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)

Details

	As Of		Actual	Target		FYTD Actual	FYTD Target
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	Dec '18	▲	185	227	▲	609	731
Number of Youth Released to Secure Detention	Dec '18	▲	98	135	▲	314	426
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%)	Dec '18	▲	93%	90%	▲	91%	90%
Total Number of Youth Referred to Diversion and Prevention Programs (Roll-UP)	Dec '18	◠	262	212	■	588	620
Number of Intervention, Prevention and Outreach Services	'19 FQ1	◠	68	63	◠	68	63
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 susbtance abuse, family, and mental health issues	Dec '18	▼	531	684	▼	1,700	2,066
1.4 Improve the Successful Completion Rate for Youth Referred to Diversion Programs (JSD)							
Percentage of Youth Successfully Completing Diversion Programs	Dec '18	▼	78% (60/77)	80%	▼	78% (211/272)	80%
2.0 Financial							
2.1 Meet Budget Targets (Juvenile Services)							
Expen: Total (Juvenile Services)	'19 FQ1	▲	$2,552K	$3,496K	▲	$2,552K	$3,496K
Revenue: Total (Juvenile Services)	'19 FQ1	▼	$424K	$3,496K	▼	$424K	$3,496K
Positions: Full-Time Filled (JSD)	'19 FQ1		94	n/a		n/a	n/a
2.2 Conduct Meetings with Senior Managers to Review Department Goals, Budget Planning and Implementation (JSD)							
Quarterly Meeting Conducted (Y/N)	'19 FQ1	▲	Yes	Yes	▲	Yes	Yes
Monthly Managers Meeting	Dec '18	▲	Yes	Yes	▲	Yes	Yes
2.3 Explore, identify and ensure compliance with grants (FIN)							
Implement Grant Corrective Action Plans within Specified Timeline.	Dec '18	▲	100%	100%	▲	100%	100%
Meet 100% of all grantor deadlines on required documentation, forms, surveys, etc.	Dec '18	▲	100%	100%	▲	100%	100%

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)	Dec '18		100.0%	100.0%	100.0%	100.0%
Percentage of Non-Detainable Youth Released Within Six (6) Hours	Dec '18		69%	65%	73%	65%
Percentage of Detainable Youth Released Within Six (6) Hours	Dec '18		67%	75%	72%	75%
3.2 Provide a Safe and Secure Environment (JSD)						
Zero Incidents Resulting in Liability (%)	'19 FQ1		100%	100%	100%	100%
Review/Update accuracy of computer access credentials	Dec '18		Yes	Yes	Yes	Yes
Accuracy of Access Control Cards	Dec '18		Yes	Yes	Yes	Yes
Percentage of Safety Inspection Reports completed by deadline	Dec '18		100%	100%	100%	100%
3.3 Administration and Public Information (JSD)						
Monthly Community Based Organization (CBO) Meetings	Dec '18		Yes	Yes	Yes	Yes
Develop and provide custom analytical and statistical reports to the community and juvenile justice partners by deadline	'19 FQ1		100%	95%	100%	95%
3.4 Monitor Level of Referrals and New Law Violations						
Percentage of referred youth with unsuccessful completion due to new law violations	Dec '18		3%	n/a	7%	n/a
Number of Referrals to Juvenile Services Department (Including Arrests, Civil Citations, Intervention and Other Diversions)	Dec '18		504	n/a	1,396	n/a
4.0 Learning and Growth						
4.1 Manage Human Resources and Employee Motivation (JSD)						
Employee of the Quarter Recognition Award	'18 Q4		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	Dec '18		100%	100%	100%	100%
Supervisory Staff Training	Dec '18		100%	100%	100%	100%
Pre-Service Training	Dec '18		100%	100%	100%	100%

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)

