

Scorecard - Miami-Dade Juvenile Services Department (Business Review)

Information

Name: Miami-Dade Juvenile Services Department (Business Review)

Description: The Miami-Dade Juvenile Services Department (JSD), formerly known as the Juvenile Assessment Center (JAC), is the largest facility of its kind in the State of Florida. The facility serves as a centralized processing, referral, and evaluation center for all juveniles arrested and/or at-risk of arrest in Miami-Dade County.

Domain: Juvenile Services

Owners: Copeland, Morris (JAC); Molina, Cristina M. (JAC)

Details

	As Of		Actual	Business Plan Goal		FYTD Actual	FYTD Goal
▼ 1.0 Customer							
▼ 1.1 Reduce the Number of Juvenile Arrests in Miami-Dade County (JSD)							
Number of Juvenile Arrests Processed at the Juvenile Services Department	Mar '16	▼	356	304	■	1,883	1,826
Number of Youth Released to Secure Detention	Mar '16	▼	223	167	■	1,152	1,005
▼ 1.2 Increase the Number of Youth Referred to Juvenile Services for Diversion and At Risk Delinquency Initiative (JSD)							
Percentage Of Diversion Recommendations Approved By State Attorney's Office (statewide average of 40%)	Mar '16	▲	92%	90%	▲	92%	90%
Total Number of Youth Referred to Civil Citation Program in Coordination with Miami-Dade County municipal law enforcement agencies	Mar '16	▼	131	183	▼	673	802
Total Number of Youth referred to Diversion Programs (J-DAP and JASS)	Mar '16	▼	71	100	▼	295	444
Total Number of Youth Referred to At Risk Delinquency Initiative by law enforcement, schools, families, or other community members.	Mar '16	■	58	63	■	318	378
Total Number of Youth Referred to Diversion and Prevention Programs (Roll-UP)	Mar '16	▼	260	346	▼	1,286	1,624
Number of Intervention, Prevention and Outreach Services	'16 FQ2	■	62	75	■	126	150
▼ 1.3 Provide Screenings, Assesments, and Referrals to Arrested and At Risk Youth (JSD)							
Total Number of Screening and Assessments administered to at-risk youth to identify substance abuse, family, and mental health issues	Mar '16	▲	559	529	▼	2,806	3,019
▼ 1.4 Improve the Successful Completion Rate for Youth Referred to Diversion Programs (JSD)							
Percentage of deferrered youth with unsuccessful completion due to new law violations	Mar '16	■	10%	9%	■	10%	9%
Percentage of Youth Successfully Completing Diversion Programs	Mar '16	■	74% (43 / 58)	75%	▲	80% (636 / 797)	75%
▼ 2.0 Financial							
▼ 2.1 Meet Budget Targets (Juvenile Services)							
Expen: Total (Juvenile Services)	'16 FQ1	▲	\$2,549K	\$2,937K	▲	\$2,549K	\$2,937K
Revenue: Total (Juvenile Services)	'16 FQ1	▼	\$626K	\$2,936K	▼	\$626K	\$2,936K
Total Accounts Receivable (JSD)	'12 FQ3		\$0.0K	n/a		n/a	n/a
Positions: Full-Time Filled (JSD)	'16 FQ1	▲	93	99		n/a	n/a
				(85 - 99)			
▼ 2.2 Conduct Meetings with Senior Managers to Review Department Goals, Budget Planning and Implementation (JSD)							
Quarterly Meeting Conducted (Y/N)	'16 FQ2	▲	Yes	Yes	▲	Yes	Yes
Monthly Managers Meeting	Mar '16	▲	Yes	Yes	▲	Yes	Yes
▼ 2.3 Explore, identify and ensure compliance with grants (FIN)							
Implement Grant Corrective Action Plans within Specified Timeline.	Mar '16	▲	100%	100%	▲	100%	100%
Meet 100% of all grantor deadlines on required documentation, forms, surveys, etc.	Mar '16	▲	100%	100%	▲	100%	100%

