



Miami-Dade Corrections and Rehabilitation Department Business Plan

Fiscal Years: 2024 and 2025
(10/1/2023 through 9/30/2025)

Approved by:

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12/20/2023
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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 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.

Department Description

Established in 1836, Dade County encompassed an area that now comprises Miami-Dade, Broward, Palm Beach, and Martin Counties. 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.

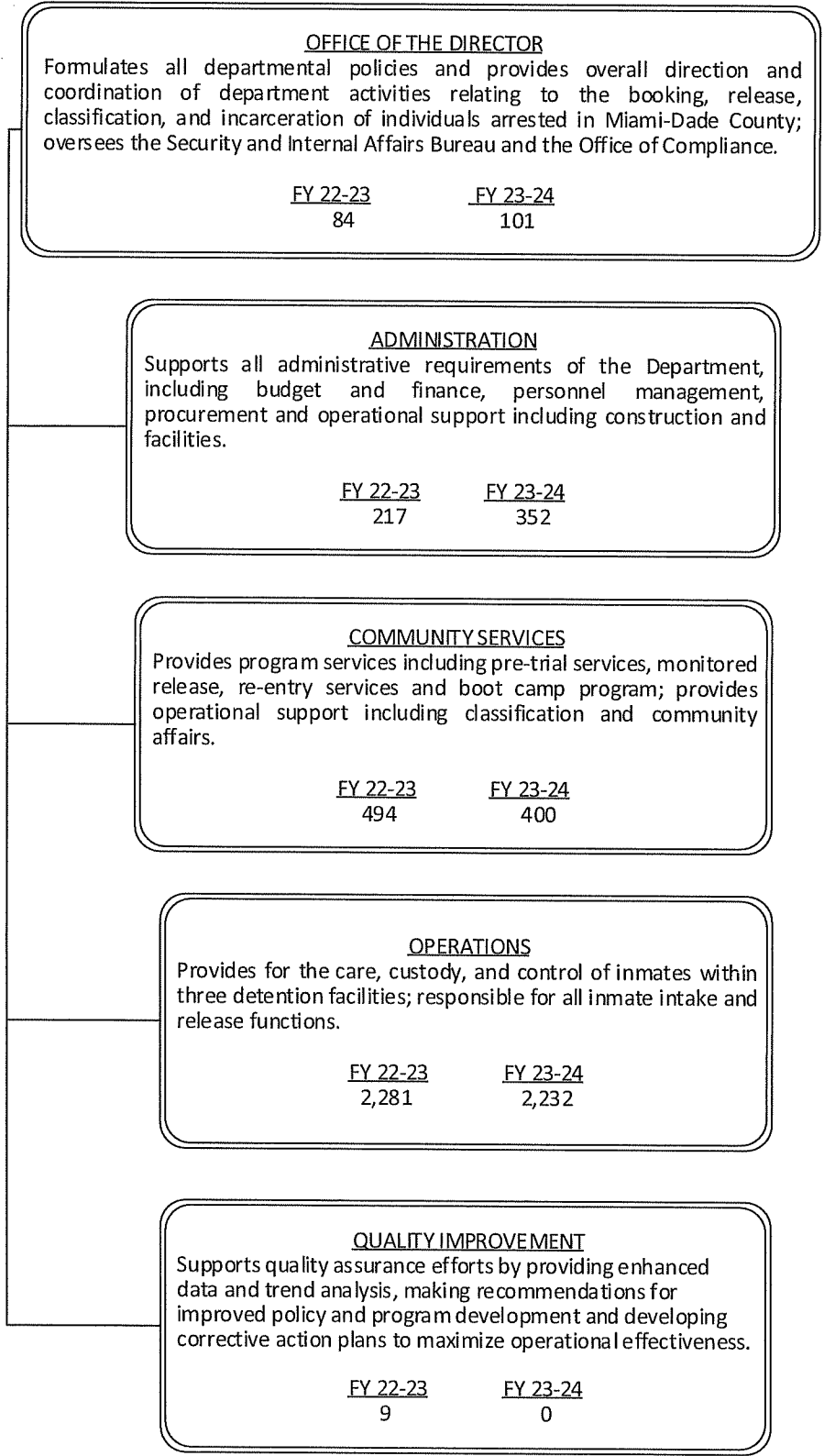
Over the years, the Department has grown to be one of the largest correctional systems in the United States, with over 3,000 full-time positions. Today, MDCR is responsible for the care, custody, and control of nearly 45,000 persons over the course of a year and maintains an average daily population of over 4,700.