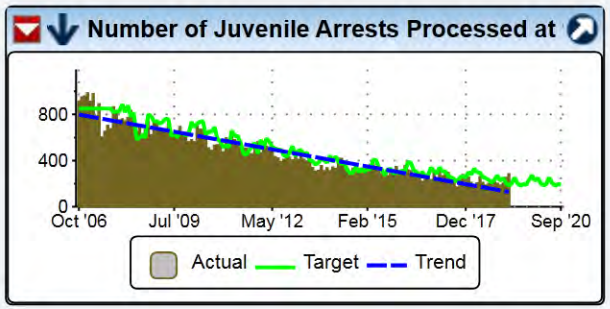
1.0 Customer

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 2017-2018. 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% FY 2014-2015 to FY 2015-2016 saw an arrest reduction of 10% FY2015-2016 to FY 2016-2017 saw an arrest reduction of 12% FY2016-2017 to FY2017-2018 saw an arrest reduction of 15% 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 2018-2019.	Copeland, Morris (JAC)

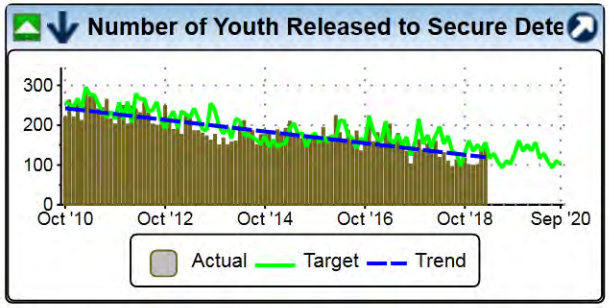
Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
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 '19	282	184	-98	Copeland, Morris (JAC); Bess, Latawun (JAC)



Number of Youth Released to Secure Detention		Mar '19	145	157	-12	Molina, Cristina M. (JAC); Bess, Latawun (JAC)

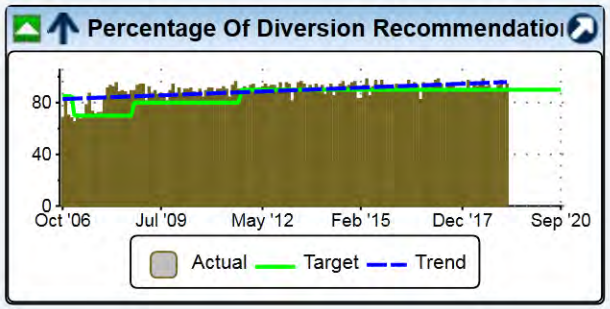


Objective	Description	Owners
1.2 Increase the Number of Youth Referred to Juvenile Services for Diversion and At Risk Delinquency Initiative (JSD)	Increase the Number of Youth Referred to the Juvenile Services By Law Enforcement, Public Schools And Parents For Psychosocial Assessments & Appropriate Placement.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

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

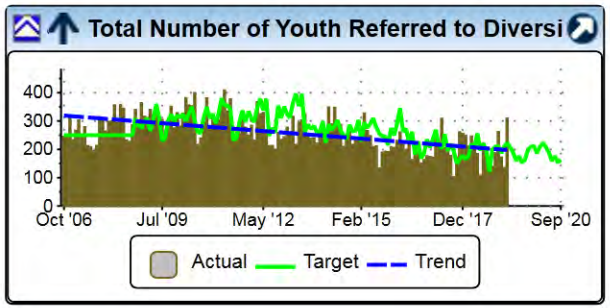
Parent Objectives	Description	Owners
PS1-3 Support Successful Re-Entry into the Community		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage Of Diversion Recommendations Approved By State Attorney`s Office (statewide average of 40%)		Mar '19	94%	90%	4%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)