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▼ 3.0 Internal							
▼ 3.1 Decrease the Processing Time for Detainable and Non-Detainable Youth (JSD)							
Percentage of detainable youth attending court hearing within 24 hours of arrest (statutory requirement)	Mar '16		99.3%	100.0%		98.2%	100.0%
Percentage of Non-Detainable Youth Released Within Six (6) Hours	Mar '16		52%	55%		59%	55%
Percentage of Detainable Youth Released Within Six (6) Hours	Mar '16		69%	65%		69%	65%
▼ 3.2 Provide a Safe and Secure Environment (JSD)							
Zero Incidents Resulting in Liability (%)	'16 FQ2		100%	100%		100%	100%
Review/Update accuracy of computer access credentials	Mar '16		Yes	Yes		Yes	Yes
Accuracy of Access Control Cards	Mar '16		Yes	Yes		Yes	Yes
Percentage of Safety Inspection Reports completed by deadline	Mar '16		100%	100%		100%	100%
▼ 3.3 Administration and Public Information (JSD)							
Monthly Community Based Organization (CBO) Meetings	Mar '16		Yes	Yes		Yes	Yes
Develop and provide custom analytical and statistical reports to the community and juvenile justice partners by deadline	'16 FQ2		100%	95%		100%	95%
▼ 3.4 Monitor level of referrals							
Number of Referrals to Juvenile Services Department (Including Arrests, Civil Citations, Intervention and Other Diversions)	Mar '16		765	n/a		3,895	n/a
▼ 4.0 Learning and Growth							
▼ 4.1 Manage Human Resources and Employee Motivation (JSD)							
Employee of the Quarter Recognition Award	'16 Q1		Yes	Yes		n/a	n/a
▼ 4.2 Develop Juvenile Services Direct Care Staff Competency Through Cross Training and Skill Development (JSD)							
Direct Care Staff Training	Mar '16		100%	100%		100%	100%
Supervisory Staff Training	Mar '16		100%	100%		100%	100%
Pre-Service Training	Mar '16		100%	100%		100%	100%

Business Plan Report - Miami-Dade Juvenile Services Department (Business Review)

Scorecard	Description										Owners	
Miami-Dade Juvenile Services Department (Business Review)	The Miami-Dade Juvenile Services Department (JSD), formerly known as the Juvenile Assessment Center (JAC), is the largest facility of its kind in the State of Florida. The facility serves as a centralized processing, referral, and evaluation center for all juveniles arrested and/or at-risk of arrest in Miami-Dade County.										Copeland, Morris (JAC); Molina, Cristina M. (JAC)	
Initiatives Linked to Scorecard	Est. Start	Est. End	Type	As Of						%	Status	Owners
JSD Mentoring Initiative	n/a	n/a		11/30/2015						25%	In Progress	Molina, Cristina M. (JAC)
Trends for Success/JSD Boutique Job Training Initiative	10/1/2014	n/a		2/1/2016						50%	In Progress	Molina, Cristina M. (JAC); Copeland, Morris (JAC)
Address the Needs of the Human Trafficking Population	11/22/2013	12/31/2017		9/30/2015						100%	Complete	Molina, Cristina M. (JAC); Copeland, Morris (JAC)
Street Outreach Resource Team- Using Gang Strategy Approach to Crime Prevention	10/1/2012	9/30/2015		9/30/2015						100%	Complete	Molina, Cristina M. (JAC); Copeland, Morris (JAC)
Mayor's Roundtable of Youth Safety	1/18/2013	9/30/2015		12/31/2015						50%	In Progress	Molina, Cristina M. (JAC); Copeland, Morris (JAC)
Engage 305: Mayor's Faith Based Initiative	10/3/2013	9/30/2017		1/26/2016						50%	In Progress	Molina, Cristina M. (JAC); Copeland, Morris (JAC)
Aftercare Initiative Implementation	1/2/2014	n/a		2/1/2016						25%	In Progress	Molina, Cristina M. (JAC); Copeland, Morris (JAC)