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 criminal justice 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 2023-24 total number of full-time equivalent positions is 3,085



Our Customers

MDCR places paramount importance on meeting the needs of both its internal and external customers, with special emphasis on the well-being and safety of the inmate population housed within its detention facilities. By prioritizing the humane treatment and welfare of inmates, MDCR strives to create jail conditions that foster a secure, safe, and rehabilitative environment. This is accomplished by ensuring a professional, highly trained workforce ready to meet the needs of the inmate population, the effective provision of medical and mental health services, continual renovation and repairs of detention facilities, and the availability of reentry and programming services, educational services, recreational initiatives, and religious activities.

Internally, MDCR recognizes the significance of its dedicated employees, who diligently work towards advancing the Department's mission. These employees play a pivotal role in ensuring the welfare and security of the inmate population and contributing to the overall success of MDCR. Externally, MDCR engages with a diverse range of customers and partners, recognizing their crucial contributions to its operations. Community-based organizations and religious organizations provide essential services to the inmate population, including alcohol and substance abuse support groups, non-violent education programs, relaxation techniques such as yoga, and self-improvement programs. Vendors and suppliers of goods and services also provide essential resources that enable MDCR to maintain a safe and functional environment. Business professionals bring their expertise to support various aspects of MDCR's operations, while inmate family members serve as important stakeholders, contributing to the overall well-being and rehabilitation of inmates.

Additionally, MDCR acknowledges its responsibility to the residents of Miami-Dade County (MDC) and other organizations. By actively engaging with MDC residents and advocacy groups, MDCR aims to maintain transparency, address concerns, and ensure public confidence in the services it provides. Collaborations with organizations such as the Police Officer's Assistance Trust (POAT), the South Florida Police Benevolent Association (PBA), the American Federation of State, County, and Municipal Employees (AFSCME), and the Government Supervisors Association of Florida (GSAF) further strengthen MDCR's relationships with key stakeholders.

MDCR recognizes the importance of partnerships with various agencies involved in the criminal justice system. Collaborations with other MDC departments, the judiciary, the Administrative Office of the Courts, the State Attorney's Office, the Public Defender's Office, and the Florida Department of Corrections help facilitate a comprehensive approach to public safety and efficient coordination of services. Furthermore, MDCR's involvement in the Miami-Dade County Association of Chiefs of Police, the Dade-Miami Criminal Justice Council, and the Public Safety Coordinating Council ensures a collaborative effort in maintaining an efficient criminal justice system and ensuring the overall security of the community.

MDCR's commitment extends beyond traditional stakeholders to encompass community partners who provide crucial social services to the inmate population. Partnerships with organizations such as Lindsey Hopkins Technical Education Center/Miami-Dade County Public Schools, Jackson Health Systems' (JHS) Corrections Health Services (CHS), the Department of Community Action and Human Services, Career Source of South Florida, OIC of South Florida, Gang Alternative, Inc., and the Animal Services Department ensure that inmates have access to essential resources, support, and opportunities for rehabilitation.



By fostering strong relationships with both internal and external customers, as well as partnering with a diverse array of agencies and organizations, MDCR strives to create an environment that upholds inmate safety, addresses jail conditions, and promotes effective rehabilitation for the betterment of the whole community.

Strategic Alignment, 4E, and Thrive305 Summary

MDCR aligns with Miami-Dade County's strategic plan through several initiatives, including the following:

PS1-3: Support successful community reintegration for individuals exiting the criminal justice system:

- Develop comprehensive reentry programs addressing employment, housing, education, and mental health needs.
- Maintain current and increase partnerships with community organizations and employers to create job placement programs and vocational skill development opportunities and provide life skill training.
- Provide counseling and support services to facilitate successful reintegration.

PS1-4: Provide safe and secure detention:

- Maintain secure facilities and ensure inmate safety through robust security protocols and staff training.
- Ensure juveniles who are being adjudicated as adults are housed in safe and secure detention while meeting statutory requirements.
- Adhere to national standards and best practices of a large metropolitan correctional agency.

PS3-1: Increase countywide preparedness and community awareness.

- Maintain a Secondary Emergency Response Team to provide shelter security and traffic control to support law enforcement activities during emergent situations.