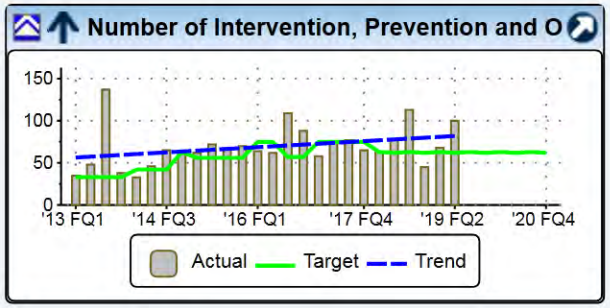


Child Measures		Period	Actual	Target	Variance	Owners
Youth determined ineligible for diversion by SAO due to case dismissal (%)		n/a	n/a	n/a	n/a	n/a

Total Number of Youth Referred to Diversion and Prevention Programs (Roll-UP)		Mar '19	309	223	-86	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 '19	112	101	11	Burgos, Cathy (JAC); Donehue, Ronald D.(JAC); Napolez, Elena (JAC)
Total Number of Youth referred to Diversion Programs (J-DAP and JASS)			Mar '19	78	54	24	Burgos, Cathy (JAC); Donehue, Ronald D.(JAC); Napolez, Elena (JAC)
Total Number of Youth Referred to At Risk Delinquency Initiative by law enforcement, schools, families, or other community members.			Mar '19	119	67	52	Burgos, Cathy (JAC); Loredo, Leticia (JAC) ; Angulo, Elena I. (JAC)
Number of Intervention, Prevention and Outreach Services			'19 FQ2	100	62	38	Loredo, Leticia (JAC); Angulo, Elena I. (JAC)

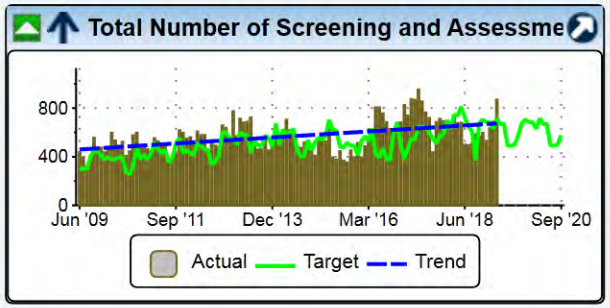


Objective	Description	Owners
1.3 Provide Screenings, Assesments, and Referrals to Arrested and At Risk Youth (JSD)	Enhance Quality and Effectiveness of Intervention and Prevention Services by Providing Clinical Services to Arrested and At-Risk Youth	Burgos, Cathy (JAC); Rabbito, Lauren F. (JAC)

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

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Total Number of Screening and Assessments administered to at-risk youth to identify susbtance abuse, family, and mental health issues		Mar '19	871	715	156	Molina, Cristina M. (JAC); Burgos, Cathy (JAC); Rabbito, Lauren F. (JAC)

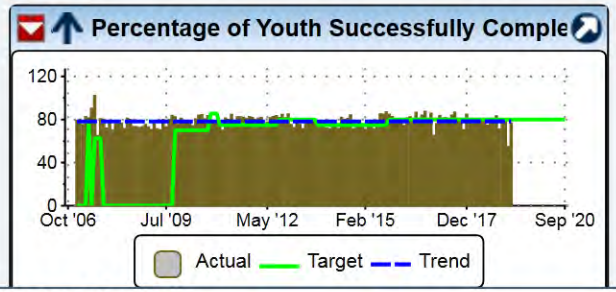


Objective	Description	Owners
1.4 Improve the Successful Completion Rate for Youth Referred to Diversion Programs (JSD)	Juvenile Services Will Improve the Successful Rate for Youth Referred to Diversion Programs by Utilizing Evidence Based Assessment Tools Coupled With Identifying Appropriate Community 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 Youth Successfully Completing Diversion Programs		Mar '19	76% (71 / 93)	80%	-4%	Molina, Cristina M. (JAC); Napolez, Elena (JAC); Donehue, Ronald D.(JAC)



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)

