



# Annual Report for 2011 and 2012



Miami-Dade County  
Corrections and Rehabilitation Department

**Timothy R. Ryan**  
Director

## OUR MISSION

We, the Miami-Dade Corrections and Rehabilitation Department, 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.

## OUR VISION

We envision a unified work force 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.

## CORRECTIONAL OFFICER CODE OF ETHICS

As a Correctional Officer my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the constitutional rights of all persons to liberty, equality, and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my Department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the correctional service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession as a Correctional Officer.

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# Director's Message

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## Timothy P. Ryan, Director



Timothy P. Ryan  
Director

These past fiscal years have presented many challenges and opportunities for the Miami-Dade Corrections and Rehabilitation Department. A considerable amount of time has been spent developing cost-effective strategies to manage the ever-changing inmate population, reduce offender recidivism, and provide effective public safety while keeping within these fiscally challenging times.

The Department has embarked on many important initiatives throughout this time including innovation through technological advancement, enhancement to the delivery of training, effective utilization of personnel resources, and close collaboration with other governmental agencies. One such effort has been the successful relocation of female inmates from the Women's Detention Center to the Turner Guilford Knight Correctional Center and the Pre-Trial Detention Center, which has allowed us to maximize resources while minimizing costs.

The Miami-Dade Corrections and Rehabilitation Department does much more than just house inmates, it has an important responsibility in keeping Miami-Dade County a safe place in which to live, work, and play. It is this responsibility, which fuels our mission 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.* It is this mission, which drives us to pursue best practices in the correctional field, to strive to accomplish important endeavors, and to maintain a professional and dedicated workforce.

This workforce is the cornerstone of our successes and in accomplishing our responsibility every day. I want to thank the dedicated and diligent staff of the Miami-Dade Corrections and Rehabilitation Department for serving the residents of Miami-Dade County often as a forgotten, yet important component of the criminal justice sector.

As we move towards the future, we will continue to collaborate with other agencies to enhance service delivery, advance our accreditation efforts, and review our current business practices to identify areas for improvement, and. More importantly, we will remain committed to "delivering excellence, every day" to the great citizens of Miami-Dade County.

As the Director of the Miami-Dade Corrections and Rehabilitation Department, I am pleased to present our Annual Report for 2011 and 2012 sharing in its pages who we are and what we have accomplished.

# Command Staff

## Miami-Dade Corrections and Rehabilitation Department



Timothy P. Ryan  
Director



Jackie Berry  
Assistant Director  
Management Services



Marydell Guevara  
Assistant Director  
Custody Services



Daniel Mera  
Assistant Director  
Support Services



Eduardo Astigarraga  
Chief  
Construction  
Management Division



Donald Coffey  
Chief  
Program  
Services Division



Valerie Cohen-Jennings  
Chief  
Administrative  
Services Division



Anthony Dawsey  
Chief  
County  
Services Division



Linda Edwards  
Chief  
Special  
Services Division



Daniel Junior  
Chief  
Transitional  
Housing Division



Susan Kronberg  
Chief  
Stable  
Housing Division



Walter Schuh  
Chief  
Fiscal  
Resources Division

# History

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## Miami-Dade Corrections and Rehabilitation Department

Dade County was established in 1836 and 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.

Dade's county seat was moved from Juno to Miami in 1899 when the population of Miami grew to approximately 5,000. During this time, Dade's sheriffs were appointed by the Governor, until 1966 when the Office of the Sheriff became 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 over 30 municipal police departments located within Miami-Dade County, including the Miami-Dade Police Department, as well as other state and federal agencies. Correctional officers are easily identifiable by their white shirts and green trousers with gray stripe, and carry silver badges, while staff with the ranks of sergeant and above carry gold badges. The badge is the same as the Miami-Dade Police Department to reflect the fact that they were at one time one entity, and remain an important member of the law enforcement community.

Over the years, the Department has grown to be the eighth largest correctional system in the United States with over 2,700 employees. As such on any one day, the Miami-Dade Corrections and Rehabilitation Department houses nearly 5,200 unwilling inhabitants; serves over 7 million meals yearly; and houses, clothes, transports, and secures nearly 90,000 persons, entering our facilities over the course of a year.

As one of the largest correctional systems in the nation, the Department embraces professionalism in the correctional field through training, implementation of best practices, accreditation, and continual review of operations. The accreditation process allows formalized operational review of the Department by outside correctional agencies such as the American Correctional Association and the Florida Corrections Accreditation Commission. Our objective is to become a fully accredited agency over the course of the next few years.

# Office of the Director

## Miami-Dade Corrections and Rehabilitation Department



The Department receives a proclamation celebrating National Correctional Employees Week.

The Director is responsible for providing the highest level of protection and service to the citizens of Miami-Dade County. The Director is responsible for all staff and the professional management, administration and operation of a countywide correctional agency. The Director reports directly to the Chief of Staff/Deputy Mayor responsible for public safety departments.

The Miami-Dade Corrections and Rehabilitation Department is functionally organized into three primary areas, each overseen by an Assistant Director responsible for ensuring their areas support the overall mission of the Department.

- **Custody Services** is responsible for performing detention services including the care, custody and control of inmates;
- **Support Services** is responsible for operating alternative-to-incarceration programs, providing inmate rehabilitation programs, and directing construction management, accreditation efforts, commissary delivery, food operation services and court operations; and,
- **Management Services** is responsible for administrative and fiscal resources management including training, personnel management, policy and planning, procurement and budget development and monitoring.



Director Ryan meets with Command Staff.



## Departmental Legal Office

The Departmental Legal Office provides in-house counsel to the Director and all Departmental units. This Office provides legal opinions, staff training on important legal topics, reviews discipline, coordinates litigation, liaises with collective bargaining units, coordinates disciplinary actions and complies with public records requests.

## Mental Health and Medical Services Unit

Mental Health and Medical Services Unit is the primary liaison with Jackson Memorial Hospital, Corrections Health Services, the inmate medical and mental services provider, ensuring care and services comply with nationally-recognized standards, and addresses concerns from inmates and the public regarding inmate medical services. In addition, this Unit offers employee psychological services providing short-term counseling employee and referral services, mental health response pursuant to Departmental critical incidents, and consultation to administration on mental health-related matters.

## Security and Internal Affairs Bureau

The Department is committed to ensuring the public trust, securing the public's safety, and maintaining the Department's integrity. To further this commitment, the Security and Internal Affairs Bureau receives, processes and investigates all complaints against personnel, as well as monitors the security of our detention facilities. Allegations of employee misconduct are thoroughly and objectively investigated to assure the public and other stakeholders that official misconduct

will not be tolerated and, at the same time, provide a process whereby correctional employees wrongfully accused can be cleared.



To enhance the security of the detention facilities and reduce the introduction of contraband, the Narcotic Canine Unit conducts random searches for narcotics within and around the detention facilities using specially trained dogs. Assistance is also offered by identifying proactive measures to prevent future introduction of narcotics into Departmental facilities by inmates, visitors, vendors, volunteers or employees.

The K-9 Unit conducts a random search at one of the Department's facilities.

# Custody Services

## Miami-Dade Corrections and Rehabilitation Department

The field of corrections and its theories has evolved over time with changing inmate management methods including optimal jail design. First-generational jails were built in a linear design concept consisting of linear cell blocks with dormitory units and indirect/intermittent supervision by correctional staff. Jails depicted in the movies are often first-generation jails. Second-generation jails use podular housing units where correctional officers supervise inmates from a secure control room overlooking the cells and day room. The most recent concept in jail construction is third-generation design in which inmates are housed in large open spaces, much like a military barracks, and continuous supervision is provided with correctional staff located in the actual housing unit offering direct contact with the inmates.

