Juvenile Services Department

Business Plan

Fiscal Years: 2021 and 2022
(10/1/2020 through 9/30/2022)

Approved by:

Cathy Burgos, LCSW
Department Director

Morris Copeland, CPM
Chief Community Services Officer

March 2, 2021
Date

Plan Date: March 2, 2021
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BUSINESS PLAN REPORT
DEPARTMENT OVERVIEW

Department Mission

The Juvenile Services Department (JSD) provides a continuum of comprehensive services that focus on protecting, empowering, and building resiliency in children and families.

Our Customer

The JSD serves children and families in Miami-Dade County. In fulfilling its mission of providing comprehensive services, JSD works with numerous partners in the juvenile justice and the child welfare continuum. Partners include Florida Departments of Juvenile Justice and Children and Families, Administrative Office of the Courts, Clerk of Courts, State Attorney's Office, Public Defender's Office, Miami-Dade County Public Schools, Miami-Dade Police and 35 law enforcement agencies, Miami-Dade Corrections and Rehabilitation, and Community/Faith-Based Organizations.
**Table of Organization**

**OFFICE OF THE DIRECTOR**
- Provides overall policy, strategy, and direction for the Department in order to serve arrested and at-risk juveniles and their families.

<table>
<thead>
<tr>
<th>FY19-20</th>
<th>FY20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
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</tbody>
</table>

**OPERATIONS**
- Provides centralized booking services and security; assessment of substance abuse, family, and mental health issues; and training of staff
- Provides assessment and diversion services for juvenile offenders and at-risk youth in the Community
- Provides outreach and violence intervention services to at-risk communities

<table>
<thead>
<tr>
<th>FY19-20</th>
<th>FY20-21</th>
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</thead>
<tbody>
<tr>
<td>81</td>
<td>81</td>
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</table>

**OPERATIONAL SUPPORT**
- Provides centralized operational support to the department including fiscal management, facilities management, and records services
- Provides public policy recommendations based on data analysis

<table>
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<tr>
<th>FY19-20</th>
<th>FY20-21</th>
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</table>

**GUARDIAN AD LITEM**
- Protects the rights of children involved in court proceedings and advocates for their best interest

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<thead>
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<th>FY19-20</th>
<th>FY20-21-20</th>
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<tbody>
<tr>
<td>6</td>
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</table>
Strategic Alignment Summary

PS 1-1: Reduce crime throughout Miami-Dade County
- Enhance prevention efforts by implementing a prevention continuum to serve children and families in Miami-Dade County
- Enhance interagency collaborations with Juvenile Justice, Child Welfare, Community-based and Faith-based agencies
- Enhance Trauma-Informed protocols within JSD's continuum of care
- Promote and increase family engagement, mentoring, job development, and other pro-social services for children
- Implement aftercare services for children completing JSD Programming to reinforce positive behaviors
- Measure and improve effectiveness of existing prevention and diversion programs
- Continue Miami-Dade County Anti-Violence services
- Use technology to evaluate and measure program effectiveness

PS 1-3: Support successful re-entry into the community
- Improve coordination of re-entry services with community providers and support systems to prevent recidivism
- Promote and increase family engagement, mentoring, job development, and prosocial services
- Collaborate with Community and Faith-based Organizations

PS 1-4: Provide safe and secure detention
- Maintain security system for safety monitoring and accountability
- Increase alternatives to arrested populations
- Continually increase competency of staff working with the client population by providing ongoing training

GG 1-1: Provide easy access to information and JSD related services
- Improve communication via Social Media outlets and JSD website
- Maintain staff customer service training
- Promote diversity and cultural sensitivity within service delivery
# Alignment of Scorecard Measures to Resilience

<table>
<thead>
<tr>
<th>Measure</th>
<th>Resilience Driver</th>
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</thead>
<tbody>
<tr>
<td>Youth released to secure detention</td>
<td>ES-2</td>
</tr>
<tr>
<td>Percentage of diversion recommendations approved by the State Attorney's Office</td>
<td>ES-2</td>
</tr>
<tr>
<td>Percentage of detenable youth attending court hearing within 24 hours of arrest (statutory requirement)</td>
<td>ES-2</td>
</tr>
<tr>
<td>Percentage of detenable youth released within six hours</td>
<td>ES-2</td>
</tr>
<tr>
<td>Percentage of non-detenable youth released within six hours</td>
<td>ES-2</td>
</tr>
<tr>
<td>Screening and assessments administered to youth to identify substance abuse, family and mental health issues</td>
<td>HW-3</td>
</tr>
<tr>
<td>Juvenile arrests processed</td>
<td>ES-2</td>
</tr>
<tr>
<td>Youth referred to Civil Citation</td>
<td>ES-2</td>
</tr>
<tr>
<td>Youth referred to diversion and prevention programs</td>
<td>HW-3</td>
</tr>
<tr>
<td>Percentage of youth successfully completing diversion programs</td>
<td>ES-2</td>
</tr>
</tbody>
</table>