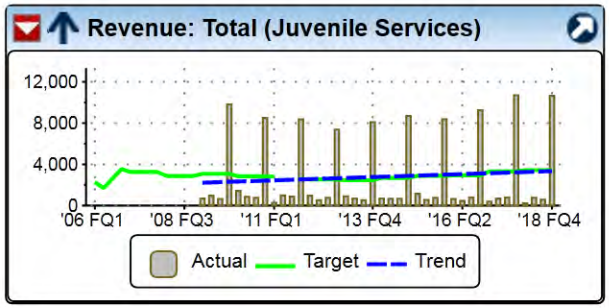
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)	Planned necessary resources to meet current 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)			'19 FQ1	$2,552K	$3,496K	$944K	Akerman, Cindy E. (JAC); Copeland, Morris (JAC)

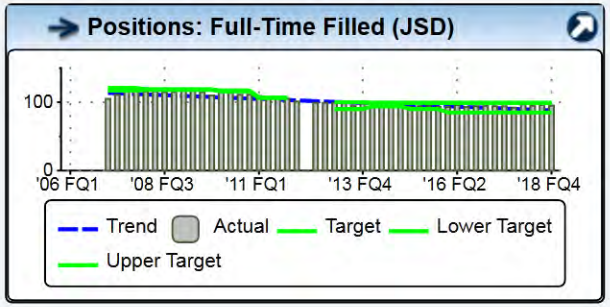
Child Measures			Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (JSD)			'19 FQ1	$2,261K	$2,391K	$-130K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC)
Expenditure: Other Operating (JSD)			'19 FQ1	$71K	$308K	$-237K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Capital (JSD)			'19 FQ1	$-5K	$11K	$16K	Akerman, Cindy E. (JAC); Steele, George (DTPW); Copeland, Morris (JAC)
Expenditure: Charges for County Services (JSD)			'19 FQ1	$64K	$191K	$-127K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Contractual Services (JSD)			'19 FQ1	$148K	$411K	$-263K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Court Costs (JSD)			'19 FQ1	$0K	$0K	$0K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Debt Service (JSD)			'19 FQ1	$0K	$0K	$0K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)

Expenditure: Depreciation, Amortization, Depletion (JSD)		'19 FQ1	$0K	$0K	$0K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Grants to Outside Organizations (JSD)		'19 FQ1	$13K	$184K	$-171K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Transfers Out (JSD)		'19 FQ1	$0K	$0K	$0K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Distribution of Funds in Trust (JSD)		'19 FQ1	$0K	$0K	$0K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Intradepartmental Transfers (JSD)		'19 FQ1	$0K	$0K	$0K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expenditure: Reserves (JSD)		'19 FQ1	$0K	$0K	$0K	Copeland, Morris (JAC); Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expen: Other Operating (JSD Monthly)		Dec '08	$269	n/a	n/a	Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expen: Personnel (JSD Monthly)		Dec '08	$709	n/a	n/a	Akerman, Cindy E. (JAC); Steele, George (DTPW)
Expen. Capital (JSD Monthly)		Dec '08	$2	n/a	n/a	Akerman, Cindy E. (JAC); Steele, George (DTPW)
Revenue: Total (Juvenile Services)		'19 FQ1	$424K	$3,496K	$-3,072K	Akerman, Cindy E. (JAC); Steele, George (DTPW); Copeland, Morris (JAC)



Child Measures			Period	Actual	Target	Variance	Owners
Revenue: Carryover (JSD)			'19 FQ1	$224K	$25K	$199K	Akerman, Cindy E. (JAC); Steele, George (DTPW); Copeland, Morris (JAC)
Revenue: General Fund (JSD)			'19 FQ1	$0K	$2,869K	$-2,869K	Akerman, Cindy E. (JAC); Steele, George (DTPW); Copeland, Morris (JAC)
Revenue: Proprietary (JSD)			'19 FQ1	$33K	$63K	$-30K	Akerman, Cindy E. (JAC); Steele, George (DTPW); Copeland, Morris (JAC)