These various jail designs are evident in the Department's six detention facilities located throughout Miami-Dade County.

The oldest of the detention facilities, the **Training and Treatment Center**, was originally constructed by the City of Miami as its Stockade for city inmates in 1954. It was

designed as a first-generation jail. When the City of Miami occupied its new headquarters building, the Dade County Sheriff's Office leased the Stockade in 1968, and it has remained a Miami-Dade Corrections and Rehabilitation Department facility ever since. The Training and Treatment Center



Training and Treatment Center  
6950 NW 41st Street, Miami, Florida

has undergone many renovation and construction projects over the years. The Stockade has a rated capacity of 822 beds and houses adult males in both felony and misdemeanor classifications. This facility has an average daily population of 758 inmates.

## Pre-Trial Detention

**Center**, opened in 1961, as a first-generation jail, with only 594 beds and the 7<sup>th</sup> through 10<sup>th</sup> floors left as shell space for future expansion. Known also as the Main Jail, it served as the principle jail facility for decades in Miami-Dade County with its proximity to the Richard E. Gerstein Justice Building. Considered a first-generation jail, it currently is not only a detention facility but a booking facility processing and housing all classifications of inmates from traffic offenders to capital offenders. The facility has a rated capacity of 1,400 beds and an average daily population of 1,244 inmates.



Pre-Trial Detention Center  
1321 NW 41st Street, Miami, Florida



Women's Detention Center  
1401 NW 7st Street, Miami, Florida

## Women's Detention

**Center**, opened in 1978, is a four-story second-generation building that exclusively houses female inmates. Before the Women's Detention Center, female inmates were housed on the second floor of the Main Jail. When the City of Miami opened a new police headquarters, the Department leased its building in order to house

its female inmates. Since then, the Women's Detention Center has been known as the Women's Annex. It has a rated capacity of

203 female inmates who vary in classification from pre-trial detainees to sentenced inmates. In 1982, the Women's Detention Center had the distinction of being the first full-function female facility in the United States to be accredited by the American Correctional Association. It remains an accredited facility by the American Correctional Association and the Florida Correctional Accreditation Commission. Due to a decreased inmate population and as a cost efficiency measure, this facility was closed in November 2012, but remains available in the event the inmate population begins to increase.

The name of **Turner Guilford Knight Correctional Center** honors three



Turner Guilford Knight Correctional Center  
7000 NW 36 Street, Miami, Florida

dedicated community servants: **Joe Turner, Alvin E. Guilford, and Clara B. Knight.** This dedication is in light of the courage, spirit, and enthusiasm for this community demonstrated by these tireless individuals.

**Mr. Joe "Tree Top" Turner** was a long time veteran of the Metro Dade Police Department who was instrumental in the creation and furtherance of the police community relations program. He was very active in many civic organizations and a

model police officer. **Mr. Alvin E. Guilford** was a community advocate for social service programs and community development. He served as chairperson of the Dade-Miami Criminal Justice Council and was active with the United Way and Greater Miami United. **Ms. Clara B. Knight** was a lifelong resident of Miami who devoted her life to teaching, counseling and serving as a role model for children in the community.

Design of this facility began in October, 1982 with the facility opening in April, 1989 as a direct supervision facility. This facility has a rated capacity of 1,000 beds and is a nine-story building with 19 housing units of 48 beds each, a Medical Housing Unit with 32 beds, a Maximum Security Unit with 50 beds and a Clinic Isolation Ward with 6 Beds. Officers work inside housing units and directly supervise an average population of 775 inmates 24 hours a day. Turner Guilford Knight Correctional Center is an accredited facility by the Florida Corrections Accreditation Commission.

**Metro West Detention Center**, built in 1991, is the newest jail facility and



Metro-West Detention Center  
13850 NW 41 Street, Miami, Florida

designed as a third-generation jail. It has a rated capacity of 2,234 beds for male inmates of maximum, medium, minimum custody levels. This facility is the largest in the system with an average daily inmate population of 2,110 inmates. It is an accredited facility with the Florida Corrections Accreditation Commission.

The **Boot Camp Program** is considered both a facility and an important rehabilitative program. The Boot Camp Program has been in operation since 1996 and has had 2,711 participants since its inception. Participants primarily consist of young men and women between the ages of 14 and 24 who have been adjudicated as adults and sentenced to this program, through the courts. More information about the Boot Camp Program can be found in the Programs Section of this Annual Report.



The Boot Camp Program  
6950 NW 41 Street, Miami, Florida

### **Intake and Release Bureau**

The Intake and Release Bureau is responsible for booking, objective classification, record keeping, and the release of inmates through bond release, pre-trial release, court ordered release, and commitment to the state prison system. The Intake and Release Bureau utilizes the National Institute of Corrections' Objective Jail Classification System to determine the most appropriate housing unit for an inmate in a fair and consistent manner according to their individual security, custodial and program needs. The Objective Jail Classification criteria includes the severity of the charges, criminal offense history, escape history, institutional behavioral history and demeanor.

The Intake and Release Bureau manages intake and storage activities for property rooms that operate on a continual basis, 24 hours per day, and 7 days a week.



An inmate signs off on his correct information as part of the intake process.

# Support Services

## Miami-Dade Corrections and Rehabilitation Department

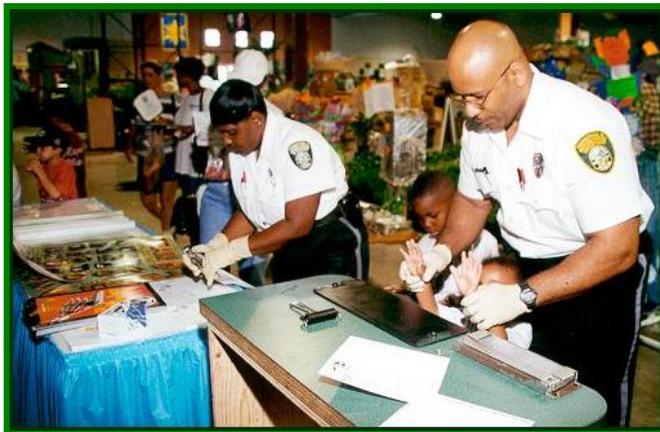
### Compliance, Inspections, and Accreditation Bureau



The Compliance, Inspections and Accreditation Bureau is responsible for Departmental accreditation, regulatory and standards compliance efforts including American Correctional Association, Florida Corrections Accreditation Commission, Florida Model Jail Standards, Florida Department of Health, and National Commission on Correctional Health Care; and compliance with the Prison Rape Elimination Act and the Civil Rights for Institutionalized Persons Act. In order to remain accredited



and compliant with the numerous standards, several activities must be accomplished. These activities include spot inspections, monthly and semi-annual safety inspections, facility kitchen assessments, mock audits, review of accreditation standards, fire equipment inspections, mock emergency exercises, and fire drills.



### Community Affairs Bureau

The Community Affairs Bureau serves as the central point of contact for media inquiries, provides information to the public and coordinates special community events. Several programs have been developed for the community to enhance positive interaction between the Miami-Dade Corrections and Rehabilitation and the public we serve. *Fingerprinting*

*Fingerprinting for Kid's Safety* is one of several innovative programs the Department used to engage with the community.

*for Kid's Safety* Program is offered during community events to provide parents their children's fingerprints.

*Jail is Hell* provides a venue where correctional staff and inmates share their experiences in an attempt to discourage children from a life of drugs, alcohol and guns.

