



# Juvenile Services Department Business Plan

**Fiscal Years: 2010 and 2011**  
(10/1/09 through 9/30/11)

Plan Date: November 30, 2009

Approved by:

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Wansley Walters  
Department Director

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Alina Tejeda-Hudak,  
Assistant County Manager

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## **DEPARTMENT PURPOSE/MISSION**

The Miami-Dade County Juvenile Services Department (JSD) commits its resources in partnership with the community to provide a safe and secure environment to assess and process arrested juveniles and those at-risk, utilizing state-of-the-art assessment instruments and technology in order to determine the individual issues of juveniles for the purpose of minimizing further delinquent activity and contributing to the development of future productive adult citizens.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

## **STRATEGIC ALIGNMENT**

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Provide comprehensive and humane programs for crime prevention, treatment and rehabilitation (PS 2)
2. Improve the quality of service delivery through commitment to ongoing employee training (PS 3)
3. Strengthen the bond between the public safety departments and the community (PS 4)
4. Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange (ES 4)
5. Improve the future of Miami-Dade County's children and youth (HH 3)
6. Promote independent living through early intervention and support services (HH 4)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- 1.1. Reduced number of people revolving through the court system/recidivism (PS 2-2)  
(Also supports HH 4-1)
  - 1.1.a. Reduce the number of juvenile arrests in Miami-Dade County
    - Continue Countywide Civil Citation initiative (ongoing began in FY 06-07)
    - Increase outreach services for the At- Risk Delinquency Initiative and programming by implementing a formal Memorandum of Understanding with the Dade County School Board (FY 10)
    - Continue Countywide At- Risk Delinquency Initiative Programming (ongoing)
    - Continue Countywide Violence Intervention Project (ongoing)
  - 1.1.b. Improve the successful completion rate for juveniles referred from Juvenile Services to diversion programs (Also supports HH 3-2)

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- Provide clinical services to arrested and at-risk youth (ongoing began FY 07-08)
- Expand the number of juveniles receiving assessments to create treatment plans based on empirically based assessment results (ongoing)
- Increase the number of diversion eligible non-detainable youth diverted by the State Attorney's Office upon initial recommendation by Juvenile Services (ongoing)
- Continue implementation of the At- Risk Delinquency Initiative to provide assessments and referrals to intervention services to youth and families displaying at-risk behavior before a criminal violation
- Continue administration of Civil Citation to provide targeted and effective intervention services to youth with misdemeanor violations without the stigma of an arrest
- Continue administration of multiple Diversion Programs to provide targeted and effective intervention services to youth with law violations to appropriately address individual and family issues
- Continue the utilization of age- appropriate, evidence-based, cultural and gender specific protocols to identify individual and family issues and appropriately refer to services

**1.2. Strengthen Juvenile Assessment Center (PS 2-1)**

- 1.2.a. Decrease processing time for detainable and non-detainable youth
  - Closely monitor youth detained and released within 6 hour timeframe as well as those attending court hearing within 24 hours of arrest (during FY 07-08 an additional court hearing was added to calendar, ongoing process)
- 1.2.b. Develop and provide custom analytical and statistical reports to the community and juvenile justice partners by deadline
  - Continue providing juvenile justice data and information to the community and outside organization to assist in grant applications, community programs, and general research
- 1.2.c. Total number of intake, screening and assessments administered to at-risk youth to identify substance abuse, family, and mental health issues
  - Continue the utilization of age- appropriate, evidence-based, cultural and gender specific protocols to identify individual and family issues and appropriately refer to services
- 1.2 d. Develop and initiate alternatives to detention for eligible juveniles
  - Proceed with development and implementation of the Ankle Bracelet monitoring initiative (FY 10-11)

**2.1. Professional and ethical public safety staff (PS 3-1)**

- 2.1.a. Develop Juvenile Services direct care staff competency through cross training and skill development