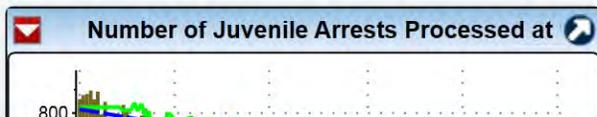
1.0 Customer

Objective	Description	Owners
1.1 Reduce the Number of Juvenile Arrests in Miami-Dade County (JSD)	The Juvenile Services Department will make every effort to reduce the number of arrested youth in Miami-Dade County by effectively identifying the client's risk and psycho-social needs; while making the appropriate referral. JSD is projecting a reduction of 2.5% for FY 2015-2016. JSD historical data indicates the following: FY 2006-2007 to FY 2007-2008 saw an arrest reduction of 10% FY 2007-2008 to FY 2008-2009 saw an arrest reduction of 10% FY 2008-2009 to FY 2009-2010 saw an arrest reduction of 12% FY 2009-2010 to FY 2010-2011 saw an arrest reduction of 11% FY 2010-2011 to FY 2011-2012 saw an arrest reduction of 11% FY 2011-2012 to FY 2012-2013 saw an arrest reduction of 16% FY 2012-2013 to FY 2013-2014 saw an arrest reduction of 14% FY 2013-2014 to FY 2014-2015 saw an arrest reduction of 7% The goal of decreasing arrest by 2.5% will be achieved by the consistent client centered programming within the service delivery process provided by JSD and juvenile justice community in Miami Dade County. The goal exemplifies JSD's commitment to making a sizable impact on the juvenile arrest population in FY 2015-2016.	Copeland, Morris (JAC)

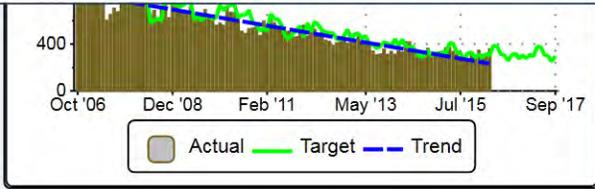
Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County
PS1-1 Reduce Crimes of Public Concern		Miami-Dade County

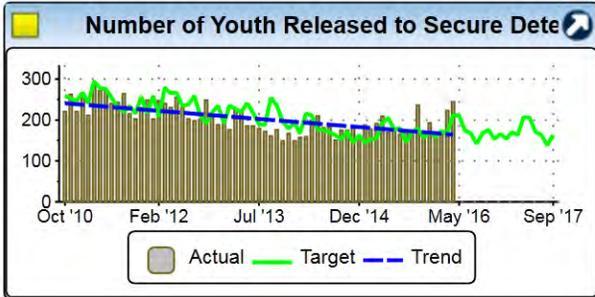
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Juvenile Arrests Processed at the Juvenile Services Department	Mar '16	356	304	-52	Copeland, Morris (JAC); Bess, Latawun (JAC)



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Number of Youth Released to Secure Detention ■ Apr '16 245 212 33 Molina, Cristina M. (JAC); Bess, Latawun (JAC)

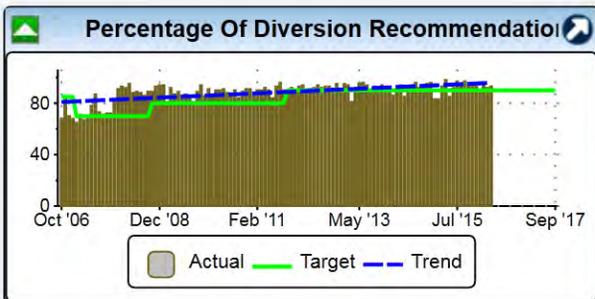


Objective	Description	Owners
1.2 Increase the Number of Youth Referred to Juvenile Services for Diversion and At Risk Delinquency Initiative (JSD)	Increase the Number of Youth Referred to the Juvenile Services By Law Enforcement, Public Schools And Parents For Psychosocial Assessments & Appropriate Placement.	Burgos, Cathy (JAC); Copeland, Morris (JAC)

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
PS1-3 Support Successful Re-Entry into the Community		Miami-Dade County

