

# Miami-Dade County Performance and Efficiency Commission

## Miami-Dade County Department Director

### 2010 Self-Assessment Questionnaire

**Purpose:** As a management team member of Miami-Dade County government, it is your responsibility to design, adhere to and monitor the significant operating and financial controls of your organization. This self-assessment questionnaire has been designed to obtain input from you to assist the Performance and Efficiency Commission ("PEC") to understand the key controls of your organization. Your input is important and appreciated.

**Department:** Juvenile Services Department

**Director:** (name & telephone) Wansley Walters (305) 755-6202

1. Please describe **the key business objectives** of your area (i.e. What is the mission of your area?), and what do you find most challenging as the director of this department?  
*To provide services for youths at risk and those arrested to deter future criminal activity. The most challenging issues currently are limited fiscal resources and attempting to maintain services with decreasing staff.*
2. How many employees are in your department? Describe the **span of control** in your department and how effective it is? *JSD currently has 107 employees. We have been designated a criminal justice agency by the FBI due to the booking and processing responsibility. JSD's span of control is very effective with each shift in a 24 hour facility having a supervisor and manager as a direct report to the Deputy or Department Director.*
3. Do you consider the responsibilities of your department to be "**core**" responsibilities of government to the public? *Yes, JSD fulfills the County's statutory responsibility to book and process arrested juveniles. Additionally, JSD has been at the forefront of juvenile justice reform in the development of a front end, more cost effective system that has achieved outstanding results in keeping Miami-Dade children out of the deep end of the system.*
4. Are the **Policies and Procedures** in your department **documented**? (Select One)  Yes  No  
Comments: *JSD's Policies and Procedures are constantly revised to include updated Juvenile Justice Regulations and Policies*
5. Are the **Policies and Procedures** in your department **up-to-date**? (Select One)  Yes  No  
Comments: *JSD's Policies and Procedures are constantly revised to include updated Juvenile Justice Regulations and Policies*
6. Please describe the **key business processes** that occur in your department (i.e. What are the activities which are completed in your department?) *Miami-Dade County's responsibility of Processing of all arrested juveniles in accordance with State Statute, and a Diversion Continuum to provide intervention services to at-risk juveniles in our community.*

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7. Please describe the *key internal controls* that you believe exist in your department (i.e. How do you control the major activities, output, etc., in your department?) *The Department uses quality control in all aspects of the organization. This is integrated in the daily operation due to the legal mandates and time limitations of working with arrested juveniles. Further, we receive various state and federal formula grants that pay for elements of the operation. Stringent reporting and data collection are required. Beginning with the Intake process and throughout the Diversion Continuum. Senior Management Team meets monthly with the Dept. Director to review performance measures and implement corrective actions, as needed.*
8. Please describe *the key performance measures* you obtain and utilize to monitor the effectiveness/efficiency of your business processes. (See attached, JSD Scorecard).  
*Reduce the Number of Juvenile Arrests in Miami-Dade County by providing innovative programming at the front end and earliest moment of contact with law enforcement. Increase the Number of Youth Referred to Juvenile Services for Diversion and At Risk Delinquency Initiative by providing community outreach and expanding criteria for Diversion Programming to include Innovative alternatives such as a Civil Citation Initiative.*  
*Provide Screenings, Assessments, and Referrals to Arrested and At Risk Youth by providing empirically based assessment and screening tools to best identify needs and secure most effective referrals immediately.*  
*Improve the Successful Completion Rate for Youth Referred to Diversion Programs by immediate and appropriate identification of a youth's needs coupled with an intervention, success improves for those in Diversion further diminishing the need for deeper end programming.*
9. Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities? *Miami-Dade Police Department, Miami Dade Corrections Department, Grants Coordination Department, County Managers Office, County Attorney's Office, Finance, Clerk of Courts, Office of Strategic Business Management, Government Information Center, Human Resources, General Service Administration Department, Parks and Recreation Department, Department of Procurement Management, Housing and Community Development, and Miami Dade Economic Advocacy Trust.*
10.
  - a. Could they be consolidated into your department? *No, although they provide support for our Department, their core missions are diverse. Further, based on the unique requirements, the JAC (prior to becoming JSD) was made an independent*

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*department leaving the Police Department. This was the recommendation of community stakeholders due to the confidential assessments and family data used here to intervene with a juvenile in violation with the law.*

- b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)? **No.**
11. If you had the appropriate technology to improve efficiency, would you utilize it and how would it impact the County's operations today? *JSD has focused on the development of advanced technology for over ten years using grant dollars. That has allowed Miami-Dade County to have the largest repository of data on arrested juveniles in the world. The data has enhanced the department's ability to identify patterns and trends in the arrest population allowing community based programs and their funders to tailor services to the needs and locations of the population. It has also allowed this department to develop more and more sophisticated front end interventions making us a national model by the White House and the U.S. Department of Justice. We recently, using grant dollars, implemented a new system that allows our staff manage workloads and enhances JSD's ability to analyze data from not only arrest information but also psycho-social trends. Our Department has also been a front runner in the "Green Initiative"; we have implemented an information technology system that has helped us to go paperless within our processes. Any County-wide additional technology that will increase our ability to be more "Green" is welcomed by our Department.*

Overall, how would you rate the following in your department?	<u>Poor</u>		<u>Average</u>		<u>Excellent</u>
The effectiveness of your internal controls	1	2	3	4	5
The quality of your output	1	2	3	4	5
The efficiency of your business processes	1	2	3	4	5

If there is any additional information you feel the PEC should have prior to our review, (such as organizational charts, policies, etc.), please attach to this questionnaire.

Please return this questionnaire and any attachments in pdf format and saved as your "department name" by Wednesday, October 13, 2010 to [spalmer@miamidade.gov](mailto:spalmer@miamidade.gov) or deliver to:

Office of the Commission Auditor  
Attn: S. Donna Palmer  
SPCC Government Center  
111 NW First St., Ste. 1030  
Miami, FL 33128

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*Thank you for your time.*