In addition, the Community Affairs Bureau promotes employee participation programs to offer employees the opportunity to engage in community involvement activities. Some of the major events planned annually are the Corrections Cares Back-to-School Book Bag Drive, holiday food and toy drives, fundraiser for the American Heart Association, Breast Cancer, Juvenile Diabetes, the United Way and Mother's Against Drunk Driving.

## Court Services Bureau

With an important role within the criminal justice system, the Miami-Dade Corrections and Rehabilitation Department works closely with the court system to maintain court security. The Court Services Bureau is responsible for maintaining court security for incarcerated inmates, and safe custody and welfare of all inmates scheduled for Circuit and County Court proceedings. The Court Services Bureau coordinates and controls inmate movement for court ensuring compliance with their required court appearances, completes the documentation of court proceedings by processing court dispositions, court orders and subpoenas, and serves as a court liaison.



Miami-Dade County  
Courthouse, 1925

## Monitored Release Unit

The Monitored Release Unit manages the **Monitored Release Program** facilitating the release of pre-trial participants and sentenced offenders. Known commonly as house arrest, offenders are monitored electronically and must abide by all release and special conditions stipulated by the court including counseling, urinalysis and other requirements. The Monitored Release Program strives to provide participants with the best opportunity to maintain ties with their families and for transition and reentry into the community. This program monitors on average 500 clients daily. Additional information can be found in the Programs Section of this Annual Report.

## Pretrial Services Bureau

Pretrial Services Bureau manages an alternative-to-incarceration program allowing arrested defendants to be released from jail while awaiting disposition of their criminal charges. The Pretrial Services Bureau collects, verifies, and reports to the court information pertaining to the pre-trial release of each person charged with a bondable felony offense. All releases are judicially reviewed and court ordered in compliance with Rule 3.131 of the *Florida Rules of Criminal Procedure* and *Florida State Statute* 907.041(3). The Bureau, which is accredited by the Florida Corrections Accreditation Commission, monitors the compliance of persons released on pre-trial services supervision, reports violations of conditions of release, and investigates and supervises persons referred to and placed in the Pretrial Diversion Program. This program oversees on average 2,000 to 3,000 clients.

## Reentry Program Services Bureau

The Miami-Dade Corrections and Rehabilitation Department is strongly committed to effective re-entry programs that help in reducing offender recidivism, increasing public safety, and creating a safer community. Re-entry efforts have been expanded providing offenders with better opportunities and lowering their risk to reoffend which is particularly important in the largest county in Florida and the largest metropolitan area in the state. The Re-Entry Program Services Bureau spearheads Departmental re-entry efforts by coordinating educational and vocational training such as GED, religious services in conjunction with the local religious community, and community-based organizations to provide necessary social services programs to inmates including Alcoholics Anonymous, Narcotics Anonymous, and veteran services.

## Transportation and Special Services Bureau

The Transportation and Special Services Bureau is responsible for transporting inmates in the custody of the Miami-Dade Corrections and Rehabilitation Department, as well as operating the **Hospital Services Unit**. It provides local and intrastate inmate transportation to detention facilities, court, medical appointments, and other correctional agencies throughout the state; and contract services to several agencies.



Correctional Officer prepares an inmate  
For transport on a Corrections bus.



The Hospital Services Unit, also known as **Ward D** is a specialized medical unit located at Jackson Memorial Hospital. Inmates, who require specialized medical treatment, are transported to Ward D.

## Food Services Bureau

The Food Services Bureau is a geographically dispersed food services operation responsible for the preparation of daily inmate meals. All menus are certified by a registered dietitian including provisions for special medical and faith-based diets. Cooking functions are completed at the Pre-Trial Detention Center and Turner Guilford Knight Correctional Center kitchens while other facilities are utilized for pantry operations.



MDCR cooks making inmate meals.

## Facilities Management Bureau

The Facilities Management Bureau develops and implements a maintenance plan for facilities, coordinates renovations to existing facilities, maintains physical plant equipment, and repairs security equipment. The Bureau is responsible for ensuring the maintenance of physical plants and conducts related repairs, compliance with applicable fire safety codes, building codes, standards, etc. It ensures authorized vendors prepare preventive maintenance logs and reports to document the inspection, repair, and replacement of security system devices and other property/equipment.

## Information Systems Bureau

The Information Systems Bureau is responsible for cost-effective identification, development, implementation, and support of existing and new technologies supporting the operational needs of the Department, to include staff, inmate, and visitor telephones; wireless systems; hand-held radios; and other communication methods such as cellular telephones, cellular wireless cards, personal data assistants, and pagers. Additionally, the Bureau also manages the maintenance of existing and new applications, as well as the development, implementation, and support of personal computers, Local Area Networks, and Wide Area Networks.

## Materials Management Bureau

An essential component to support the living conditions of inmates is the laundry, inmate commissary and warehouse functions. The Bureau must ensure the timely delivery of inmate commissary items ordered by the inmates, provide clean and sanitized linens and inmate uniforms, and warehouse mission essential supplies and equipment necessary for the safe and sanitary operation of the detention facilities and auxiliary offices. This Bureau also manages the Departmental public records storage program, and ensures proper storage/transfer of public records and destruction of records that have met established retention schedules.

# Management Services

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## Miami-Dade Corrections and Rehabilitation Department

### Personnel Management Bureau

The Personnel Management Bureau administers personnel related activities for approximately 2,700 employees. The Personnel Management Bureau is responsible for effective and efficient payroll processing, coordinating recruitment and selection efforts, conducting extensive background investigations, and managing employee benefit matters.

### Policy and Planning Bureau



Staff from the Policy and Planning Bureau meet to discuss upcoming projects

The Policy and Planning Bureau provides analytical expertise in researching and benchmarking of correctional-related topics; collecting and analyzing statistical data; preparing various management statistical reports; managing updates of the Primary Indicator Report Network and performance indicators. In addition, the Bureau is responsible for preparing grant applications and various reports; coordinating Active Strategy Enterprise Scorecard and Business

Plan activities; updating the Continuity of Operations Plan; and for preparing briefing summaries and legislative analysis of agenda items before the Miami-Dade Board of County Commissioners and their respective committees. The Bureau also provides essential support to operational efforts, by developing and reviewing Departmental policies and procedures for compliance with national, state and county legislation, and accreditation standards.

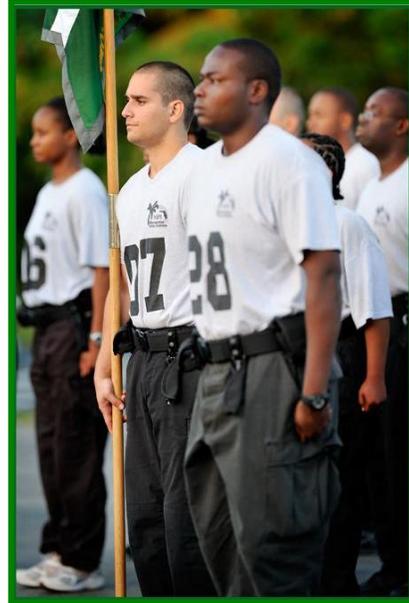
### Budget and Finance Bureau

The Budget and Finance Bureau is responsible for providing preparation, supervision, and monitoring of the annual operating budget. The Bureau ensures budgetary control is exercised including expenditure analysis, bank reconciliations, and inmate trust fund accounts, invoice verifications, accounts payable, petty cash control, and inventory control for all vehicles/fleet. Additionally, the Bureau assists with the maintenance of the table of organization and fiscally monitors grants awarded to the Department.

