated professionals grounded in service, integrity, and pride who strive to provide caring and compassionate services to those entrusted to our care and to protect the public we serve.*

### **CORE VALUES (THE 4Cs)**

*Contact - We will strive to be compassionate and courteous to all persons with whom we come in contact. We understand that our profession is one of service and we will be responsive to the changing needs of our community.*

*Conduct - We will be responsible for our conduct, both professionally and personally. We will be diligent, honest, fair, and show the strength of character. We hold ourselves to be accountable to the highest standards of ethical conduct and strive to be role models for all.*

*Commitment - With confidence and pride in ourselves, we are committed to protecting the rights of all persons equally. We recognize the trust placed in us by the public, and we accept that responsibility. We are devoted to providing quality service and will strive to remain effective, efficient, and responsive to the changing needs of our community.*

*Custody - We commit ourselves to protecting our community by providing secure housing of persons placed under the supervision of our Department. We will accomplish this through constant vigilance and compliance with policies, standards, and procedures.*



**Departmental Business Plan and Outlook**  
**Department Name: Corrections and Rehabilitation**  
**FY2016-17 & FY2017-18**

**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.

**TABLE OF ORGANIZATION**

<b><u>OFFICE OF THE DIRECTOR</u></b>				
<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, Mental Health and Medical Services Unit, and the Legal Unit</li> </ul>				
<table> <tr> <td><u>FY 15-16</u></td> <td><u>FY 16-17</u></td> </tr> <tr> <td>70</td> <td>70</td> </tr> </table>	<u>FY 15-16</u>	<u>FY 16-17</u>	70	70
<u>FY 15-16</u>	<u>FY 16-17</u>			
70	70			
<b><u>CUSTODY SERVICES</u></b>				
<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> <tr> <td><u>FY 15-16</u></td> <td><u>FY 16-17</u></td> </tr> <tr> <td>2,350</td> <td>2,350</td> </tr> </table>	<u>FY 15-16</u>	<u>FY 16-17</u>	2,350	2,350
<u>FY 15-16</u>	<u>FY 16-17</u>			
2,350	2,350			
<b><u>MANAGEMENT SERVICES AND TRAINING</u></b>				
<ul style="list-style-type: none"> <li>Supports all administrative requirements of the Department, including budget and finance, personnel management, training, policy and planning, procurement, and operational support including food services and materials management</li> </ul>				
<table> <tr> <td><u>FY 15-16</u></td> <td><u>FY 16-17</u></td> </tr> <tr> <td>298</td> <td>298</td> </tr> </table>	<u>FY 15-16</u>	<u>FY 16-17</u>	298	298
<u>FY 15-16</u>	<u>FY 16-17</u>			
298	298			
<b><u>SUPPORT SERVICES</u></b>				
<ul style="list-style-type: none"> <li>Provides program services including pre-trial services, monitored release, and re-entry services; provides operational support including construction, facilities management and compliance</li> </ul>				
<table> <tr> <td><u>FY 15-16</u></td> <td><u>FY 16-17</u></td> </tr> <tr> <td>349</td> <td>349</td> </tr> </table>	<u>FY 15-16</u>	<u>FY 16-17</u>	349	349
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The FY 2016-17 total number of full-time equivalent positions is 3,070.5

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### **Strategic Alignment Summary**

Several measures are in place that gauges 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 interacts with more than one customer segment during daily operations. In turn, 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; inmate family members; MDC citizens; 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 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 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 Systems' (JHS) Corrections Health Services (CHS) and Department of Community Action and Human Services, who all provide services to the inmate population.



## KEY ISSUES

- Pursuant to the Civil Rights of Institutionalized Persons Act (CRIPA), MDCR is responsible for compliance with a Settlement Agreement and relevant provisions of a Consent Agreement entered into by Miami-Dade County and the U.S. Department of Justice (DOJ). MDCR believes it may take 2-3 years to be fully compliant with these agreements.
- MDCR is working with CHS, the inmate medical provider, to achieve accreditation of the inmate health services program by the National Commission on Correctional Health Care. Also, 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 of inmate medical and mental health care services.

## PRIORITY INITIATIVES

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

- Continue to address the program, service, and housing needs of inmates with mental health issues. This includes improving mental health identification and intervention processes, expanding custodial housing, implementing additional counseling and program services, and expanding post-incarceration coordination services with our 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 area renovations and infrastructure improvements, maintain the retrofit of Turner Guilford Knight Detention Center (TGK) and Metro West Detention Center (MWDC) units for specialized mental health inmate housing, augmenting video surveillance and recording equipment throughout our detention facilities, and continuing with ongoing funded capital projects scheduled through FY 2018-19. These projects will aid in improving the physical plant environment, and the safety of our staff, inmates under our supervision, and the public who visit daily;
- Implement the following departmental initiatives to increase efficiencies in MDCR and/or Miami-Dade County:
  - Implement an Offender Management System, in collaboration with the Information Technology Department (ITD), that provides a comprehensive automated integrated inmate information management system (including an updated objective jail classification process); substantially reduce manual data collection and reporting; and improve operational efficiencies, responsiveness, and information availability to our internal and external customers.
  - Continue training, infrastructure upgrades, data collection, reporting, and policy modifications to address compliance with the Prison Rape Elimination Act (PREA) of 2003.



**Departmental Business Plan and Outlook**  
**Department Name: Corrections and Rehabilitation**  
**FY2016-17 & FY2017-18**

- Implement an automated Staff Scheduling System (SSS) that will promote accountability through performance management and reporting. An efficient SSS will include tools for training, personnel records management, position control and many automated administrative functions that will allow efficient reporting, monitoring, and measurement of resource utilization.
- Strengthen inmate programs and services; e.g., inmate re-entry, automated risk/needs assessment, adult and juvenile recidivism reduction, 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 while working with our law enforcement partners to deter crime;
- Hire a well-trained workforce to fill critical vacancies in the Department. MDCR will continue hiring cost efficient civilian staff such as Corrections Technicians into non-security posts so that sworn staff can be assigned to posts for improved overtime cost containment;
- Comply with the DOJ Settlement and Consent Agreements which includes modification and implementation of various systems/processes such as:
  - Staff Training – Maintain a 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).
  - Staffing Analysis – Continue to update the MDCR Staff Analysis every six months to ensure a) the level of staff meets the demands of the daily workload, and b) existing staffing provides sufficient security presence to limit risk and ensure safety and security within the facilities. The analysis is used for the development of a hiring plan to meet Settlement and Consent Agreement requirements.
  - 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 in accordance with departmental policy and directives. Also, as part of the departmental quality assurance effort, TAAP collects, analyzes, and disseminates information on key jail data. Finally, TAAP coordinates the development, implementation, and evaluation of data and action plans to improve conditions of confinement.
  - Implementation of alternatives to physical force, such as less than lethal, to ensure staff safety.
- MDCR continues to pursue accreditation 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 various accreditation efforts include:





- Continuing with our plan to maintain American Correctional Association (ACA) accreditation of our Central Offices and Boot Camp Program. The Boot Camp Program is scheduled to be assessed for reaccreditation in June 2016 and Central Offices in June 2017.
- Maintain FCAC accreditation of the Pretrial Services Program and pursue future FCAC accreditation for all detention facilities.
- Continue annual compliance with the Florida Model Jail Standards (FMJS) for all detention facilities. MDCR will continue to monitor compliance with FMJS requirements as a tool 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 the MDCR capital improvement plans that address critical needs including centralized support facilities; and implementing a succession plan to provide for seamless transition as 77% of the Department's leadership are eligible to leave during this time frame.

