



Juvenile Services Department

Business Plan

Fiscal Years: 2023 and 2024

(10/1/2022 through 9/30/2024)

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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.

Vision Statement

A community where children and families flourish and reach their full potential.

JSD is recognized as a global model in reforming the juvenile justice system and implementing front-end approaches that intervene in the lives of families at the earliest moment possible. Jurisdictions from around the world have visited JSD and implemented components of our service delivery system at their venues to keep children out of the juvenile justice system. JSD has provided targeted services to children and families with a successful completion rate of 84% and a 96% minority participation rate. Through its research-based approach, managed by Licensed Clinical Social Workers, JSD will continue to provide a 24/7 continuum of care that identifies early risk behaviors, adverse childhood experiences for arrested and at-risk children and their families.

JSD will continue to deliver its Civil Citation Program, a program recognized throughout the nation, as a best practice. Civil Citation has served over 23,000 juveniles and their families with an unprecedented successful completion rate of 83% and a 97% minority participation rate. Innovative programs like Civil Citation and other JSD Diversion Programs work to prevent at risk behaviors and remove barriers to employment and higher education. JSD takes a pro-active approach to identifying families' needs, creating individualized treatment plans, and linking them to appropriate services within their communities that empower, engage, and transform their lives.

JSD's Licensed Clinical Social Worker will continue to remove barriers, find solutions, and lead multi-disciplinary staffings that focus on delivering a continuum of care with the Department of Children and Families, Miami-Dade County Public Schools, Law Enforcement, and the Department of Juvenile Justice. According to the literature, having contact with law enforcement at the age of 12 or younger is the highest predictor of becoming a chronic offender. Therefore, JSD has taken a proactive approach to addressing the needs of young offenders and their families by implementing a continuum of comprehensive services that focus on protecting, empowering, and building resiliency in children and families.

In accordance with the Mayor's Peace and Prosperity Plan to address gun violence in Miami-Dade County, JSD continues to collaborate with Parks, Recreation and Open Spaces (PROS), under their FIT2Lead Internship Program. Through its advocacy efforts, JSD has referred justice involved youth, at-risk youth, and youth with disabilities or who are neurodivergent, with a focus on communities with high incidences of gun-related violence. JSD provides a wraparound model to FIT2Lead participants. JSD services include assessment, linkage to community resources, and case management services. Additionally, JSD will continue to work with the Miami-Dade Police Department's Turn Around Police Academy (TAP) by offering referrals, linkage to community partners, and assistance in curriculum development. TAP offers psycho-educational workshops designed to address and build healthy self-esteem,



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family relationships, substance abuse prevention and improved relationships between at-risk youth and law enforcement.

JSD will continue its efforts to expand Job Development and Mentoring by partnering with Community-based Organizations to provide Job Development training, placement, and financial literacy to JSD clients. The JSD *Trends for Success Boutique* outfits these youth with free business attire for job interviews. Exposing young people to job development opportunities provides them with the keys to understanding the importance of economic self-sufficiency. Additionally, JSD's Mentoring program has been implemented and is introducing at-risk youth served by the Department to various professions within the public and private sectors. Currently, JSD is working with Miami-Dade Police Department, Parks, Recreation and Open Spaces, Cultural Affairs, Miami-Dade Public Library System, Miami Dade Department of Transit and Public Works, Community Action Human Services, 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, YOU Make Miami, Deering Estate, CareerSource, Greater Miami Services Corp, Big Brothers and Big Sisters, Arts for Learning Miami, Join the Conservation Conversation, Animal Services and others to expand this promising initiative.

The Department continues to work with countywide initiatives, such as, but not limited to: Mayor Levine Cava's Blue Ribbon Children's Commission, Mayor Levine Cava's Peace and Prosperity Plan, Together for Children, Anti-Violence Initiative, Joint Roundtable on Youth Safety, Mayor's Youth and Community Safety Initiative, and others. JSD continues to work in collaboration with the Anti-Violence Initiative on its Group Violence Intervention (GVI) program. GVI is a part of a national program that seeks to decrease group involved violence through the partnership of law enforcement, community members, and social service agencies. Data provided by the Miami-Dade Police Department shows a 78% decrease in group related homicides in Northside (one of its catchment areas) 2 years after initial implementation. One of the most important components within the GVI, is the recently implemented Hospital-based Violence Intervention Program, a case management strategy to help gunshot victims, families, and communities at the crossroad of either escalating violence or taking a path towards recovery and a positive new life. Masters level and Licensed Social Workers provide a multi-disciplinary approach by working closely with hospital staff, GVI group violence interrupters, and other Community-based organizations to address the needs of the population. Services include assessments, crisis intervention, grief counseling, treatment planning, and case staffing. Social workers will also provide follow-up services to clients within their communities to ensure a continuum of care.