## Training Bureau

The Training Bureau is responsible for the creation, implementation, dissemination, and instruction of all training-related aspects of the Miami-Dade Corrections and Rehabilitation Department. This includes the Mandatory In-Service Training required for all sworn staff to maintain their certification, Basic Correctional Officer Academy and in-service training, as well as training for all staff assigned to accredited facilities.

The Training Bureau partners with the Miami-Dade Police Department providing coordinated public safety training through the Miami-Dade Public Safety Training Institute which is a Florida Criminal Justice Standards and Training Commission regional training center. Other important training include orientation training, basic academy training, supervisor training, computer training, train-the-trainer and instructor training. Training is provided on-site in all facilities, in the classroom, in the field, through workbooks, and through on-line websites.



Cadets stand at attention during training exercises at the Academy.



Correctional Officers learn self-defense tactics to become better prepared in a physical response in required.

Employee records are maintained for every employee to ensure mandatory training requirements are documented and achieved. The Bureau also processes all local training seminar requests for Departmental employees.



A specially trained instructor inspects the weapon of a Correctional Officer during a practicum.

# Highlights for 2011 and 2012

## Miami-Dade Corrections and Rehabilitation Department

### Accreditation and Standards Compliance

The Department has embraced the accreditation process as a mechanism of improving overall jail conditions, ensuring inmate safety, continual self-assessment, and benchmarking of current practices. At the heart of the accreditation process is the formalized operational review by external, professional correctional organizations as to the safe living conditions of inmates. We have accomplished the following:

- Co-hosted the 24<sup>th</sup> Annual Corrections Accreditation Managers' Association Conference on May 1-3, 2011 at the Hilton Downtown Miami Hotel. This successful event attracted an international audience of criminal justice professionals, educators, college students, and vendors. Participants had the opportunity to attend a vast array of structured workshops and open discussion panels. The Department became the **very first jail system** to host this prestigious event.

- **Florida Corrections Accreditation Commission.** The Turner Guilford Knight Correctional Center became accredited for the first time by the Florida Corrections Accreditation Commission in June 2011. The Metro West Detention Center, Women's Detention Center, and Pretrial Services Bureau submitted the 2011 Annual Reports to certify continued compliance with FCAC standards, and were audited in April 2012.



- **American Correctional Association.** The Department's Central Offices (Headquarters) was awarded re-accreditation status in August 2011. The Boot Camp Program and Women's Detention Center, which is currently closed, are both currently accredited and scheduled to



undergo the reaccreditation audit during the summer of 2013.

- Annual inspections are conducted by independent certified inspectors for compliance with medical and operational standards as required by **Florida Model Jail Standards** as governed by the Florida Sheriffs Association. Self-inspections are conducted every month with weekly spot inspections.
- The Metro West Detention Center and Pretrial Services Bureau were evaluated by representatives from the Florida Corrections Accreditation Commission in December, 2012, to certify continued compliance with Florida Corrections Accreditation Commission standards, were awarded a "re-accredited status" for a period of three years.



## Collaboration with Other Agencies and County Departments

- The Miami Dade Corrections and Rehabilitation Department, along with Miami-Dade Police Department, continues to share resources and instructors for basic and in-service training. These joint training courses included Applied Leadership and Professional Program for Police and Corrections Sergeants and Corporals, Radio Procedures, Crime Scene, Riot Control Formations, Driving, Firearms Instructor Techniques Workshop, Annual Firearms Qualification, and Annual Defensive Tactics Qualification and Traffic Control. In addition, staff assisted in providing Defensive Tactics instruction for the Independent Police Academy and several Region XIV classes, as well as video services to produce important training videos with the Miami-Dade Police Department.



Miami-Dade Police Department worked with the Miami-Dade Corrections and Rehabilitation Department during a training drill.

- The Department worked collaboratively with the Miami-Dade Fire Rescue Department to add 300 self-contained breathing apparatus units and masks to the Department's inventory. Existing inventory increased by 160% enhancing an effective response to chemical and/or fire emergencies.
- By working in conjunction with the Office of Emergency Management to train correctional personnel as Second Responder Teams during times of emergency mobilization, the Department will be able to assist emergency responders during declared emergencies to perform routine duties such as traffic and crowd control, and security for emergency shelters and points of distribution centers. A total of 107 employees have been trained to serve on Second Responder Teams.
- The Department's Infectious Disease Group was recognized as the *2011 Heroes of Infection Prevention* in June 2011 by the Association for Professionals in Infection Control and Epidemiology, Inc., at the 38<sup>th</sup> Annual Education Conference and International Meeting.
- In partnership with the Miami-Dade Police Department, Office of Emergency Management, Miami-Dade Fire Rescue Department, Miami-Dade Transit and Broward Sheriff's Office, a Continuity of Operation Plan Table Top Exercise was coordinated serving as a mock emergency training exercise originating



Miami-Dade Corrections and Rehabilitations staff work with other County agencies to share resources and for training purposes.

at Metro West Detention Center and facilitated enhanced coordination in the event of an actual emergency.

- The Department continues to partner with outside agencies to receive technical assistance in an effort to improve business practices. Three technical assistance grants were received from the National Institute of Corrections to provide training on the *Transition from Jail to Community* model, *Thinking for a Change*, and the *Management Development for the Future Series*.



The Transition from Jail to Community model is a jail based re-entry “best practice” model being implemented by the Department. Thinking for a Change cognitive behavioral curriculum is the basis for effective re-entry programming inside a jail facility are provided in each facility. The Management Development for the Future Series is a dynamic, agency-exclusive, individual and organizational development experience that primarily targets the middle management tier of a correctional organization.

- With the Department’s support of Just Detention International’s funding request to the Miami Foundation, the *Miami-Dade Inmate Safety Project* is being implemented. Just Detention International and the Department have been working jointly to align policies and practices with national standards; proactively train staff to prevent, detect, and respond to sexual violence; and develop partnerships with local community organizations to provide important services to inmates. This project includes the establishment of Sexual Assault Response Teams and focus groups with inmates to discuss staff and inmate perceptions and attitudes about sexual assault in jail facilities.
- A management review of court services operation, requested by the Department, was conducted by the Office of Management and Budget identified several important efficiency opportunities such as the reduction of correctional officer posts, enhanced coordination with other criminal justice partners, and a reduction in overtime.



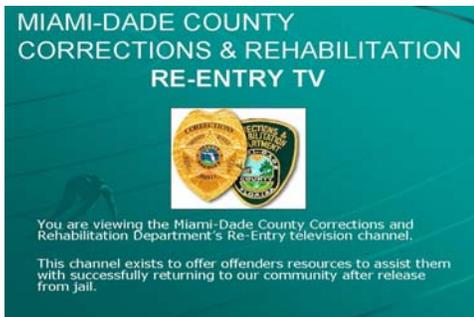
## Centralized Intake Center Project

- In an effort to improve the jail booking process, the Centralized Intake Center at Turner Guilford Knight Correctional Center is currently under construction. This project will consolidate intake processing, inmate classification, records keeping, inmate property storage, and release of inmates from custody. The Center will include a Law Enforcement Officer Lobby that allows police officers to transfer custody of new arrestees to corrections staff in a more expeditious manner; thereby, quickly returning to the community to provide police services. The Centralized Intake Center is expected to open in 2013, at which time the intake function will transfer from the Pre-Trial Detention Center to the Turner Guilford Knight Correctional Center.