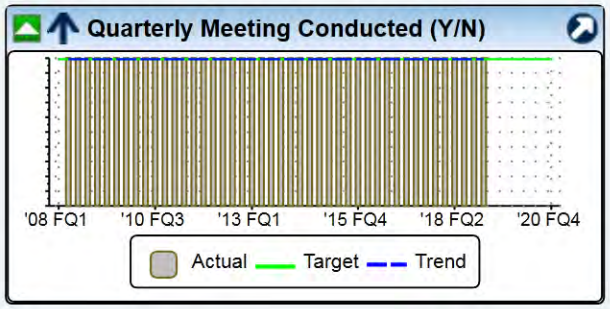
Revenue: Federal (JSD)		'19 FQ1	$0K	$38K	$-38K	Akerman, Cindy E. (JAC); Steele, George (DTPW); Copeland, Morris (JAC)
Revenue: State (JSD)		'19 FQ1	$167K	$501K	$-334K	Akerman, Cindy E. (JAC); Steele, George (DTPW); Copeland, Morris (JAC)
Revenue: Interagency/Intradepartmental (JSD)		'19 FQ1	$0K	$0K	$0K	Akerman, Cindy E. (JAC); Steele, George (DTPW); Copeland, Morris (JAC)
Surcharge (SO 110)(JSD Monthly)		Dec '08	$33	n/a	n/a	Akerman, Cindy E. (JAC); Steele, George (DTPW)
Revenue: CW Gen Fund (JSD Monthly)		Dec '08	$0	n/a	n/a	Akerman, Cindy E. (JAC); Steele, George (DTPW)
Federal Grants (720) (JSD Monthly)		Dec '08	$0	n/a	n/a	Akerman, Cindy E. (JAC); Steele, George (DTPW)
State Grant Funding Monthly(SO 720)		Dec '08	$69	n/a	n/a	Akerman, Cindy E. (JAC); Steele, George (DTPW)
Positions: Full-Time Filled (JSD)		'19 FQ1	94	n/a	n/a	Akerman, Cindy E. (JAC); Steele, George (DTPW)



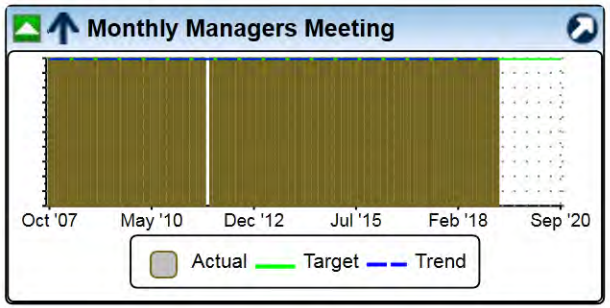
Objective	Description	Owners
2.2 Conduct Meetings with Senior Managers to Review Department Goals, Budget Planning and Implementation (JSD)	Meet monthly and quarterly with JSD managers to review departmental goals, budget planning and implementation.	Molina, Cristina M. (JAC)

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)			'19 FQ1	Yes	Yes	n/a	Molina, Cristina M. (JAC); Molina, Cristina M. (JAC)



Monthly Managers Meeting			Feb '19	Yes	Yes	n/a	Molina, Cristina M. (JAC)

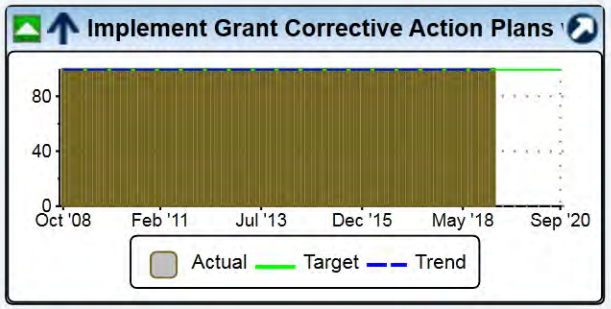


Objective	Description	Owners
2.3 Explore, identify and ensure compliance with grants (FIN)		Akerman, Cindy E. (JAC)