Through the Mayor's Blue Ribbon Children's Commission, JSD has been tasked to create a Child Welfare and Juvenile Services committee. Through a "No Wrong Door" approach, JSD will work with the Community Action Human Services, Miami Economic Advocacy Trust, Children's Trust, Lotus House, Department of Children and Families, Department of Juvenile Justice, and others to enhance current models of Children's Neighborhood Resource Centers and create Peace and Prosperity Comprehensive Centers focusing on neighborhood most affected by violence, with a focus on prevention, intervention, and re-entry approach that looks at the entire child, family, and community. The Centers will leverage collaboration with other



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Community-based Organizations and government agencies to build a seamless, comprehensive, and compassionate delivery of services.

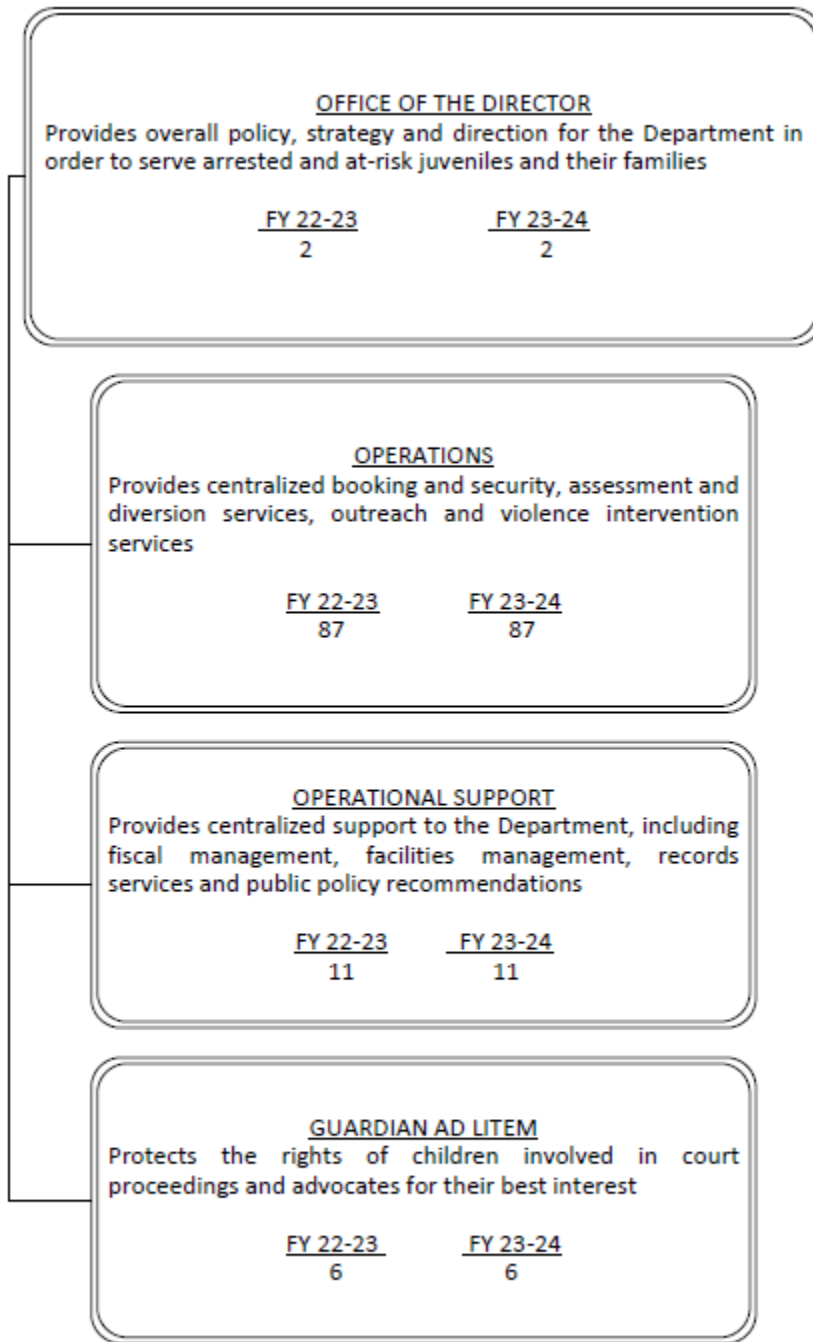
With its foundation in research, JSD has worked with National Researchers in the field of juvenile justice and social work. Clinical protocols and the implementation of evidence-based tools have been created based on recommendations from experts in the field. International visitors from Thailand, Belgium, Ireland, Hong Kong, Sweden, Trinidad, Haiti, Dominican Republic, as well as national visitors from Tennessee, New York, California, and Philadelphia, to name a few, have received tours of the facility and presentations on JSD's continuum of care. Due to this expertise, JSD continues to develop and implement the Training Center of Excellence, which utilizes practitioners within the Department to deliver capacity building trainings to criminal justice partners, Community-based Organizations, and other professionals in the field. JSD's evidence-based practices, juvenile trends, and innovative programming will be shared in sessions that include but are not limited to, "Alternatives to Arrest", "Service Needs in At-risk youth", "Case Management Systems and tracking outcomes", and "Developing effective Treatment Plans", to name a few. Within this component, JSD will continue to train law enforcement in alternatives to arrest, like Civil Citation and Prevention services.