## Reentry Efforts and Alternative-to-Jail Programs

Focusing on more than the confinement of offenders, the Miami-Dade Corrections and Rehabilitation Department recognizes the importance of reentry and alternative-to-jail programs to the successful return of offenders to the community. The following are examples of these efforts:

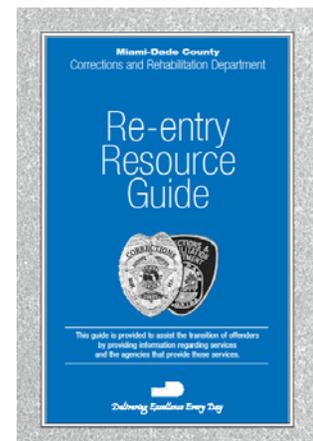
- Inmate Transition Fairs bring social service providers and offenders together so that offenders can access safety net services to assist with their transition back into the community upon their release. In 2011, 568 inmates were served – the highest number since the Department began hosting these events. In 2012, 200 inmates participated in the Transition Fairs with 20 participating agencies.
- Reentry Hotlines are available in housing units throughout the Department's facilities. These hotlines provide inmates accessibility to social services such as Homeless Trust; Veteran Services; Substance Abuse Treatment; Employment Services; and Social Security Administration. Reentry Hotline Bulletins are posted in all housing units and available in English, Spanish and Creole.



- In addition, the Reentry Television program was implemented in two of the largest jail facilities. Reentry Television allows educational, training, and informational programming to be available to inmates. This innovative project received a **2012 Achievement Award from**

### **the National Association of Counties.**

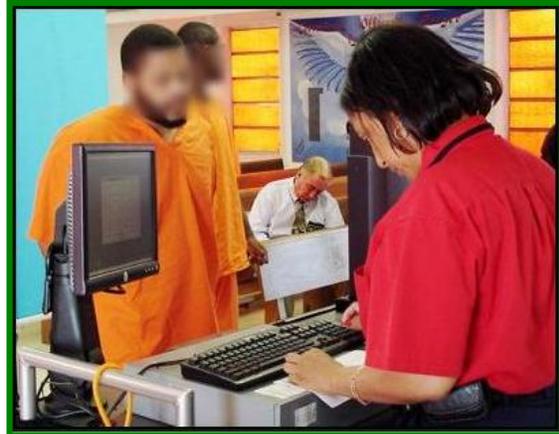
- Through a collaborative partnership with the United States Veterans Administration, the Department has created a process whereby offenders with veteran status are referred to the VA Justice Outreach Coordinator. These offenders receive reentry assistance based on the resources available to them as qualified veterans.
- Transitional Planning Services are offered to inmates to facilitate their reentry into their communities. In 2011, approximately 1,543 offenders received transition planning through the Volunteer Reentry Coordinators who provided a needs assessment and developed a personalized transition plan. In 2012, 311 offenders took advantage of this service.



## Technology Efforts

The Miami-Dade Corrections and Rehabilitation Department continues to utilize technology to improve efficiencies throughout the entire Department.

- The Department is in the process of establishing a workforce management system, entitled *Staff Scheduling Software*. This system will provide management tools to assist with the oversight of staff, vendors and volunteers. This includes:
  - Scheduling and researching training information relevant to certification and accreditation requirements
  - Obtaining personnel information, including historical personnel records, payroll information, transfer assignments, etc
  - Conducting Department-wide bid processes to allow staff to bid for assignments throughout the Department, including specialty, non-specialty, civilian positions
  - Obtaining automated reports for overtime usage, leave usage and a variety of other statistical data without requiring human intervention
  - Integrating with the Miami-Dade County Payroll Time and Leave System to automate the payroll process and eliminate the need for green ledger payroll sheets
  - Integrating with the Miami-Dade County Bluebook System to provide continual update of emergency contact information for employees
  - Integrating with the Florida Department of Highway and Safety Motor Vehicles so that staff driver's licenses will be checked automatically and perpetually to ensure staff compliance with license requirements
  - Establishing use of an Integrated Voice Recognition system to automate employee sick calls, unscheduled leave, tardy notifications, leave requests and other employee information functions. This will also provide the Department with an emergency activation system so that all Departmental staff may be activated to emergency Alpha/Bravo status in less than two hours
  - Integrating with the Miami-Dade County Court E-Notify system for court subpoena notifications so that a review of approved employee leave can be conducted prior to scheduling for court
- The Automated Arrest Form (A-Form Project) is a collaborative effort, initiated through the Miami-Dade County Association of Chiefs of Police, to automate the arrest information gathered by all local law enforcement agencies. It is expected to begin in 2013 and designed to reduce the booking processing time and improve data collection from the initial point of arrest.



The use of technology creates and improves Department-wide efficiencies.

## Personnel Highlights

The Miami-Dade Corrections and Rehabilitation Department continues to play an active role in ensuring that staffing is sufficient to maintain the safety and security of correctional officers and inmates while at the same time achieving efficiencies and promoting employee morale through promotional opportunities and training efforts. Highlights include:

- Actively recruited and selected correctional officers, corrections technicians and non-sworn positions to support the mission of the Department. The hiring of corrections technician allowed correctional officers currently assigned to systems consoles to be reassigned as an innovative method to increase sworn staff in inmate security functions.
- Developed and implemented the *Pillars of Professionalism* video series featuring Departmental employees who exemplify service excellence and professionalism every day. These short videos highlight outstanding Departmental employees and focus on varying topics such as integrity, trust, reliability, compassion, patience and work ethics.
- For the first time in over 20 years, the Florida Department of Law Enforcement made major changes to the Correctional Officer Basic Training curriculum. Staff actively participated with Florida Department of Law Enforcement in revising the Correctional Officer Basic Training curriculum that became effective July 2012.
- The Department trained 417 employees through Mandatory In-Service Training; 672 in Cardiopulmonary Resuscitation; 616 in the use of Automated External Defibrillator; 361 participated in Scenario Based Firearms Training; 353 received Defensive Tactics Refresher; 1,182 in Crisis Intervention Training; 582 in Response to Resistance Training; and 1,196 participated in Annual Firearms Qualification. Additionally, there were 465 volunteers participating in Volunteer Orientation Training.



Correctional Officers are sworn-in as part of their graduating ceremony



Cell Extraction Training held by the Training Bureau in conjunction with other Miami-Dade agencies.

## Facility-Related Highlights

- The Miami-Dade Corrections and Rehabilitation Department actively maintains its facilities to ensure appropriate living conditions for inmates in its custody. Extensive renovation efforts have been completed to include bathroom renovations at the Turner Guilford Knight Correctional Center, Pre-Trial Detention Center, and Metro-West Detention Center; replacement of the fire alarm system at the Pre-Trial Detention Center; renovations to housing units at the Training and Treatment Center; and replacement of over 312 exterior security windows at Metro-West Detention Center.
- The Department also implemented the Mattress Refurbishing Project, which will produce a savings of approximately \$665,000 over the next five years. In the past, mattresses with a damaged cover were discarded despite having an intact inner core. The replacement of these mattresses proved costly. This project will not only reduce costs, but will meet safety concerns, and comply with Florida Model Jails Standards requiring damaged mattresses be removed to prevent the transmission of infectious diseases.
- The Inmate Uniforms Repair Project was also continued as an effort to reduce clothing costs. The Department maintains general and special population inmate uniform inventory in excess of 30,000 uniform sets. To date, 3,884 inmate uniforms were repaired minimizing uniform replacement.



An inmate has his handcuffs taken off by a Correctional Officer as he enters his housing unit within the Turner Guilford Knight Correctional Center.