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.		Feb '19	100%	100%	0%	Molina, Cristina M. (JAC)



Meet 100% of all grantor deadlines on required documentation, forms, surveys, etc.		Feb '19	100%	100%	0%	Landestoy, Jessica (JAC); Steele, George (DTPW)

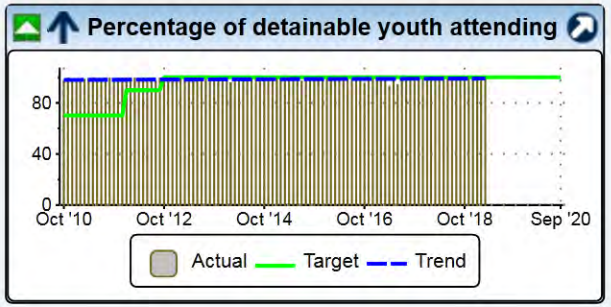
3.0 Internal

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

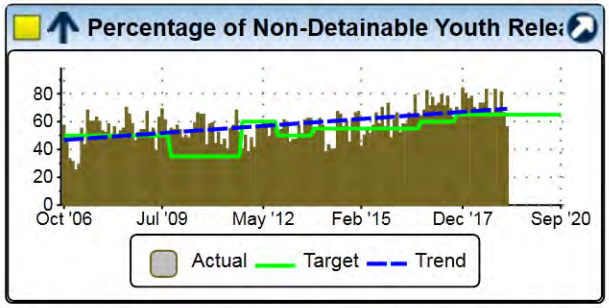
Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

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

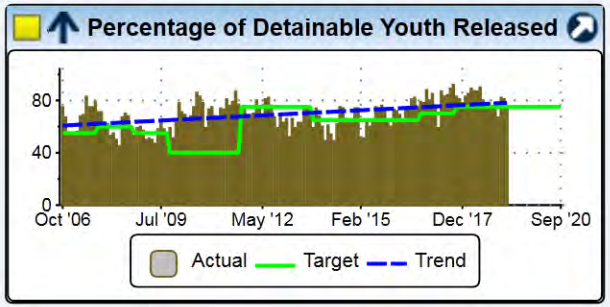
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage of detainable youth attending court hearing within 24 hours of arrest (statutory requirement)		Mar '19	100.0%	100.0%	0.0%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)



Percentage of Non-Detainable Youth Released Within Six (6) Hours		Mar '19	56%	65%	-9%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)



Percentage of Detainable Youth Released Within Six (6) Hours		Mar '19	73%	75%	-2%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)

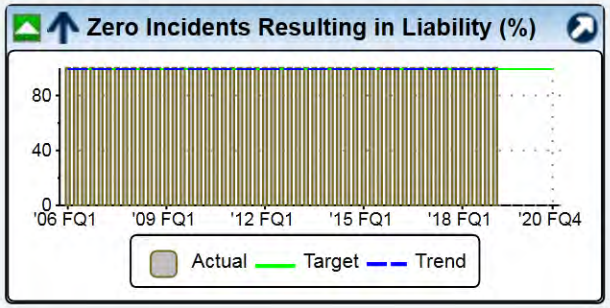


Objective	Description	Owners
3.2 Provide a Safe and Secure Environment (JSD)	No incidents resulting in liability.	Copeland, Morris (JAC)

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

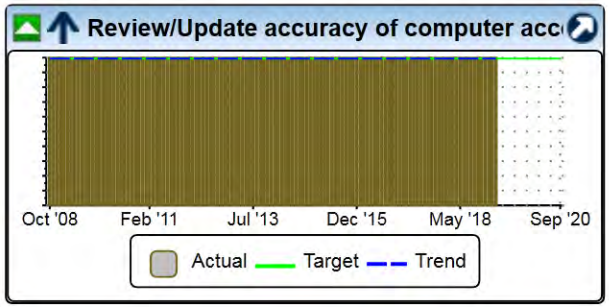
Parent Objectives	Description	Owners
PS1-4 Provide Safe and Secure Detention		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Zero Incidents Resulting in Liability (%)	'19 FQ1	100%	100%	0%	Molina, Cristina M. (JAC)