PS3-3: Protect key infrastructure and enhance security in large gathering places.

- Maintain a Correctional Emergency Response Team to respond to emergency situations such as inmate disturbances occurring within jail facilities to ensure inmate and staff safety and integrity of the jail's infrastructure.

HS1-4: Improve access to substance abuse prevention, intervention, and support services.

- Maintain partnerships with volunteer organizations such as Narcotics Anonymous and Alcohol Anonymous to provide prevention and support services.



MDCR supports the Mayor's 4Es – *Equity, Economy, Environment and Great Engagement* Program by implementing various initiatives and practices that align with these priorities. Some ways MDCR contributes to each of the 4Es are:

- **Equity:** Maintain diversity and inclusion within the MDCR by continuing fair hiring practices and providing equal opportunities for career advancement. Develop programs that address the needs of incarcerated individuals from diverse backgrounds, including access to education, healthcare, and reentry support services. Collaborate with community organizations to provide resources and support to individuals transitioning from incarceration to society, ensuring they have a fair chance at reintegrating successfully.
- **Economy:** Offer vocational training and educational programs to incarcerated individuals, equipping them with skills that can lead to employment opportunities upon release. Partner with local businesses and industries to provide job placement programs for formerly incarcerated individuals, supporting their reentry into the workforce.
- **Environment:** Implement sustainable practices within our facilities, such as energy conservation measures, waste reduction, and recycling programs.
- **Engagement:** Foster transparency and trust by ensuring greater engagement through open communication channels between MDCR, inmates, and their families. Offer opportunities for community members to engage with the correctional system through volunteer programs, mentoring initiatives, and educational outreach. Share relevant data and information with the public, including statistics on recidivism rates, rehabilitation efforts, and community impact.

By actively incorporating these approaches, MDCR contributes to the Mayor's 4Es by promoting equity, supporting economic growth, adopting environmentally sustainable practices, and fostering community engagement and trust. The following measures are in place that gauge 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	Action 4.3
Number of inmates in educational programs	Equity	Action 4.3
Percentage of Boot Camp participants who have not reoffended	Equity	Action 4.3

KEY ISSUES

In October 2023, MDCR achieved substantial compliance with all remaining provisions of 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). MDCR must continue to maintain sustained substantial compliance for the next 18 months. The Agreements continue to present ongoing challenges that require the Department's attention



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and effort to ensure continued sustained compliance are maintained in the remaining areas such as use of force incidents, mental health treatment, suicide prevention, etc.

As a large metropolitan correctional agency, MDCR continually focuses on improving jail operations and generating efficiencies through various projects. These projects require collaboration with the Strategic Procurement Department and/or Information Technology Department. Key initiatives include replacing the outdated Pre-Trial Detention Center with a replacement jail, which will optimize staffing, maintenance, and operational costs; the implementation of a modernized Jail Management System to better manage inmate information; and a Detainee Electronic Communications and Media Solutions to enhance communication with families and friends, and the availability of educational, religious, and recreational activities.

Efficient utilization of operational and administrative posts is another priority for MDCR, with a focus on maximizing Departmental hiring through enhanced recruitment efforts, continual hiring, and increased outreach activities. This ensures that the necessary operational posts are identified, and staffing levels are maintained to support efficient and effective jail operations.

Furthermore, MDCR aims to increase the availability of onsite medical services to enhance the quality and efficiency of inmate medical and mental health care. Continuous collaboration with Correctional Health Services (CHS) is crucial in implementing operational enhancements that improve the overall medical and mental healthcare services provided to inmates.

MDCR focuses efforts to maintain a secure and safe jail environment through its safety initiatives such as full body scanners to better identify contraband, conducted energy weapons (CEW) to deter inmate violence, narcotics detectors to minimize the introduction of drugs, video visitation to allow for increase family interaction, and a robust capital improvement program to maintain its detention facilities.

MDCR is also committed to enhancing its reentry and programming services for the inmate population, including expanding its partnerships with community-based organizations, increasing its volunteer programs, augmenting recreational efforts available to the inmate population, and increasing the intervention programs available to inmates.