# Programs

## Miami-Dade Corrections and Rehabilitation Department

Focusing beyond detaining inmates, innovative programs are provided as alternatives to traditional incarceration. These programs, identified below, have earned the Department a reputation throughout the nation as an organization dedicated to the achievement of excellence.

### Boot Camp Program



Cadets stand at attention as they prepare to begin the Boot Camp Program.

The Boot Camp Program is a worthwhile alternative to incarcerating teenagers and young adults while providing structured re-entry avenues such as educational and vocational training. It utilizes a unique inmate management system known as the “regimented inmate discipline” or “boot camp” philosophy which targets first-time nonviolent male and female offenders between the ages of 14 and 24 who have been adjudicated as adults. Prior to admission into the Boot Camp Program, each inmate receives a complete and comprehensive assessment, including a physical examination, a psychological evaluation and orientation.

In keeping with the Boot Camp theme, participants are called Cadets and must complete an intensive 16-month program with three distinct phases consisting of Phase 1-Basic Training (4 months), Phase 2-Work Release (2 months) and Phase 3-Aftercare (10 months).



- Phase 1 incorporates an intensive regimented boot camp style instruction.
- Phase 2 focuses on preparation for employment, life skills, job interviews, job referrals via South Florida Workforce and/or educational/vocational training for better qualifications.
- Phase 3 commences when participants are fully released into the community to reside at their place of residence. It provides participants with opportunities for successful community reintegration, through continued Program supervision, support and assistance in a variety of areas including but not limited to: employment, educational/vocational training, housing, addiction intervention, transportation, etc.



Trained personnel use intensive regimented boot camp style instruction methods.

Due to the nature of the Boot Camp Program, visitation is considered a privilege that must be earned. The Cadets are evaluated after the first 60 days of the program, and if a satisfactory performance rating is received, the Cadet is allowed minimal visitation. The success rate has remained at approximately 90% with only 10% of cadets re-offending after 2 years.

The Boot Camp Program is also an accredited facility through the American Correctional Association.

**The Faith Works! Reentry Program** operates at the Training and Treatment Center providing enhanced educational, faith-based, and reentry services to offenders who voluntarily chose to enter the program. Since 2003, the program has provided job placement, life skills, mentorship, through collaborative relationships with community based organizations.



Mentoring meeting with I'm Ready Program students.

The **I'm Ready Program** began on June 28, 2012 as an alternative for youthful offenders who cannot qualify for the Boot Camp Program. These offenders are diverted from incarceration and receive intensive intervention in the areas of education, vocational training, work details, substance abuse treatment, faith-based services, mentoring, and mental health services. Graduating on December 28, 2012, the first class began with 22 students.

Fatherhood education has been implemented through a grant received by the Advocate Program from Miami-Dade County. In collaboration with *En Familia*, a nonprofit agency, fatherhood training was provided to 23 cadets at the Boot Camp facility and 13 students of the I'm Ready Program.

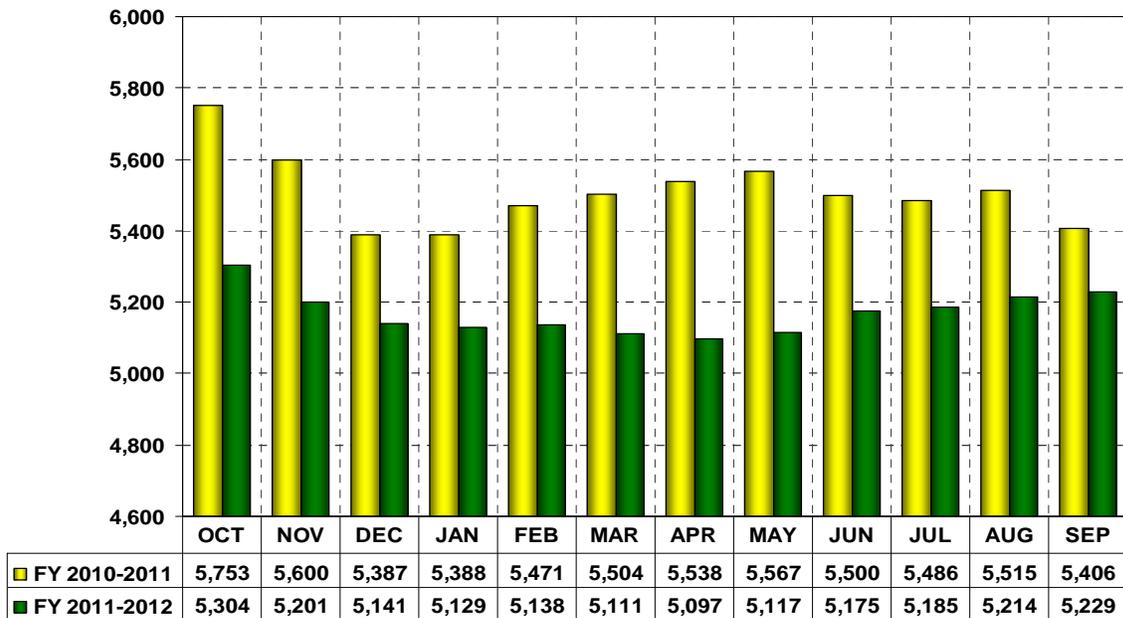
The **Monitored Release Program** (House Arrest) provides an avenue for pre-trial and sentenced offenders to remain outside of a jail facility. Pre-trial offenders are those who did not qualify for other forms of pretrial release and are in the jail system awaiting disposition of their case. Sentenced offenders are interviewed and identified by staff prior to obtaining approval from their respective judge to enter the electronic monitoring program. The offender may have felony or misdemeanor charge(s) and must be sentenced to 364 days or less.

To participate in the Monitored Release Program, offenders must abide by all release conditions and special conditions of the court to include counseling, urine tests and any number of other requirements. They must also meet strict guidelines, including a court-ordered electronic monitoring GPS anklet, and undergo background checks before participating in the program. Offenders are subject to visits and drug testing as stipulated by the courts, and must remain in their residence on a curfew unless authorized.