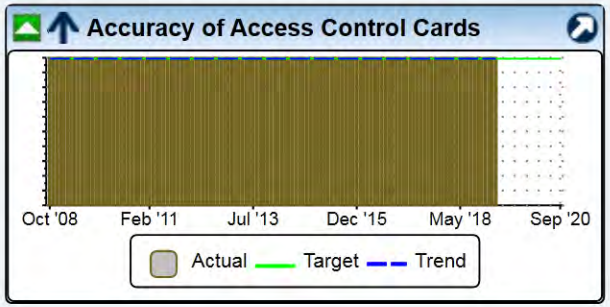


Child Measures	Period	Actual	Target	Variance	Owners
Accuracy of Access Control Cards	Mar '19	Yes	Yes	n/a	Adderley, Lorraine D. (JAC)
Review/Update accuracy of computer access credentials	Mar '19	Yes	Yes	n/a	Romero, Reynaldo L. (MDCR); Adderley, Lorraine D. (JAC)

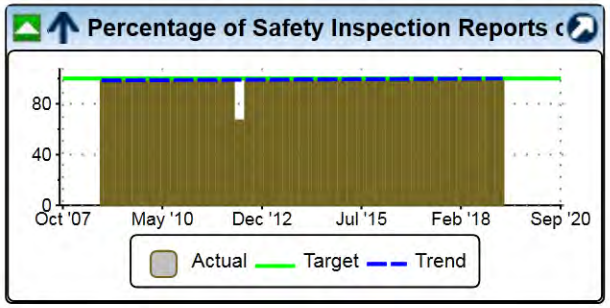
| Review/Update accuracy of computer access credentials | Mar '19 | Yes | Yes | n/a | Romero, Reynaldo L. (MDCR); Adderley, Lorraine D. (JAC) |



Accuracy of Access Control Cards	Mar '19	Yes	Yes	n/a	Adderley, Lorraine D. (JAC)



Percentage of Safety Inspection Reports completed by deadline		Mar '19	100%	100%	0%	Adderley, Lorraine D. (JAC)

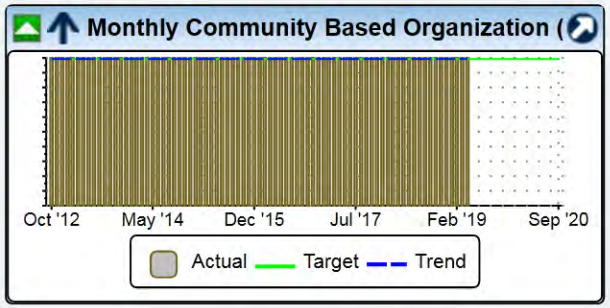


Objective	Description	Owners
3.3 Administration and Public Information (JSD)	Collect, organize, analyze and disseminate data on arrested and at risk youth for the purpose of assessing the needs and services available to the target population by identifying gaps in available service and to support funding requests. Further the JSD is committed to sharing its findings with information dissemination to a variety of audiences using a variety of formats based on: (1) information to support JSD operations, (2) information to support the role of the JSD within the greater Miami-Dade County, and (3) research topics to give visibly to the juvenile justice field.	Molina, Cristina M. (JAC); Napolez, Elena (JAC)

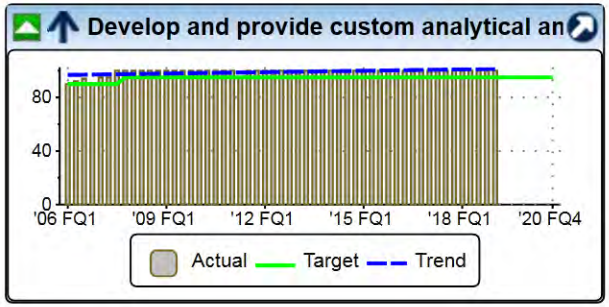
Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-1 Provide easy access to information and services		Miami-Dade County