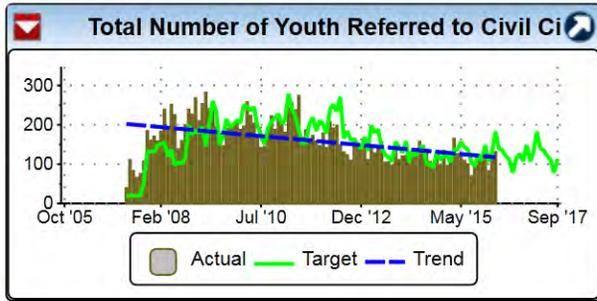
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage Of Diversion Recommendations Approved By State Attorney's Office (statewide average of 40%) ▲	Apr '16	93%	90%	3%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)



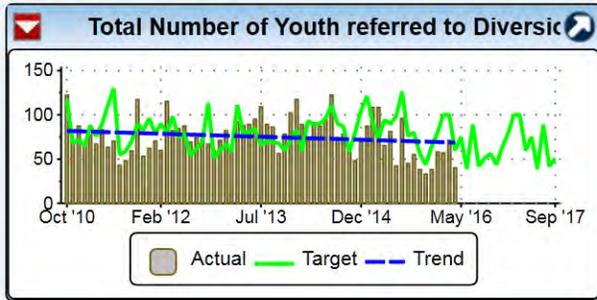
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Child Measures	Period	Actual	Target	Variance	Owners
Youth determined ineligible for diversion by SAO due to case dismissal (%)	n/a	n/a	n/a	n/a	n/a n/a

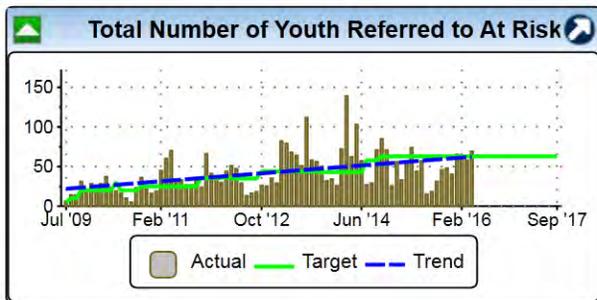
Total Number of Youth Referred to Civil Citation Program in Coordination with Miami-Dade County municipal law enforcement agencies	Mar '16	131	183	-52	Burgos, Cathy (JAC); Donahue, Ronald; Napolez, Elena (JAC)
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Total Number of Youth referred to Diversion Programs (J-DAP and JASS)	Apr '16	40	60	-20	Burgos, Cathy (JAC); Donahue, Ronald; Napolez, Elena (JAC)
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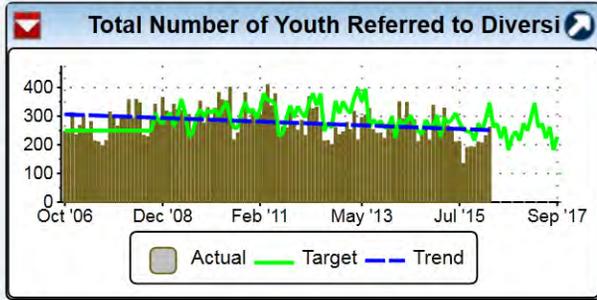
Total Number of Youth Referred to At Risk Delinquency Initiative by law enforcement, schools, families, or other community members.	Apr '16	69	63	6	Burgos, Cathy (JAC); Angulo, Elena I. (JAC)
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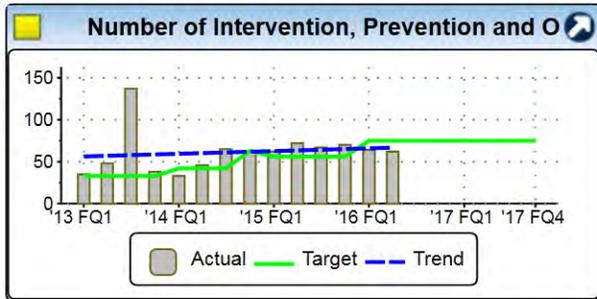
Total Number of Youth Referred to	Mar '16	260	246	14	Burgos, Cathy (JAC); Napolez, Elena (JAC)
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Total Number of Youth Referred to Diversion and Prevention Programs (Roll-UP) Burgos, Cathy (JAC); Napolez, Elena (JAC); Donehue, Ronald D. (JAC)