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- Continue comprehensive training program for departmental staff (ongoing process)
  - Strengthen human resources development and department-wide succession planning (ongoing)
  - Strengthen department-wide customer service training (ongoing)
- 2.1.b. Manage Human Resources and Employee Motivation
- Continue to strengthen the employee motivation component including the monthly department newsletter (begun FY 08-09)
  - Provide timely and appropriate feedback to employees through performance evaluations (ongoing)
- 3.1 Strengthen the bond between the public safety departments and the community (PS 4)
- 3.1.a. Meetings, conferences, presentations and visitor events supporting the JSD mission
- Engaging the community by outreach, presentations, and hosting visiting delegations (including other local, state, federal, and international visitors)
  - Continue Countywide Violence Intervention Project (ongoing)
- 4.1. Smart, coordinated IT investments (ES 4-4)
- 4.1.a. Enhance use and coordination of the new case management software and newly available data
- Continue evaluation of business processes and available efficiencies available with the new case management system (ongoing thru FY 11)
  - Implement new data model with use of the new case management software and business intelligence component (ongoing thru FY 11)
- 4.1.b. Develop and provide custom analytical and statistical reports to the community and juvenile justice partners by deadline
- Continue providing juvenile justice data and information to the community and outside organization to assist in grant applications, community programs, and general research

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

## **CRITICAL SUCCESS FACTORS**

1. The success of JSD, reducing arrests by 46%, re-arrests by 80%, and detention by 66% while saving systemically over \$33 million annually, has been achieved by moving the focus to the front-end of the juvenile justice system. By addressing the issues of children at the earliest possible point, not only are the interventions more successful, but we also prevent the costs of deeper-end processes. This philosophy requires support of case management and prevention activities, as well as maintenance of community providers. If the front-end approach cannot be funded, the mandatory costs of arrests, prosecution, and detention will absolutely increase to a level that outweighs any potential savings. By sustaining the front-end approach to juvenile justice, the County benefits financially and the community protects the futures of its children.
2. The adopted FY 09-10 budget includes the elimination of 8 JSD positions which will have a negative impact on service levels. In order to allow proper process time for arrested juveniles, ensure compliance with the Third District Court of Appeals legislative mandate for a hearing within 24 hours, and limit the possibility of incidents resulting in County liability, the JSD will need to re-hire 8 JSD positions.
3. The JSD proposal to consolidate all State funding streams into one comprehensive grant will allow the department to better align services to current needs, reach more juveniles, and more efficiently utilize staff. This approach is critical to maintain, minimal department staffing levels and resources in order to ensure the continued delivery of quality services, compliance with statutory mandates, and attainment of JSD's noteworthy record of efficient and effective performance. County maintenance of JSD resources will become increasingly important with the State's decrease in funding, due to shortfalls in revenues.

## **INTERNAL SUPPORT REQUIREMENTS**

1. Assistance from Human Resources to provide timely and accurate position change information as well as salary reduction information for staff and to further enhance succession planning department-wide to ensure continuity of services levels. (Support objective to Strengthen Juvenile Assessment Center)
2. Assistance from the Miami-Dade Police Department, the Human Services Department, and the Government Information Center (GIC) to implement countywide systemic prevention model and develop the outreach component to educate community members on available services. (Support objective to reduce the number of juveniles revolving through the court system)
3. Assistance from Department of Procurement Management to maintain the contracts related to the new case management software, which allows for better management and analysis of the current population. (Support objectives Smart, Coordinated IT investments and Strengthen Juvenile Assessment Center)

## **SUSTAINABILITY**

1. JSD has engaged a "Green Initiative" to reduce the use of non-renewable resources, specifically focusing on the consumption of paper.
  - In an effort to reduce the reliance on paper, JSD procured and implemented a new case management system that automatically links arresting information with case management information in one location, eliminating the need to duplicate information for access in different areas. Further, the system holds all case management information that was previously managed in numerous files, software, and paper reports. By electronically organizing the information in a location where all staff can access, there is diminished need to print.
  - Paper files in both Case Management and Intake are being reduced by implementing new processes. Negotiations with granting agencies have allowed for the electronic management of files in Case Management, while the Intake/Booking operation now provides electronic transmittal of forms to the Clerk of Courts, Public Defender, and State Attorney. JSD still has requirements for paper distributions to the Florida Department of Juvenile Justice (DJJ): when a child is transported to DJJ they must be accompanied with paper records and DJJ Probation Services still request the hard copies of records due to originality of signature concerns. JSD continues to urge these partners to move towards an electronic process that will result in substantial paper reductions.
  - As the repository for all juvenile justice data, JSD receives constant requests for reports and data. In fact, multi-page reports are generated on a weekly and monthly basis in addition to custom reports that are requested almost daily. To reduce paper consumption, JSD now distributes these reports electronically. If a constituent is unable to receive the information in this fashion, paper reports are made available as an alternative.
  - JSD has constantly evolving Standard Operations Procedures and mandates based on the nature of the business environment. In the past, every employee would be provided with a paper copy of any updates to these policies; however, JSD has now created an electronic folder to which all employees have access to reference relevant policy documents. This has a result of both operational efficiency and sustainability.
  - Although JSD is currently contractually obligated to certain standard expenses for copiers, we anticipate that future needs will be lower due to the reduced use of paper allowing for less power use, waste, and ultimately financial savings.
  