**Resilience Drivers:**
- LS1: Promote Leadership and Effective Management
- LS2: Empower a Broad Range of Stakeholders
- LS3: Foster Long-Term and Integrated Planning
- HW1: Meets Basic Needs
- HW2: Supports Livelihoods and Employment
- HW3: Ensures Public Health Services
- ES1: Promote Cohesive and Engaged Communities
- ES2: Ensure Social Stability, Security, and Justice
- ES3: Foster Economic Prosperity
- IE1: Provide and Enhances Protective Natural and Man-Made Assets
- IE2: Ensure Continuity of Critical Services
- IE3: Provide Reliable Communication and Mobility
KEY ISSUES

1. Develop strategies to address violence, specifically gun violence, in collaboration with the community, as a whole.
2. JSD’s business practice of ensuring cross-training of all staff and adherence to ongoing innovative training opportunities are the strength that has allowed the continued enhancement of services.
3. The JSD’s Executive Team consistently strives to explore all avenues to utilize evidence-based and best practices to advocate for our customers in our mission to provide quality services.

PRIORITY INITIATIVES

1. Continuation of Prevention, Diversion and Outreach Services, including alternatives to secure juvenile detention and those in need of safe harbor
2. Continuation of the Young Offenders Multi-disciplinary Interventions
3. Increase collaboration with county departments to enhance countywide service delivery, in line with the Mayor’s “No Wrong Door” committee
4. Enhance the Job Development and Mentoring Initiatives
5. Enhance Trauma Informed Protocols
6. Enhance Telehealth Services
7. Enhance partnership with Child Welfare agencies to address the needs of children identified as status offenders and those in need of safe harbor
8. Continuation of data and trend analyses reporting
9. Engage the workforce in business plan implementation
10. Technology enhancements to include Business Intelligence and Social Media efforts

FUTURE OUTLOOK

JSD has maintained a steady success of reforming local, state and national juvenile justice systems. The Department has played an integral part of reducing arrests by 85% and detention by 66% while generating a net saving of $20 million annually. Through its effective prevention programming, JSD has implemented programs such as the Miami Dade Civil Citation and Prevention Program. Since inception these preventive efforts have provided targeted services to more than 23,000 children with a focus of addressing their individualized service needs and promoting public safety. Participants have completed successfully at a minimum of 80% rate and 97% are minority children. Furthermore, these models have been implemented nationally and internationally by other juvenile justice systems.

JSD will expand its mission and take its years of effectively implementing evidence-based protocols and establish a comprehensive prevention continuum available for all children and families in Miami-Dade County. JSD’s model of delivering nationally recognized assessment, referral, and case-management services will be afforded to children and families that are in
Departmental Business Plan and Outlook
Department Name: Juvenile Services Department
FY2020-21 & FY2021-22

need of services at the earliest stage possible. The focus of our services will be to protect, empower, and build resiliency in children and families, while aiming to enhance public safety.

Since inception, JSD has seen more than a 90% decrease in arrested children, who are 12 years of age and under. According to research, “Early age at first offense is one of the strongest and most robust predictors of re-offending, with pre-adolescent offenders being two to three times more likely to become serious, violent, and chronic offenders than offenders whose delinquent behavior starts in adolescence” (Loeber, Farrington, & Petechuk, 2003). For this reason, JSD has focused on implementing a “Young Offender’s Process (YOP). The process includes: administration of age and gender appropriate tools, training from National Researchers, and a “Young Offender’s” Multi-disciplinary staffing, led by JSD Licensed Clinicians. Due to its success, the Department will continue to focus on its “Young Offenders” Multi-disciplinary approach, which allows professionals from JSD, Law Enforcement, the Department of Children and Families, Miami-Dade County Public Schools, and the Department of Juvenile Justice to implement a coordinated process for children 12 years of age and younger.