Child Measures	Period	Actual	Target	Variance	Owners
Total Number of Youth Referred to Civil Citation Program in Coordination with Miami-Dade County municipal law enforcement agencies	Mar '16	131	183	-52	Burgos, Cathy (JAC); Donahue, Ronald; Napolez, Elena (JAC)
Total Number of Youth referred to Diversion Programs (J-DAP and JASS)	Apr '16	40	60	-20	Burgos, Cathy (JAC); Donahue, Ronald; Napolez, Elena (JAC)
Total Number of Youth Referred to At Risk Delinquency Initiative by law enforcement, schools, families, or other community members.	Apr '16	69	63	6	Burgos, Cathy (JAC); Angulo, Elena I. (JAC)
Number of Intervention, Prevention and Outreach Services	'16 FQ2	62	75	-13	Garcia-Amodeo, Jeannette (JAC)



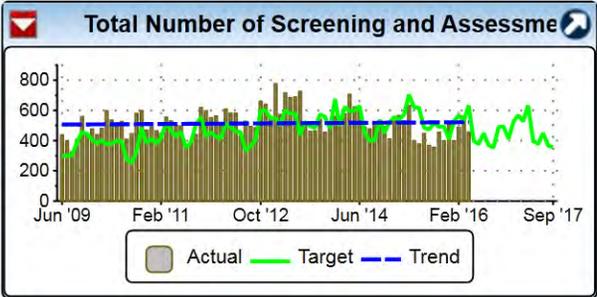
Objective	Description	Owners
1.3 Provide Screenings, Assessments, and Referrals to Arrested and At Risk Youth (JSD)	Enhance Quality and Effectiveness of Intervention and Prevention Services by Providing Clinical Services to Arrested and At-Risk Youth	Burgos, Cathy (JAC); Rabbito, Lauren F. (JAC)

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
PS1-3 Support Successful Re-Entry into the Community		Miami-Dade County

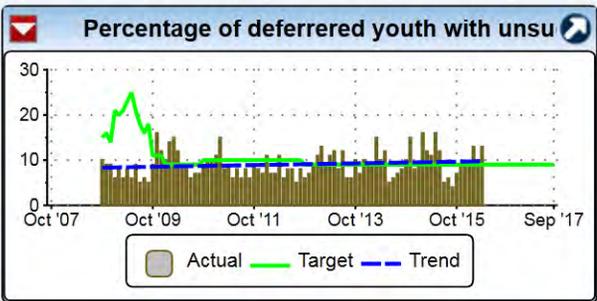
Business Plan Report - Miami-Dade Juvenile Services Department (Business Review)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total Number of Screening and Assessments administered to at-risk youth to identify substance abuse, family, and mental health issues	Apr '16	455	633	-178	Molina, Cristina M. (JAC); Burgos, Cathy (JAC); Rabbito, Lauren F. (JAC)

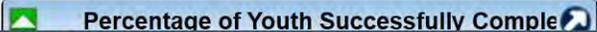


Objective	Description	Owners
1.4 Improve the Successful Completion Rate for Youth Referred to Diversion Programs (JSD)	Juvenile Services Will Improve the Successful Rate for Youth Referred to Diversion Programs by Utilizing Evidence Based Assessment Tools Coupled With Identifying Appropriate Community Base Agencies.	Burgos, Cathy (JAC)
Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County
Parent Objectives	Description	Owners
PS1-3 Support Successful Re-Entry into the Community		Miami-Dade County