2. Case Management services include both in-office meetings as well as remote meetings in schools, homes, or other locations convenient for the client. In an effort to reduce mileage and save increasingly precious time, the case management team is beginning an effort to map client visits to arrange them in the most efficient way. Rather than traveling across the County several times a day, case managers are trying to schedule visits in the same vicinity whenever possible. There are severe limitations to this practice; however, as some case managers are supported by designated funding that prohibits the flexibility to select area-based clients.

### **3 to 5 YEAR OUTLOOK**

The success of JSD, reducing arrests by 46%, re-arrests by 80%, and detention by 66% while systemically saving \$33 million annually, has been achieved by moving the focus to the front-end of the juvenile justice system. By addressing the issues of children at the earliest possible point, not only are the interventions more successful, but we also prevent the costs of deeper-end processes. This philosophy requires support of case management and prevention activities, as well as maintenance of community providers. If the front-end approach cannot be funded, the mandatory costs of arrests, prosecution, and detention will absolutely increase to a level that outweighs any potential savings. By sustaining the front-end approach to juvenile justice, the County benefits financially and the community protects the futures of its children.

The JSD continues to work towards four primary efficiencies and improvements: decreasing arrest and re-arrest rates by reforming the juvenile justice system; processing arrested children in accordance with statutory requirements; reducing systemic costs; and providing high-level statistical reports to local funding agencies in order encourage the support of services that match the needs of the arrest population.

As these efforts to improve continue, the results, which have had a positive impact on the JSD and the county also, continue to expand to the local juvenile justice system, service providers, community, and lastly have become both a national and international model of reform.

The department continues to strengthen its data systems and expertise as the local assessment facility, these assessment services are also provided to children who are at-risk of being arrested, in addition to arrested juveniles. This will further expand the JSD's efforts to not only prevent re-arrest through innovative programming, but also to begin moving towards preventing the initial arrest. This new and unprecedented system will offer community-members the opportunity to refer troubled children to the Juveniles Services Department to receive individualized evidence-based assessments and treatment services before they exhibit delinquent behavior: **a true At-Risk Delinquency Prevention Initiative**. By addressing the unique needs of a child prior to becoming a hazard and risking arrest, the entire community will be able to enjoy an enhanced quality of life with reduced juvenile justice costs.

We continue to exceed the other counties in the State of Florida and the United States in reducing juvenile arrests. Currently, The State of Florida is exploring how to take our local reforms statewide. We fully expect to continue reducing our current arrests in the next several years.

The Department continues to promote the opportunities for at-risk youth and their families through our prevention system, which we believe can save our community millions of dollars by serving children outside of the systems that currently exist.

As our prevention model becomes a national model we are working with the to succinctly detail our successes to other communities for replication within the next several years. In five years we envision a completely different juvenile justice system where prevention and the individual needs of the child and family drive services and fully expect the Miami-Dade County

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Juvenile Justice Model, a front-end system dedicated to helping children and their families *before* the crimes they commit become more important than their future, to be replicated nationally.

As we continue to decrease arrests we are exploring and researching alternatives to detention and the overall costs incurred by the County for juveniles detained at the Miami-Dade Regional Detention Center, a cost that despite our results, continues to increase. JSD will be piloting alternatives to detention for non-violent offenders that utilize ankle bracelets, behavior modification, and wraparound family services.

