




January 20, 2011  
Agenda Item No. 2B2

MEMORANDUM  
OFFICE OF THE MAYOR

DATE: January 10, 2011

TO: Honorable Joe A. Martinez, Chairman  
and Members, Board of County Commissioners

FROM:   
Honorable Carlos Alvarez  
Mayor

SUBJECT: Juvenile Services Department

CLERK OF THE BOARD  
2011 JAN 10 PM 3:34  
CLERK, CIRCUIT COURT / COURT  
DADE COUNTY, FLA  
#1

After a distinguished career that has helped make Miami-Dade a global model for reducing juvenile crime, our Director of Juvenile Services, Wansley Walters, has resigned from County service in order to accept a position as Secretary of the Florida Department of Juvenile Justice. Her appointment by Governor Rick Scott is a testament to her professional accomplishments as a member of our County's executive team; we are proud of her impressive legacy and wish her the best in her new role.

Pursuant to the authority vested in me under provisions of Sections 2.02C and D of the Miami-Dade Home Rule Charter, I hereby appoint Morris Copeland to fill the position of Director of the Juvenile Services Division (JSD). Mr. Copeland has been JSD's deputy director since 2007, providing both leadership and operational management across the department's programs and services. I have total confidence that he will build upon the department's great legacy and continue making Miami-Dade a safer place that uses innovative ideas to prevent crime, protect our young people and build strong communities.

Before joining the County in 2005, Mr. Copeland spent 17 years with Florida's Department of Juvenile Justice, and also has experience as a social worker and case manager. The breadth and depth of his record should give us great confidence in the continued success of JSD's mission.

I have attached Mr. Copeland's resume and the County Manager's charge memo. As dictated by the charter, his appointment will be presented to the Board of County Commissioners at the next regular meeting, scheduled for January 20, 2011. Please join me in congratulating him.

If you have any questions, please contact County Manager George M. Burgess at 305-375-1880.

Attachments

c: Honorable Harvey Ruvin, Clerk of the Courts  
George M. Burgess, County Manager  
Robert A. Cuevas, Jr., County Attorney  
County Executive Office Senior Staff  
Department Directors

# MEMORANDUM



**DATE:** January 10, 2011  
**TO:** Morris Copeland, Director  
Juvenile Services Department  
**FROM:** George M. Burgess  
County Manager  
**SUBJECT:** Charge Memo – Juvenile Services Department (JSD)

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Miami-Dade County's Juvenile Justice Reform has become both a national and international model. Over the past ten years we have seen a dramatic reduction in overall arrests, a reduction of our detention population and the implementation of a cutting edge Civil Citation Program. This well deserved recognition is a direct result of the successful efforts of the Juvenile Services Department's (JSD) staff addressing the varying factors that contribute to delinquency of our community's youth.

JSD's efforts have enabled thousands of children to avoid the stigma of an arrest and instead have provided empirically based assessment and treatment protocols to them and their families in an effort to address issues immediately. This approach further exemplifies your department's mission of minimizing further delinquent activity and contributing to the development of future productive citizens.

As you begin the year as the Director of JSD, there is more to accomplish. As such I task you with the following specific charges:

**Improve and refine JSD operation:**

- Maintain the continuous operation of the Department on a 24 hour basis.
- Plan and implement with Florida Department of Juvenile Justice and stakeholder partners a pilot with alternatives to detention using electronic bracelets and wrap around services. Using this model as a means of reducing pre-adjudication costs to Miami-Dade County, renegotiate county detention costs to save monies.
- Seek and secure additional funding sources for early intervention and prevention programming.
- Conduct continuous review of operation as a result of changing trends in juvenile arrests and reduced staffing. Continue plan on the shifting of staff resources as the population of arrested and at-risk juveniles shift as needed.
- Re-negotiate two diversion grants with the Florida Department of Juvenile Justice (DJJ) in order to blend caseloads and obtain better utilization of staff and serve more juveniles.
- Continue to collect and analyze data regarding the general arrest population and Civil Citation population for analysis on a quarterly basis.
- Continue the operation of the At-Risk Juvenile and Family service capability throughout the county. Continue community campaign to educate community about new system service. Work with community partners to insure successful implementation. Aggressively pursue additional funding to insure continuation of the program.