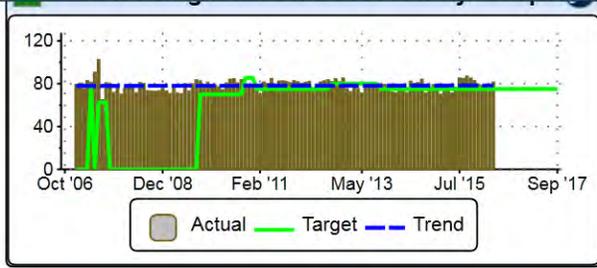
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of deferred youth with unsuccessful completion due to new law violations	Apr '16	13%	9%	-4%	Burgos, Cathy (JAC); Donahue, Ronald; Napolez, Elena (JAC)



Percentage of Youth Successfully Completing Diversion Programs	Apr '16	81% (146 / 180)	75%	6%	Molina, Cristina M. (JAC); Napolez, Elena (JAC); Donahue, Ronald
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Child Measures	Period	Actual	Target	Variance	Owners
Number of referred youth successfully completing diversion programs	Nov '12	122	n/a	n/a	Burgos, Cathy (JAC)
Total number of participant cases closed	Nov '12	150	n/a	n/a	Burgos, Cathy (JAC)

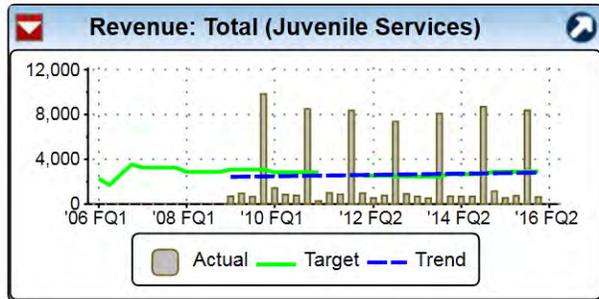
2.0 Financial

Objective	Description	Owners
2.1 Meet Budget Targets (Juvenile Services)		Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)	Planned necessary resources to meet current and future operating and capital needs	Admin, Admin
Parent Objectives	Description	Owners
Meet Budget Targets - Archived		Office of Management and Budget
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Expen: Total (Juvenile Services)	'16 FQ1	\$2,549K	\$2,937K	\$388K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (JSD)	'16 FQ1	\$2,030K	\$2,136K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Other Operating (JSD)	'16 FQ1	\$52K	\$265K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Capital (JSD)	'16 FQ1	\$0K	\$12K	\$12K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Expenditure: Charges for County Services (JSD)	'16 FQ1	\$315K	\$150K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Contractual Services (JSD)	'16 FQ1	\$152K	\$374K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Court Costs (JSD)	'16 FQ1	\$0K	\$0K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)

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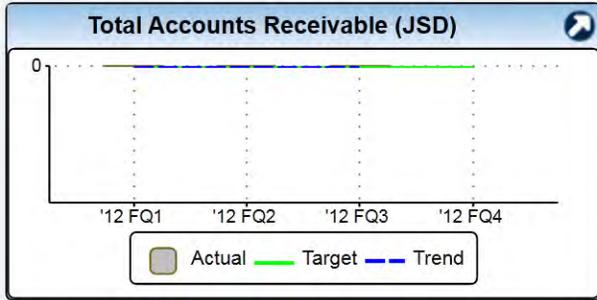
Expenditure: Debt Service (JSD)	▲	'16 FQ1	\$0K	\$0K	n/a	Akerman, Cindy E. (JAC); Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Depreciation, Amortization, Depletion (JSD)	▲	'16 FQ1	\$0K	\$0K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Grants to Outside Organizations (JSD)	▲	'16 FQ1	\$0K	\$0K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Transfers Out (JSD)	▲	'16 FQ1	\$0K	\$0K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Distribution of Funds in Trust (JSD)	▲	'16 FQ1	\$0K	\$0K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Intradepartmental Transfers (JSD)	▲	'16 FQ1	\$0K	\$0K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Reserves (JSD)	▲	'16 FQ1	\$0K	\$0K	n/a	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expen: Other Operating (JSD Monthly)		Dec '08	\$269	n/a	n/a	Akerman, Cindy E. (JAC)
Expen: Personnel (JSD Monthly)		Dec '08	\$709	n/a	n/a	Akerman, Cindy E. (JAC)
Expen. Capital (JSD Monthly)		Dec '08	\$2	n/a	n/a	Akerman, Cindy E. (JAC)
Revenue: Total (Juvenile Services)	▼	'16 FQ1	\$626K	\$2,936K	\$-2,310K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)