*Attachment 1*  
**DEPARTMENTAL PROFILE**

**Department Description**

The JSD's, Juvenile Assessment Center is open 24 hours a day, 7 days a week to process arrested juveniles. Opening in 1997, it is located at 275 NW 2<sup>nd</sup> St., 1<sup>st</sup> and 2<sup>nd</sup> Floors. The JAC is charged with managing the entire process for arrested juveniles for the whole community (Miami-Dade County). This includes providing the infrastructure for all juvenile justice stakeholders to comply with their respective mandates/requirements and perform their respective duties; providing the daily coordination for juvenile justice system compliance between stakeholders; processing 100% of the arrested juvenile population brought to the JAC according to law; utilizing JAC data systems to organize the arrest population and applying processing to strategically reduce the number of children processed at the JAC.

The JAC must process arrested juveniles in strict compliance with requirements mandated by Florida State Statutes through the Multi-Tier Positive Identification (PID) process, Booking, Security, Assessment, Records Management (as repository for all juvenile arrest records), data collection and reporting on a complete arrest population in a 24/7 secure facility. These statutory mandates are described as follows: To provide each child arrested and brought to the JAC equal legal processing as guaranteed to every arrested juvenile under Florida State Statute.

The majority of JSD resources are committed to ensuring strict compliance for the County; Maintain full operation to receive and process all children arrested by all law enforcement agencies in Miami-Dade County on a 24 hour a day, 7 days a week basis; Maintain a safe and secure environment for all arrested juveniles while processing regardless of age or offense; Multi-tier Positive Identification with the Criminal Justice databases including, Criminal Justice Information System (CJIS) locally, and the Automated Fingerprint Information System, Florida Criminal Information Clearinghouse (FCIC) and National Criminal Information Clearinghouse (NCIC); Create court case and schedule case for court; For all detained children, process and ensure transportation to Juvenile Court within 24 hours of their arrest; Transport all arrest, processing and other official documents to Clerk of Court within required time periods; Create and maintain all juvenile arrest records and serve as the legal repository for all juvenile arrest records for Miami-Dade County; Manage Seal and Expungement procedures at the local and state level in coordination with the Clerk of Court and Florida Department of Law Enforcement; Maintain strict adherence with standards to maintain certification by U.S. Department of Justice Federal Bureau of Investigation as a designated criminal justice agency; Maintain security for access to Juvenile Arrest screens in the Criminal Justice Information System; Feed arrested juveniles at the JAC every six (6) hours; Conduct screening assessments on arrested juveniles; Provide coordination and support of other agencies (county and state) co-located at the JSD, such as building, infrastructure, technology, and security; File recommendations to the State Attorney's Office on all youth arrested and processed at the JAC; Complete an individualized performance plan based on the needs identified by the psychosocial assessment on all youth participating in the JSD diversion plan and youth identified as at-risk; Develop, implement and coordinate Countywide Civil Citation Initiative that reforms arrest protocols on all misdemeanor arrests in Miami-Dade County.

**TABLE OF ORGANIZATION**

**JUVENILE SERVICES**

<b><u>OFFICE OF THE DIRECTOR</u></b>			
<ul style="list-style-type: none"> <li>Provides overall policy, strategy and performance direction for the department in order to serve arrested and at-risk juveniles and their families</li> </ul>			
<u>FY 08-09</u>		<u>FY 09-10</u>	
11		11	
<b><u>INTAKE, SCREENING, ASSESSMENT, AND TRAINING</u></b>		<b><u>CLINICAL DIVERSION SERVICES</u></b>	
<ul style="list-style-type: none"> <li>Provides centralized booking services and security; assessment of substance abuse, family, and mental health issues; and training of staff</li> </ul>		<ul style="list-style-type: none"> <li>Provides case management and implements preventive programs</li> </ul>	
<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 08-09</u>	<u>FY 09-10</u>
51	47	45	48
<b><u>OPERATIONAL SUPPORT</u></b>		<b><u>GUARDIAN AD LITEM</u></b>	
<ul style="list-style-type: none"> <li>Provides clerical and administrative support to the Intake, Screening, Assessment, and Training division</li> </ul>		<ul style="list-style-type: none"> <li>Protects the rights of children involved in court proceedings and advocating for their best interest</li> </ul>	
<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 08-09</u>	<u>FY 09-10</u>
4	4	8	7