Furthermore, the Department will continue its efforts to expand Job Development and Mentoring, partnering with Community-based Organizations to provide Job Development Training, placement, and financial literacy to JSD participants. The JSD Trends for Success Boutique outfits these youth with free business attire for job interviews. Additionally, JSD’s Mentoring Initiative has been implemented and is introducing at-risk youth served by the Department to various professions within the public and private sectors of this community. Currently, JSD is working with Miami-Dade Police Department, Parks, Recreation and Open Spaces, Cultural Affairs, Miami-Dade Public Library System, Community Action Human Services Department, History of Miami Museum, South Florida Cares, Miami Dade County Public Schools-Summer Youth Readiness Program, Family Empowerment Summit, and Summer Youth Employment Program, STEAM Technology Program, Community Youth Against Violence, South Dade One Voice Coalition, YOU Make Miami, Deering Estate, Career Source, Greater Miami Services Corp, Big Brothers and Big Sisters, Arts for Learning Miami and more to expand this promising initiative.

The Department will continue to work with county-wide initiatives, such as, but not limited to: Joint Roundtable on Youth Safety, My Brother’s Keeper, Mayor’s Youth and Community Safety, and Together for Children. The latest initiative implemented is the Group Violence Program (GVI), which is an enhancement to the already established Miami-Dade Anti-Violence Initiative. GVI is a part of a national program that seeks to decrease gun related deaths by providing a comprehensive approach to addressing group violence. Furthermore, JSD will continue to work with Mayor Daniella Levine Cava’s Initiative “No Wrong Door”. This initiative aims to increase collaboration within County Departments to enhance service delivery to citizens.

As we find ways to promote our services and increase our family engagement efforts, JSD will continue to enhance its virtual assessment, referrals, and case management services. This allows families to be served virtually by removing barriers to service delivery. Furthermore, trauma-Informed services will continue to be the platform from which JSD addresses the complex needs of the children and families we serve in our community.
JSD plans to continue to enhance its ability to connect with the community through Social Media platforms, such as: Twitter, Facebook, and Instagram. Technology will drive JSD's programming with the public, therefore, increasing dialogue between youth, their families and community stakeholders.
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Objective Name</th>
<th>Point Objective Name</th>
<th>Measure Name</th>
<th>Measure</th>
<th>Relevance Driver</th>
<th>AYA</th>
<th>AFD</th>
<th>ADP</th>
<th>Total</th>
<th>AYA</th>
<th>AFD</th>
<th>ADP</th>
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<td>2020-21</td>
<td>Increase the Number of Youth Achieving 24 Hours of Youth Service</td>
<td>Youth Service Hours</td>
<td>Youth Service Hours</td>
<td>100</td>
<td>100</td>
<td>Y40</td>
<td>Y40</td>
<td>Y40</td>
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<td>Y40</td>
<td>Y40</td>
<td>Y40</td>
<td>Y40</td>
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<td>2021-22</td>
<td>Improve the Enrollment and Retention Rate of Youth in Juvenile Detention Facilities</td>
<td>Enrolln Rate</td>
<td>Enrolln Rate</td>
<td>100</td>
<td>100</td>
<td>Y40</td>
<td>Y40</td>
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<td>Y40</td>
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<tr>
<td>2022-23</td>
<td>Increase the Number of Youth Achieving 24 Hours of Youth Service</td>
<td>Youth Service Hours</td>
<td>Youth Service Hours</td>
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<td>100</td>
<td>Y40</td>
<td>Y40</td>
<td>Y40</td>
<td>Y40</td>
<td>Y40</td>
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Incorporates
These are ten Objectives assessed for the Initiative.
Initiative: Increase collaboration with County Departments to enhance Countywide service delivery

Increase collaboration with County Departments to enhance Countywide service delivery.

Start Date: 12/1/2020  End Date: 12/31/2021

Class: Initiative

Priority: High

Estimated Start Date: 12/1/2020  Estimated End Date: 12/31/2021  Cost: Effort:

Actual Duration:

Department: Juvenile Services

Owners: Burgos, Cathy (JAC); Molina, Cristina M. (JAC)

<table>
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<th>Program Group/Initiative/Task</th>
<th>As Of</th>
<th>Status</th>
<th>% Complete</th>
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<tr>
<td>Increase collaboration with County Departments to enhance Countywide service delivery</td>
<td>3/1/2021</td>
<td>In Progress</td>
<td>30%</td>
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<th>Actual</th>
<th>Target</th>
<th>Owners</th>
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<tr>
<td>Number of Intervention, Prevention and Outreach Services</td>
<td>2021 FQ1</td>
<td>124</td>
<td>125</td>
<td>Angulo, Elena I. (JAC), Loredo, Leticia (JAC)</td>
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Tasks

There are no tasks associated to this object

Status Reports

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<th>Budget</th>
<th>Timing</th>
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<td>In Progress</td>
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<td></td>
<td></td>
<td></td>
<td>30%</td>
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Edit Initiative
**Initiative: Develop Telehealth Services**

Develop telehealth services to deliver assessment, referral and case management to children and families.