- Continue to use new technology systems to improve and refine JSD processes that have direct correlation to green initiatives and sustainability.
- Continue the implementation of Violence Intervention Program (VIP) that engages young people in the development of safe communities.
- Aggressively seek out additional grant and foundation funding to offset staff cuts that impact operation.

**Continue National Demonstration Project (NDP) with White House and Justice Department focusing on:**

- Assist Federal Legislatures with the passage of the Juvenile Justice Authorization bill, utilizing the Miami-Dade County Model as a guide.
- Continue to operate the Young Offender Program, expanding to work with at-risk children. Develop protocols for law enforcement, JSD, school system, and service providers to create unique system of service for young children exhibiting behavior issues.
- Continue to partner with Youth Crime Task Force (YCTF) in the operation and evaluation of two research based pilot projects from the National Demonstration Project (NDP), the Serious Habitual Offender-Sibling Project (SHO-Sib), which was developed by national researchers for Miami to work with extremely dysfunctional families and the Stop Now And Plan (SNAP) behavior modification project for young children.
- Work with community and national researchers to increase awareness and services for young children and girls at risk or in juvenile justice.
- Plan and implement with Florida DJJ and stakeholder partners a pilot with alternatives to detention using electronic bracelets and wrap around services. Using model of reducing pre-adjudication costs (\$230 a day) to Miami-Dade County, renegotiate county detention costs to provide additional dollars to JSD to continue early intervention and prevention programming.

**Community Partnership on Juvenile Justice and other Children's Issues:**

- Provide leadership and coordination as Miami-Dade County and juvenile justice stakeholders move toward a potential state pilot for community based juvenile justice.
- Work with local, state and federal Juvenile Justice partners and provider community to improve system such as participation on the Juvenile Justice Board, Youth Crime Task Force, Mayor's Mental Health Task Force. Actively participant in good standing as a Board member of the Miami Children's Initiative.
- Continue to participate in local community, state, and federal development of policy and legislative issues.
- Provide research and local data analysis for program funding and to share information.
- Continue to participate in the Georgetown University Breakthrough Series Collaborative (BSC) on effective services for children and families involved in both the juvenile justice and child welfare systems.

I congratulate you on your appointment as Director and I look forward to working with you on the goals set forth for this year.

c: Mayor Carlos Alvarez  
Alina T. Hudak, Assistant County Manager

## Morris Copeland, CPM

### Objective

To secure a position that allows me to use my professional experience in Juvenile Justice and Public Management. Seeking a career within an agency in an administrative capacity to gain professional expertise and upward mobility, beneficial to my employer and myself.

### Experience

#### MDC Juvenile Services Department (JSD)

September 2007 –  
Present

Miami, FL

#### Deputy Director

- Responsible for planning, directing supervising and coordinating the divisions and personnel within the Operational Services.
- Provides leadership and a coordinated sense of direction for Divisions and personnel in Operational Services
- Insure the most effective utilization of available resources and ensuring the safety of juveniles, employees and the public.
- Maintains close supervisory oversight to ensure that operations, policies and procedures are responsive to Departmental, County and community needs.
- Develops juvenile justice policy and legislation.
- Meets with members of the community, providers, and other groups to discuss juvenile activities

#### MDC Juvenile Services Department (JSD)

July 10, 2006 –  
September 2007

Miami, FL

#### Manager Intake Screening and Training

- Responsible for planning, directing, supervising, and coordinating the departments 24 hour 7 day a week JAC screening operation for arrested juveniles.
- Responsible for deployment of available resources and implementation of procedures to facilitate the attainment of the department goals and objectives.
- Provide supervision for the JSD training component, along with administrative staff responsible for supervision of the Intake & Screening component.
- Participate in high level community meetings with the Juvenile Justice Partners as well as community based organizations to facilitate resolutions to major challenges with in juvenile justice system.
- Provide extensive knowledge of all juvenile justice legislation within the State of Florida to ensure compliance with all laws policies and procedures that relate to the operation of a Juvenile Assessment Center.
- Participate in the development of the departmental strategic planning along with creation and management of specific components of the JSD Departmental Score Card.