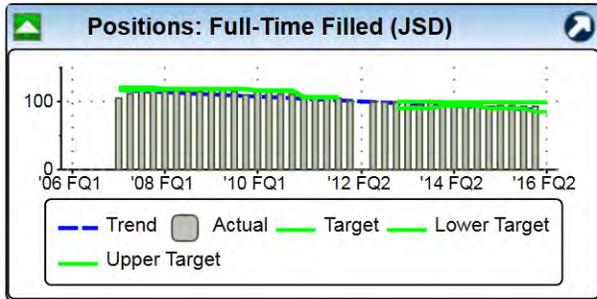
Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (JSD)	▲	'16 FQ1	\$151K	\$0K	\$151K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Revenue: General Fund (JSD)	▼	'16 FQ1	\$0K	\$2,300K	\$-2,300K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Revenue: Proprietary (JSD)	▼	'16 FQ1	\$50K	\$93K	\$-43K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Revenue: Federal (JSD)	▼	'16 FQ1	\$-32K	\$42K	\$-74K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Revenue: State (JSD)	▼	'16 FQ1	\$457K	\$501K	\$-44K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Revenue: Interagency/Intradepartmental (JSD)	▲	'16 FQ1	\$0K	\$0K	\$0K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)
Surcharge (SO 110) (JSD Monthly)		Dec '08	\$33	n/a	n/a	Akerman, Cindy E. (JAC)
Revenue: CW Gen Fund (JSD Monthly)		Dec '08	\$0	n/a	n/a	Akerman, Cindy E. (JAC)
Federal Grants (720) (JSD Monthly)		Dec '08	\$0	n/a	n/a	Akerman, Cindy E. (JAC)

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State Grant Funding Monthly(SO 720)	Dec '08	\$69	n/a	n/a Akerman, Cindy E. (JAC)
Total Accounts Receivable (JSD)	'12 FQ3	\$0.0K	n/a	n/a Akerman, Cindy E. (JAC)



Child Measures	Period	Actual	Target	Variance	Owners
Accounts Receivable: 0-30 days (JSD)	'12 FQ3	\$0.0K	n/a	n/a	Copeland, Morris (JAC)
Accounts Receivable: 31-60 days (JSD)	'12 FQ3	\$0.0K	n/a	n/a	Copeland, Morris (JAC)
Accounts Receivable: 61-90 days (JSD)	'12 FQ3	\$0.0K	n/a	n/a	Copeland, Morris (JAC)
Accounts Receivable: 91-120 days (JSD)	'12 FQ3	\$0.0K	n/a	n/a	Copeland, Morris (JAC)
Accounts Receivable: 121+ days (JSD)	'12 FQ3	\$0.0K	n/a	n/a	Copeland, Morris (JAC)
Positions: Full-Time Filled (JSD)	'16 FQ1	93	99	-6	Akerman, Cindy E. (JAC)



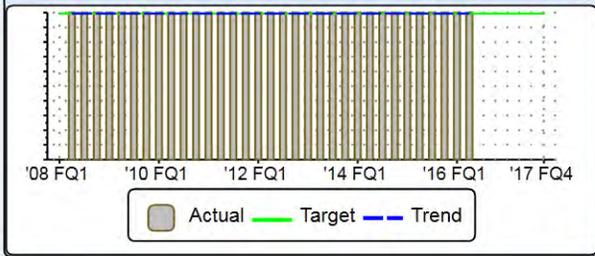
Objective	Description	Owners
2.2 Conduct Meetings with Senior Managers to Review Department Goals, Budget Planning and Implementation (JSD)	Meet monthly and quarterly with JSD managers to review departmental goals, budget planning and implementation.	Molina, Cristina M. (JAC)