JSD will continue to focus on front-end services and innovation to prevent youth from entering the juvenile justice system by collaborating with County and community agencies. JSD also addresses the complex needs of the children and families we serve in our community by continuing the use of Trauma-Informed services.

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Table of Organization



The FY 2023-24 total number of full-time equivalent positions is 106.



Our Customer

The JSD serves children and families by providing County services that directly expand accessibility and promote equity throughout Miami-Dade County. In fulfilling its mission and through a “No Wrong Door” approach, JSD works with numerous partners in the juvenile justice and the child welfare continuum, including the 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 34 law enforcement agencies, Miami-Dade Corrections and Rehabilitation, and Community and Faith-based Organizations. Additionally, JSD partners with Miami-Dade County Departments, such as Parks, Recreation and Open Spaces, Cultural Affairs, Libraries, Animal Services, and others to provide innovative programming for clients and their families, focusing on reducing risk factors by addressing service needs and empowering families.

Strategic Alignment, 4E, and Thrive305 Summary

PS 1-1: Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures

- In line with Mayor Levine Cava's "No Wrong Door" initiative, JSD will explore and increase interagency collaborations with juvenile justice, child welfare, County Departments, Community and Faith-based partners
- Continue prevention efforts by enhancing its prevention continuum to serve families in Miami-Dade County
- Enhance Trauma-Informed protocols within JSD's continuum of care, including the continuation of the Adverse Childhood Experiences (ACE(s)) questionnaire
- Increase family engagement, mentoring services, job development, and other pro-social services for young people to compliment clinical services and prevent them from being involved in at-risk behaviors
- Continue aftercare services for children completing JSD Programming to reinforce positive behaviors and connect to long-term supportive services
- Measure and sustain effectiveness of existing JSD prevention and diversion programs
- Enhance the Miami-Dade County Anti-Violence Initiative Hospital-based Violence Intervention Program
- Use technology to evaluate and measure program effectiveness
- Advance equitable public and neighborhood safety measures to address community violence by partnering with the Office of Neighborhood Safety and actively collaborating with Partners within the Peace and Prosperity Plan

PS 1-3: Support successful community reintegration for individuals exiting the criminal justice system

- Improve coordination of re-entry services with stakeholders, Community-based organizations, and support systems to prevent recidivism



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- Promote and increase family engagement, mentoring services, and job development, and 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 the arrested populations
- Continually increase competency of staff working with the client population by providing ongoing training

GG 1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

- Improve communication via Social Media outlets and the JSD website
- Maintain staff customer service training to create a welcoming, respectful and kind environment
- In line with the Mayor's commitment to fully integrate "equity" throughout Miami-Dade County, the department will foster diversity and cultural sensitivity in all service delivery activities
- Continue to assist and empower the public and community leaders to make informed data driven decisions by providing real-time juvenile data reports
- Host monthly meetings with Community-based organizations to ensure transparency of programming and encourage inclusion

GG2-2: Promote employee development and leadership

- Implement a client focused "No Wrong Door" electronic Kiosk within the JSD Juvenile Assessment Center's 24/7 operation, that would efficiently connect families with countywide services
- Enhance JSD Training Curriculum to ensure staff development meets County, contractual, and legal mandates
- Through a "No Wrong Door" approach, empower and train staff to connect residents to County services at any point during the JSD continuum

GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents

- Consistently meet with staff within a 24/7 operation, to discuss departmental matters and make sound decisions that are open and transparent and meet the needs of the community
- Support staff training and development and promote staff leadership

HS1-4: Improve access to substance abuse prevention, intervention, and support services

- Provide evidence-based assessments for all clients to ensure appropriate referrals that address individualized needs
- In line with the "No Wrong Door" Initiative, maintain and develop new partnerships with County and community stakeholders to expand wraparound services



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Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Number of Juvenile Arrests Processed at the Juvenile Services Department	Equity	Action 4.2 Expand social services to keep youth out of the justice system
Number of Youth Released to Secure Detention	Equity	Action 4.2 Expand social services to keep youth out of the justice system
Percentage Of Diversion Recommendations Approved By State Attorney’s Office	Equity	Action 4.2 Expand social services to keep youth out of the justice system
Total Number of Youth Referred to Prevention, Civil Citation and Diversion Programs	Equity	Action 4.2 Expand social services to keep youth out of the justice system
Number of Intervention, Prevention and Outreach Services	Engagement	Action 4.2 Expand social services to keep youth out of the justice system
Percent of assessments showing moderate to high risk to reoffend	Equity	Action 4.2 Expand social services to keep youth out of the justice system
Number of custom analytical and statistical reports developed to provide to the community and juvenile justice partners by deadline	Engagement	Action 1.1 Create a “No Wrong Door” approach for County Services
Percent of Detainable Youth Released Within Six (6) Hours	Equity	Action 1.1 Create a “No Wrong Door” approach for County Services
Percent of Non-Detainable Youth Released Within Six (6) Hours	Equity	Action 1.1 Create a “No Wrong Door” approach for County Services
Percent of detainable youth attending court hearing within 24 hours of arrest	Equity	Action 1.1 Create a “No Wrong Door” approach for County Services
Percentage of Youth Successfully Completing Diversion Programs	Equity	Action 4.2 Expand social services to keep youth out of the justice system

KEY ISSUES

1. Preventing gun violence is one of the top 3 priorities reported by residents during the Mayor’s Thrive305 initiative. JSD will continue to develop and support solution-focused strategies to address gun violence in collaboration with partners and residents of Miami-Dade County.
2. JSD sustains the continued successful delivery of vital services through access to best practices and innovative training.
3. JSD explores all avenues to utilize evidence-based tools, strategies, and best practices to advocate for our customers in our commitment to provide quality and timely services.



PRIORITY INITIATIVES

1. Continuation of Prevention, Diversion and Outreach Services, including alternatives to arrests through the "No Wrong Door" initiative, increase collaboration with County Departments and other service providers to enhance accessibility to Countywide service delivery and improve the customer experience
2. Continuation of Multi-disciplinary staffing for special populations, including young offenders
3. Expand the JSD Training Center of Excellence by exploring partnerships with County Departments to enhance front-end services and build capacity
4. Enhance Job Development and Mentoring opportunities in partnership with Peace and Prosperity
5. Continue to explore best practices for Trauma-Informed Protocols as they relate to families
6. Continuation of timely access to data and trend analyses to improve access to services and support sound decisions
7. Continue to create an open and transparent environment while engaging the staff in business plan input and implementation
8. Technology enhancements to include Business Intelligence, assessment tools, and Social Media efforts

FUTURE OUTLOOK

JSD will take a "No Wrong Door" approach, enhancing the sharing of information to the public and providing avenues to increase the quality of services throughout Miami-Dade County. In addition, JSD is expanding its community outreach by proactively engaging the community through outreach events and Social Media platforms. In line with Mayor Levine Cava's commitment to creating an agile culture throughout the community by championing diversity and driving innovative initiatives, JSD continues to be open and transparent with the public by enhancing dialogue between youth, their families and community stakeholders. Lastly, JSD will include the use of technology to capture client experiences, engage families and provide access to community and economic resources at every entry point to further prevent at risk behaviors.

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Like many other Departments within the County, JSD has been experiencing hardships in the recruitment of direct service positions. This has impacted the operations of our 24/7 Care & Custody unit, where overtime at times is used to cover staff shortage. The Clinical Case Management staff is experiencing above average caseloads. Some staff have as many as 50 cases. However, due to the significant efforts of the Department's caseworkers, no waiting lists have been created. JSD continues its rigorous recruitment efforts, participating in all Mayor HR County Job Fairs, other community employment outreach events and exploring best practices for recruiting and hiring.