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**Financial Summary**

**FINANCIAL SUMMARY**

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	8,121	8,911	8,073
Carryover	184	121	0
Collection Fees and Charges	481	450	428
State Grants	1,991	2,059	1,908
Federal Grants	351	302	464
Interagency Transfers	500	500	500
<b>Total Revenues</b>	<b>11,628</b>	<b>12,343</b>	<b>11,373</b>
<b>Operating Expenditures Summary</b>			
Salary	6,163	6,492	5,823
Fringe Benefits	2,012	2,097	2,141
Other Operating	3,223	3,660	3,355
Capital	60	94	54
<b>Total Operating Expenditures</b>	<b>11,458</b>	<b>12,343</b>	<b>11,373</b>

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Expenditure By Program</b>				
<b>Strategic Area: Public Safety</b>				
Office of the Director	4,093	3,831	11	11
Intake Screening Assessment and Training	3,369	3,015	51	47
Clinical Diversion Services	3,729	3,505	45	48
Operational Support	309	295	4	4
Guardian Ad Litem	843	727	8	7
<b>Total Operating Expenditures</b>	<b>12,343</b>	<b>11,373</b>	<b>119</b>	<b>117</b>

**SELECTED ITEM HIGHLIGHTS AND DETAILS**

Line Item Highlights	(dollars in thousands)				
	Actual FY 06-07	Actual FY 07-08	Budget FY 08-09	Actual FY 08-09	Budget FY 09-10
Security Contract	1,395	1,369	1,572	1,258	1,386
Rent	592	592	626	699	732
Travel	22	24	24	14	0
Transfers and Reimbursements					
• Corrections and Rehabilitation Department - Food Services	33	34	40	25	36

**Capital Budget Summary**

The JSD has no capital budget.

**Current Business Environment**

The JSD serves arrested and at-risk children and their families. For this reason, these families are in crisis and in need of services. In addition, the Department's Juvenile Assessment Center (JAC) operates within strict adherence and constant compliance with all mandated statutory requirements to serve this population and in accordance with all constitutional rights afforded to children in this state of custody. These mandated services are provided by Miami-Dade County under Florida Statute 985.

The JSD serves the entire County area. Law enforcement officers bring arrested children to the JAC from any of the municipal police departments, Miami-Dade Police Department districts and Miami-Dade Public Schools Police.

The JSD will continue to respond to funding initiatives that will enhance the local Juvenile Justice System with resources for identified services, target populations, and communities.

The JSD will continue to strengthen all customer service outreach by utilizing secret shoppers' reports to define issues and create clear plan of action to rectify noted issues.

The JSD operates with an active partnership of juvenile justice stakeholders:

- Regular JSD agency partnership meetings with agency supervisors, community providers and JSD staff
- Periodic JSD Agency Partnership meetings with agency heads. JSD Partners include various local stakeholders: Juvenile Court judges, Clerk of Courts, State Attorney, Florida Department of Juvenile Justice, Miami-Dade County Public Schools, county departments such as Miami-Dade Police Department, Corrections and Rehabilitation, Enterprise Technology Services, Human Services, Public Defender, and private providers such as Children's Psychiatric Center.
- **Local:** Alliance for Human Services, Children's Mental Health Committee-District XI (Chair), Children's Trust, Comprehensive Strategy, Juvenile Justice Circuit XI Board, Gang-Free Schools Project (Chair), Greater Miami Chamber of Commerce, Miami Coalition for a Safe and Drug-Free Community, Girls Advocacy Project (GAP), Youth Crime Task Force, Miami-Dade Chiefs of Police Association, ArtSprings Inc., Miami Gardens/ Opa Locka Service Partnership, FIU and Barry University
- **State:** Florida Juvenile Justice Association Board of Directors
- **Federal:** White House Office of National Drug Control Policy (ONDCP) 25 Cities Project and Joint Research Project, U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention (OJJDP) for the National Demonstration Project, Gang Reduction Project and the Gang Free Schools Project, Indiana University Recidivism Project, Yale University, Stop Now and Plan (SNAP), and The Urban Institute.