Parent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Quarterly Meeting Conducted (Y/N)	'16 FQ2	Yes	Yes	n/a	Molina, Cristina M. (JAC); Molina, Cristina M. (JAC)



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Monthly Managers Meeting

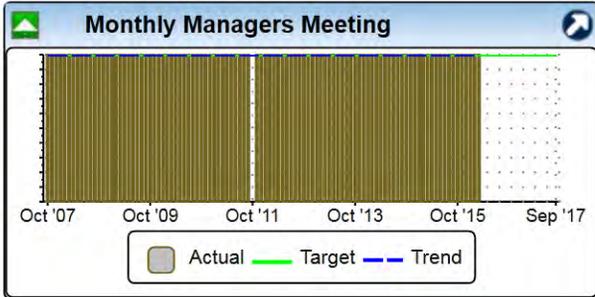


Mar '16

Yes

Yes

n/a Molina, Cristina M. (JAC)

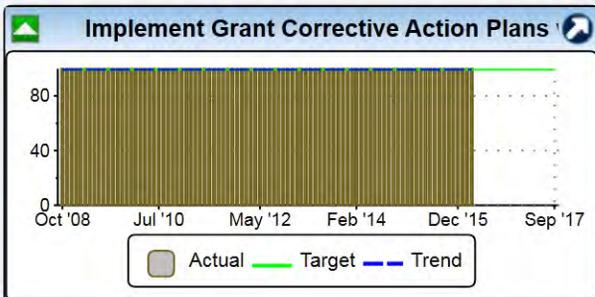


Objective	Description	Owners
2.3 Explore, identify and ensure compliance with grants (FIN)		Akerman, Cindy E. (JAC)

Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Implement Grant Corrective Action Plans within Specified Timeline.	Mar '16	100%	100%	0% n/a	



Business Plan Report - Miami-Dade Juvenile Services Department (Business Review)

meet 100% of all grantor deadlines on required documentation, forms, surveys, etc. 100% 100% 0% Vallejos-Landestoy, Jessica (JAC)

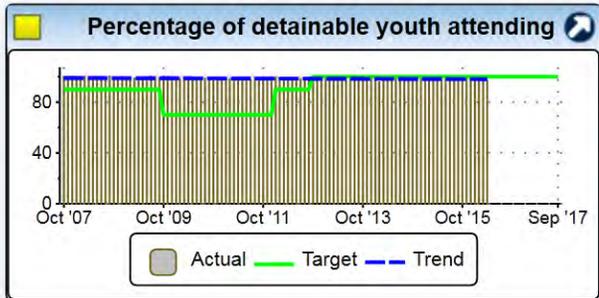
3.0 Internal

Objective	Description	Owners
3.1 Decrease the Processing Time for Detainable and Non-Detainable Youth (JSD)		Copeland, Morris (JAC); Bess, Latawun (JAC)

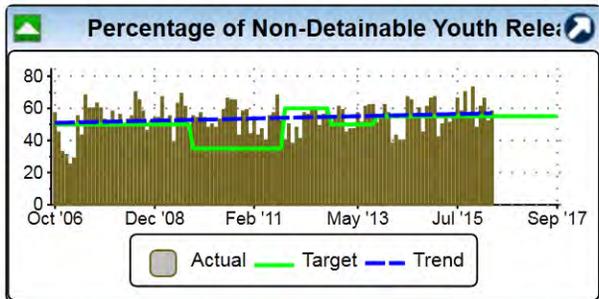
Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
PS1-4 Provide Safe and Secure Detention		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of detainable youth attending court hearing within 24 hours of arrest (statutory requirement)	Apr '16	96.7%	100.0%	-3.3%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)



Percentage of Non-Detainable Youth Released Within Six (6) Hours 58% 55% 3% Sherwood, Jayanie (JAC);
Bess, Latawun (JAC)



Percentage of Detainable Youth Released Within Six (6) Hours 65% 65% 0% Sherwood, Jayanie (JAC);
Bess, Latawun (JAC)

