MIAMI-DADE COUNTY

Juvenile Services Department Business Plan

Fiscal Years: 2012 and 2013

(10/1/11 through 9/30/13)

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BUSINESS PLAN REPORT

DEPARTMENT OVERVIEW

Department Mission

The Juvenile Services Department (JSD) provides a continuum of services to arrested and at-risk juveniles that are designed to address the root causes of juvenile crime and prevent further delinquent behavior. The Department also supports the County's portion of the Guardian ad Litem (GAL) program, which advocates for the rights and interests of children involved in court proceedings.

As part of the Public Safety strategic area, the Department processes all juveniles arrested in Miami-Dade County at a 24 hours a day, 7 days a week facility. Additionally, JSD provides sophisticated, highly individualized assessment, referral, case management, and communitywide outreach services to eligible youth.

Table of Organization

Strategic Alignment Summary

PS 1-1: Reduce Crimes of public concern

- Explore interagency cooperation and shared initiatives
- Increase proactive and early intervention through increased social system involvement and improved case management
- Attention to prevention program aimed at high-risk youth
- Explore and measure effectiveness of existing diversion programs
- Expand community awareness through various methods
- Work with schools, build family trust, develop community mentoring and work with the faith based community

PS 1-3: Support successful re-entry into the community

- Strengthen programs for successful inmate "re-entry" into community including re-offense prevention and coordination. Improve coordination of re-entry services with community providers and support systems
- Work with schools, build family trust, develop community mentoring and work with the faith based community
- Promote diversity and cultural sensitivity
- Implement technology to measure recidivism rates

PS 1-4: Provide safe and secure detention

- Increase alternatives to arrested populations
- Improve booking times through improved processes such as automated A form

GG 1-1: Provide easy access to information and services

- Improve access to JSD internal information via updated webpage and 311 call center information
- Train JSD staff on how to assist customers with information requests
- Provide a user friendly 24/7 e-government services and information
- Utilize technology and other effective methods to educate customers and to inform them of departmental services

Our Customer

The JSD serves arrested and at-risk children and their families. In fulfilling its mission, JSD works with many partners in the juvenile justice community, including the Florida Department of Juvenile Justice and Children and Families, the Judiciary, State Attorney's Office, Public Defender's Office, Miami-Dade County Public Schools, Miami-Dade Police and 37 municipal police departments, Miami-Dade Corrections and Rehabilitation, and multiple community based organizations. The JSD serves the entire Miami-Dade County area.

KEY ISSUES

1. The consistent reduction in Federal, State, and Local funding streams is a threat to JSD's Operation.

2. JSD's business practice of ensuring all staff cross - training, and adherence to ongoing and innovative training opportunities are the strength that has allowed the maintenance of services with increasing staff and resource reductions.

3. The JSD's Executive Team is consistently striving to explore all avenues to utilize best practices and innovations to advocate for our customers in an effort to provide quality services.

4. The inability to retain highly trained, motivated, and experienced JSD staff is a consistent threat to the overall operation and service delivery to our customers.

5. Proposed legislative changes to the Florida statute governing the laws concerning Juvenile Justice could have an impact on the way that JSD's operates.

PRIORITY INITIATIVES

1. On-going review of the Consolidated Diversion contracts/ services
2. Expansion of the Alternatives to Secure Juvenile Detention Initiative
3. Continuation of the Civil Citation Initiative
4. Continuation of the Prevention Initiative
5. Continuation of the Violence Intervention Project, Youth Commission, and Community Outreach.
6. Continuation of Juvenile data and trend analyses reporting.

FUTURE OUTLOOK

Since it became a department in October 2005, JSD has maintained a steady success of reforming our local juvenile justice system, JSD has been an integral part of reducing arrests by 51%, re-arrests by 80%, and detention by 66% while saving $ 20 million annually.

Furthermore, we have been able to move the systemic focus of addressing juvenile crime to that of a more immediate one and properly dealing with issues at the earliest moment, this has resulted in moving the systemic focus to the front-end of the juvenile justice system.

We further are using technological advances to develop cutting edge alternatives to detention and more closely monitoring the County's contribution for detention cost sharing. Traditionally, by addressing the issues of children at the earliest possible point, not only are the interventions more successful, but we also minimize the costs of deeper-end processes.

JSD faces major concerns, of our ability to continue our results, given the current fiscal situation and economic trends throughout federal, state and local communities. JSD must develop alternative funding opportunities to address the lack of well-funded community based organization expected to combat the possible increase in the number of juvenile arrests.

Due to the lack of viable economic opportunities for young people in our community there is a possibility the rate of juvenile violent and property crimes could rise which will impact our ability to provide the community with quality individualized services, even with our business practice of maintaining all staff cross-trained.

Should the arrests trends increase beyond our capacity, this will reduce our ability to manage juveniles on the more cost-effective front end of the system, a reversal of current practice will create more expenses to Miami-Dade as the further immersion into the Juvenile Justice System the costs are increased. JSD's success of reducing arrests by 51%, re-arrests by 80%, and detention by 66% while saving $20 million annually, would then be reduced.

Lastly, The Florida Department of Juvenile Justice has plans in early 2012 to completely revise the Statute governing Juvenile Justice, FS Chapter 985. Changes to this statute along with any proposed legislation put forth by elected officials concerning Juvenile Justice could have an impact on JSD's operation.