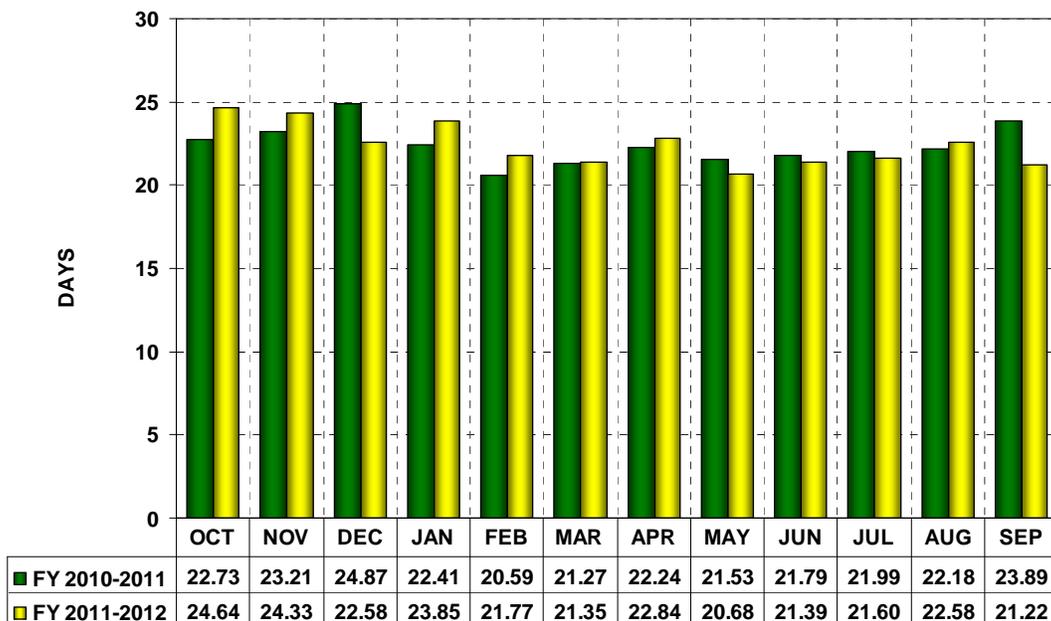
# Statistical Data

## Miami-Dade Corrections and Rehabilitation Department

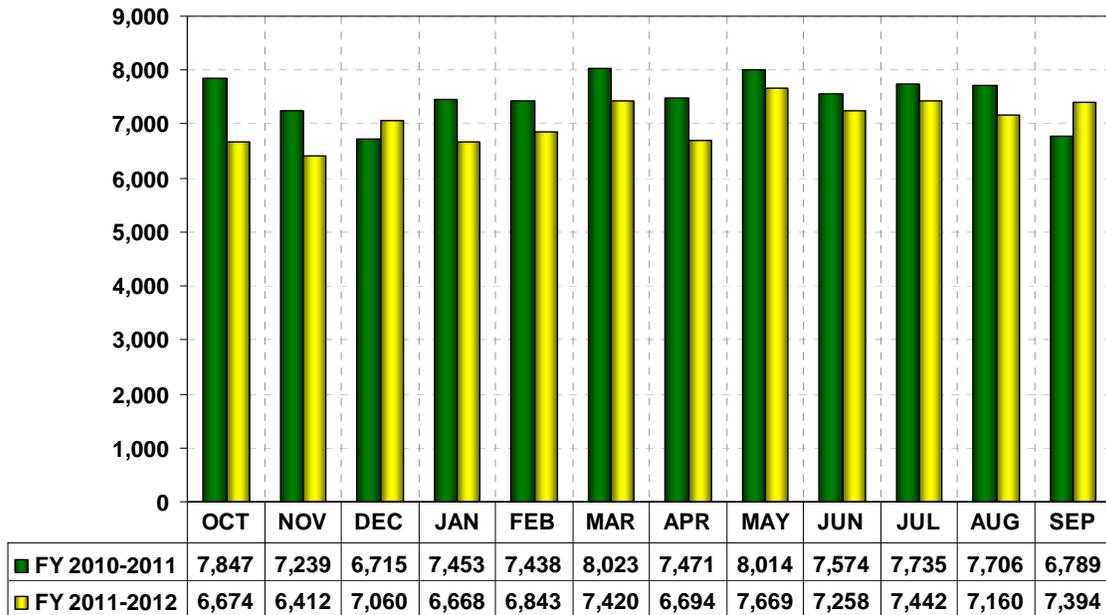
### Average Daily Population



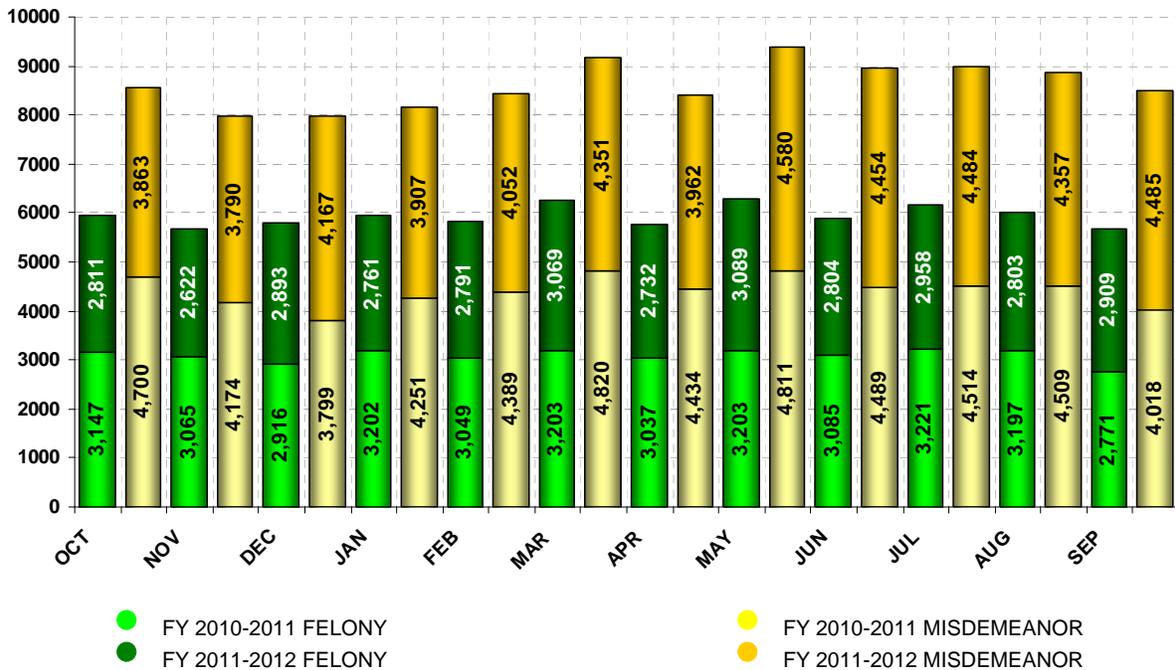
### Average Length of Stay



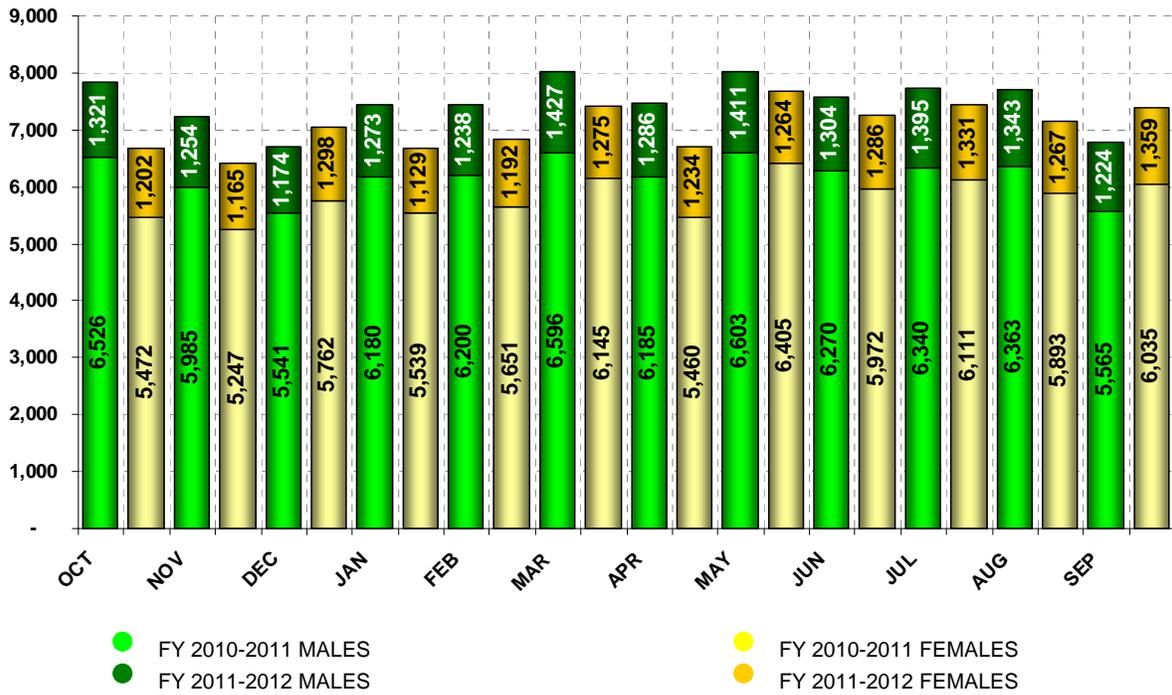
### Bookings by Month



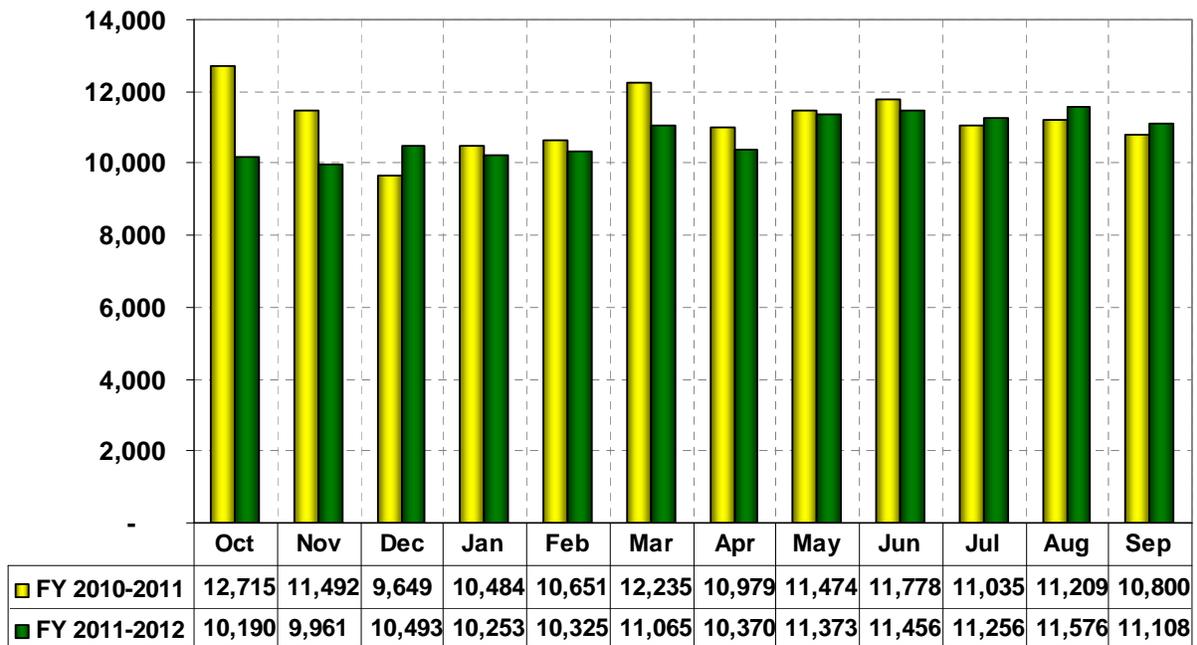
### Felony and Misdemeanor Bookings



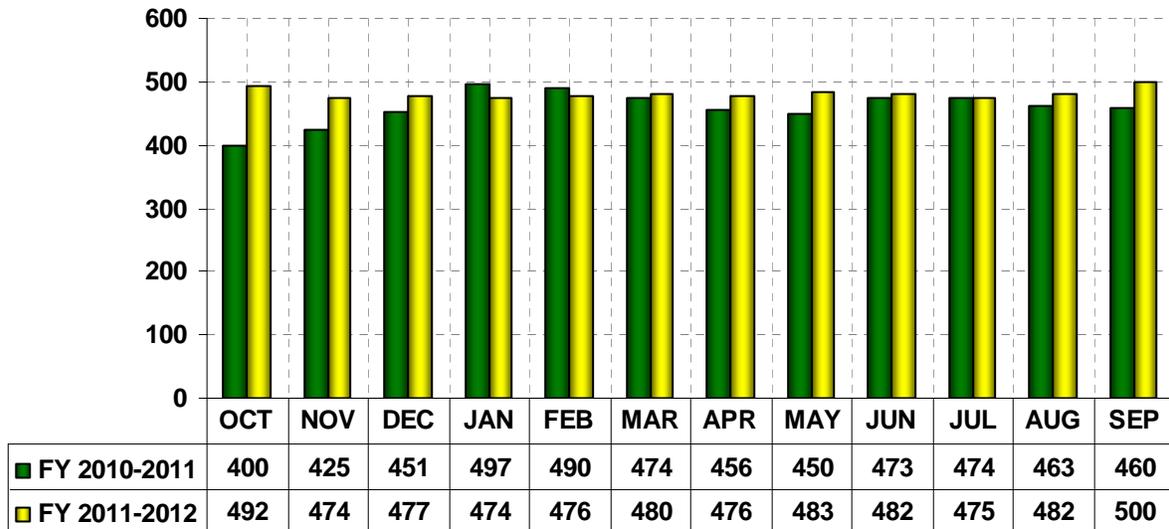