PRIORITY INITIATIVES

The key issues identified for the upcoming year(s) by the MDCR include maintaining sustained substantial compliance with Settlement and Consent Agreements, improving jail operations and efficiency, maximizing operational and administrative posts, and enhancing inmates' medical and mental health services. The Department's priority initiatives align with these issues through recruitment efforts, safety measures, reentry programming, capital improvements, implementation of technology solutions, and accreditation processes. These initiatives aim to address the identified issues and improve overall operations, safety, inmate services, and compliance with legal standards. Specifically, MDCR is focusing on effectively utilizing resources over the next two years to address several Departmental priorities. These include:

- Maintaining sustained substantial compliance with the Department of Justice Settlement Agreement and Consent Agreement for 18 months and accepted correctional accreditation standards:



- **Staff Training:** MDCR's comprehensive training plan ensures compliance with DOJ agreements and Florida Department of Law Enforcement requirements.
- **Corrective Action Planning Process:** Collecting, analyzing, and disseminating performance data and developing robust corrective action plans through quality assurance efforts, fostering a culture of self-improvement.
- **Response to Resistance (RTR) Review Process:** The review team ensures consistent and uniform handling of response-to-resistance incidents, identifying trends for preventive actions.
- **Alternatives to Physical Force:** Implementing less-than-lethal weapons and de-escalation techniques enhances safety for staff and inmates.
- **Accreditation and Professional Standards Compliance:** Pursuing accreditation and compliance with professional correctional standards 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 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;
 - Maintain annual compliance with the Florida Model Jail Standards (FMJS) for all detention facilities during scheduled and unscheduled inspections; and
 - Maintain compliance with the Prison Rape Elimination Act (PREA) standards and ensure successful PREA audits are achieved through enhanced training, infrastructure upgrades, data collection and reporting, and continual policy development.
- Improving jail operations and efficiencies:
 - Jail Management System - MDCR, in collaboration with ITD, are working towards the implementation of 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;



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- IT Infrastructure Renovations: Upgrading technology infrastructure improves communication, efficiency, and reduces dead spots at facilities and warehouses.
- Automated information systems, in collaboration with ITD, will 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 the 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;
- Outsource Quartermaster Function to increase the availability of necessary uniforms and equipment, minimize administrative work associated with maintaining inventory, and increase efficiency of the inventory function.
- Ensuring efficient utilization of operational and administrative posts:
 - Conduct annual update of staffing analysis reviews to ensure required operational and administrative posts are identified to facilitate proper staffing levels and meet the Department's operational needs.
 - Engage in an objective review of operational posts to identify efficiencies, redirect personnel resources, and identify appropriate staffing levels.
- Maintaining ongoing recruitment initiatives:
 - Enhance current Recruitment Program to continue ongoing recruitment, social media campaigns are conducted, and community outreach occurs.
 - Increase community outreach efforts, develop relationships with community agencies and educational institutions, and organize Career Fairs to reach the greatest pool of applicants.
- Increasing availability of medical services and enhancing mental health care:
 - Collaborative Efforts with CHS: Collaboration with CHS aims to improve medical and mental health care services, enhancing the quality and efficiency of inmate care.
 - Maintain the position of Chief Medical Officer to liaise with CHS, identify operational efficiencies, and review inmate care with the expertise of a medical practitioner.
- Ensuring safe and secure detention facilities 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 CEWs in facilities and specialty areas to deter and reduce response to resistance incidents, thereby reducing inmate violence and staff injuries;



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- 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.
- Continue the highly trained Corrections Emergency Response Team to respond to incidents of inmate violence, inmate disturbances, emergent situations, and other conditions inherent in a jail environment that require coordinated and highly specialized response.
- Enhance inmate programs and services through improved inmate re-entry efforts, automated risk/needs assessment, adult and juvenile recidivism reduction, and 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:
 - 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.
 - Collaborative Efforts: Collaborative working relationships with criminal justice and community service partners enable improved reentry efforts, recidivism reduction, and access to substance abuse and mental health services.
 - 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.
- Capital Improvements: The capital improvement projects align with the County's Strategic Plan goal, improving the physical plant environment and safety for staff, inmates, and the



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public while addressing sustainability across detention facilities and the Department's critical needs. The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes:

- Purchase of vehicles to replace an aging fleet and the replacement of 81 vehicles at an estimated cost of \$7.360 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 develop 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.
- 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.

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 the Consent Agreement and remain in compliance with PREA standards; implementing enhanced re-entry programs to assist inmates in transitioning to the community successfully; 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, a 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.