- **Start Date:** 2/1/2020
- **End Date:** 2/1/2022
- **Class:** Initiative
- **Priority:** High
- **Estimated Start Date:** 2/1/2020
- **Estimated End Date:** 2/1/2022
- **Cost:** 
- **Effort:** 
- **Actual Duration:** 

**Department:** Juvenile Services

**Owners:** Burgos, Cathy (JAC); Molina, Cristina M. (JAC)

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### Program Group/Initiative/Task

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<th>Budget</th>
<th>Timing</th>
<th>Quality</th>
<th>Risk</th>
<th>Scope</th>
<th>Owners</th>
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<tbody>
<tr>
<td>Develop Telehealth Services</td>
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<td>10%</td>
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### Tasks

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### Status Reports

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<th>Risk</th>
<th>Scope</th>
<th>Percent Complete</th>
<th>Actual Cost</th>
<th>Actual Effort</th>
<th>Author</th>
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<td>03/01/2021</td>
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### Measures

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<th>Actual</th>
<th>Target</th>
<th>Owners</th>
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<tbody>
<tr>
<td>Total Number of Screening and Assessments administered to at-risk youth to identify substance abuse, family, and mental health issues</td>
<td>Jan '21 393</td>
<td>555</td>
<td>Burgos, Cathy (JAC); Molina, Cristina M. (JAC); Rabbito, Lauren F. (JAC)</td>
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### Objectives

<table>
<thead>
<tr>
<th>Objective Name</th>
<th>Owners</th>
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<tbody>
<tr>
<td>Provide Screenings, Assessments, and Referrals to Arrested and At Risk Youth (USD)</td>
<td>Bess, Latawun (JAC); Burgos, Cathy (JAC); Rabbito, Lauren F. (JAC)</td>
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</tbody>
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**Initiative: Enhance Trauma Informed Protocols**

JSD continues to enhance and train staff on Trauma Informed Protocols throughout Intake, Screening, Assessment and Case Management. Enhancements are based on best practices and trends.

**Start Date:** 9/30/2020  
**End Date:** 2/1/2022  
**Class:** Initiative  
**Priority:** High

**Estimated Start Date:** 9/30/2020  
**End Date:** 2/1/2022  
**Cost:**  
**Effort:**

**Budget**  
**Timing**  
**Quality**  
**Risk**  
**Scope**  
**Owners:** Burgos, Cathy (JAC); Molina, Cristina M. (JAC)

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<th>Quality</th>
<th>Risk</th>
<th>Scope</th>
<th>Owners</th>
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</thead>
<tbody>
<tr>
<td>Enhance Trauma Informed Protocols</td>
<td>3/1/2021</td>
<td>In Progress</td>
<td>25%</td>
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<td></td>
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<td>Burgos, Cathy (JAC); Molina, Cristina M. (JAC)</td>
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**Parent Initiatives**

There are no Parent Initiatives for this Initiative

**Measures**

<table>
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<th>Measure Name</th>
<th>As Of</th>
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<th>Target</th>
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<tr>
<td>Total Number of Screenings and Assessments administered to at-risk youth to identify substance abuse, family, and mental health issues</td>
<td>Jan 21</td>
<td>393</td>
<td>555</td>
<td>Burgos, Cathy (JAC); Molina, Cristina M. (JAC); Rabbito, Lauren F. (JAC)</td>
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**Tasks**

There are no tasks associated to this object

**Status Reports**

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<th>Report Date</th>
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<th>Scope</th>
<th>Percent Complete</th>
<th>Actual Cost</th>
<th>Actual Effort</th>
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<td>25%</td>
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<td>Molina, Cristina M. (JAC)</td>
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<tbody>
<tr>
<td>Provide Screenings, Assessments, and Referrals to Arrested and At Risk Youth (JSD)</td>
<td>Bess, Latawun (JAC); Burgos, Cathy (JAC); Rabbito, Lauren F. (JAC)</td>
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