### Bookings by Gender



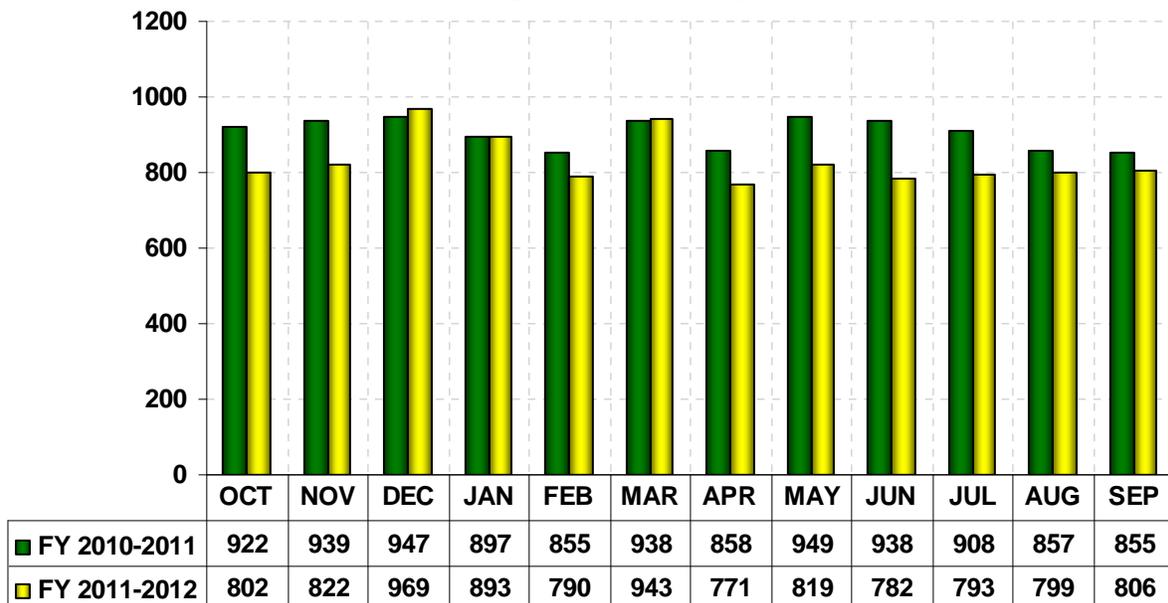
### Number of Inmates Transported to Courts



### Participants in Monitored Release



### Pretrial Services Releases



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*Mayor*

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*Property Appraiser*

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