# Morris Copeland

## MDC Juvenile Services Department (JSD)

Nov 2005- July 9, 2006

Miami, FL

### Training Specialist 3

- Plans, supervise, conduct, and evaluate training programs for all level of staff, management and administration for JSD.
- Develops and coordinate the implementation of an annual training plan for Direct Care staff.
- Works cooperatively with the Research Components, Quality Assurance Coordinator, and JSD administration.
- Provides supervision and oversight to department staff, which facilitate specific training.

## Department of Juvenile Justice (DJJ)

1997 - 2005

Miami, FL

### Juvenile Probation Officer Supervisor / Lead Administrator

- Responsible for planning, directing, supervising, and coordinating the departments JAC operation.
- Responsible for deployment of available resources and implementation of procedures to facilitate the attainment of the department goals and objectives
- Represent Chief Probation Officer in high level meetings locally and statewide
- Supervise Intake and Screening units at the Juvenile Assessment Center, providing administrative oversight, work assignments, and direction for a 24 hour 7 day a week arrest facility.
- Make recommendations regarding hiring, discipline and career advancement of subordinates.
- Establish operating procedures and training guides.
- Ensure that JAC operates with strict adherence to all statutes regarding the processing of arrested youth
- Maintain administrative oversight for staff responsible for records requirements from local, state, and federal government.

## Department of Juvenile Justice (DJJ)

1994 - 1997

Miami, FL

### Senior Juvenile Probation Officer

- Supervised line staff for the Family Intervention Specialty Program (Prevention, Diversion & Intervention Program).
- Provided direct service to the clients based on court order sanctions, risk factors, and identified needs.
- Conducted group counseling sessions for youth and their families, as well as providing supervision and making appropriate referrals.

1991-1994

### Delinquency Case Management Counselor

- Provide supervision for youth adjudicated by the courts and placed on probation and commitment supervision
- Broker of services based on risk factors coupled with child and family needs.
- Conduct group sessions for the purpose of conflict resolution, behavior modification and social skill development.
- Prepare detailed Pre-dispositional reports to the courts
- Present findings of reports in open court and negotiate sanctions with State Attorney and Public Defender

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# Morris Copeland

1990-1991

## Social Worker

- Consultative and administrative social work; providing guidance and counseling to children and their families who have specialized needs resulting from mental health, emotional, medical or behavioral problems
- Provide residential oversight to 28 high risk youth placed in a level 6 restrictiveness DJJ facility
- Instruct Group Treatment Leaders on policy and procedures related to juvenile offenders
- Served as community liaison between the Miami Halfway House and juvenile justice partners

1988- 1990

## Group Treatment Leader

- Provide residential supervision and oversight to 28 high risk youth placed in a level 6 restrictiveness DJJ facility.
- Conduct group and individual Reality Therapy sessions with the youth assigned to case load.
- Provide detailed progress reports to the court and probation staff monthly.

## Education/ Certifications

### University of Colorado, Boulder

1983 - 1988

Boulder, CO

- Bachelor of Arts Sociology / Criminology, 1988
- Certified Public Manager (CPM), 2003 Florida State University
- Juvenile Justice Information System, Certified
- Certified Juvenile Probation Officer, 2003 State of Florida Department of Juvenile Justice
- Protective Active Response (PAR), Certified
- Instructors Technique Workshop (ITW), 2006 Certified
- FCIC- CJIS, Certified 2006 Florida Department of Law Enforcement (FDLE) 2006
- Positive Achievement Change Tool (PACT) Certified Instructor 2006
- CPR First Aid, Certified

## References

References are available on request.