Measures Linked to Objective			Period	Actual	Target	Variance	Owners
Monthly Community Based Organization (CBO) Meetings			Apr '19	Yes	Yes	n/a	Napolez, Elena (JAC)

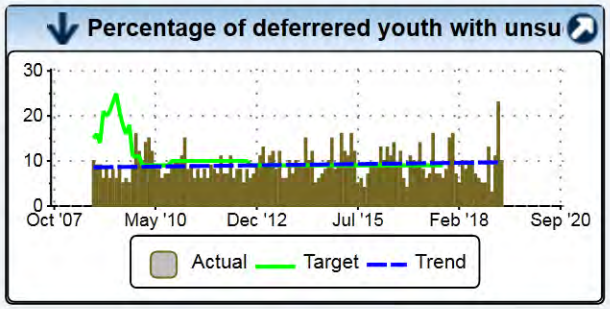


Develop and provide custom analytical and statistical reports to the community and juvenile justice partners by deadline		'19 FQ1	100%	95%	5%	Molina, Cristina M. (JAC)

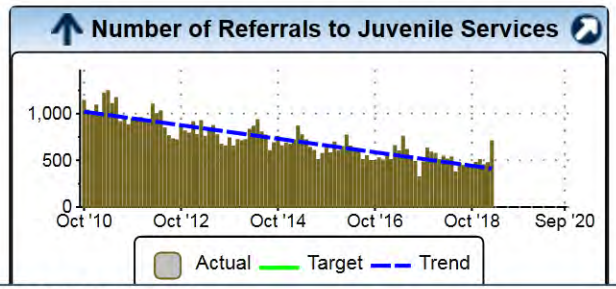


Objective	Description	Owners
3.4 Monitor Level of Referrals and New Law Violations		Molina, Cristina M. (JAC); Copeland, Morris (JAC)

Measures Linked to Objective			Period	Actual	Target	Variance	Owners
Percentage of referred youth with unsuccessful completion due to new law violations			Mar '19	10%	n/a	n/a	Burgos, Cathy (JAC); Donehue, Ronald D.(JAC); Napolez, Elena (JAC)



Number of Referrals to Juvenile Services Department (Including Arrests, Civil Citations, Intervention and Other Diversions)	Mar '19	704	n/a	n/a	Molina, Cristina M. (JAC); Copeland, Morris (JAC); Caraballo, Mary (JAC)



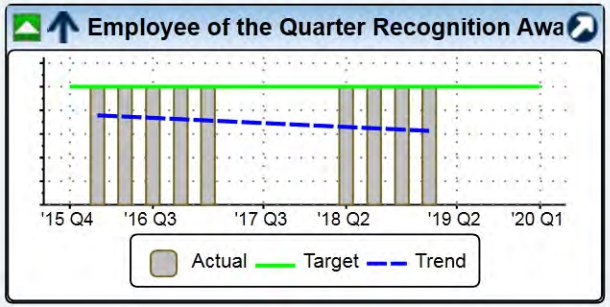
Child Measures		Period	Actual	Target	Variance	Owners
Number of Juvenile Arrests Processed at the Juvenile Services Department		Mar '19	282	184	-98	Copeland, Morris (JAC); Bess, Latawun (JAC)
GPS Alternative to Secure Detention		Mar '19	1	n/a	n/a	Molina, Cristina M. (JAC); Caraballo, Mary (JAC)
Total Number of Youth Referred to Diversion and Prevention Programs (Roll-UP)		Mar '19	309	223	-86	Burgos, Cathy (JAC); Napolez, Elena (JAC); Donehue, Ronald D.(JAC)
Total Number of Youth Referred to Civil Citation Program in Coordination with Miami-Dade County municipal law enforcement agencies		Mar '19	112	101	11	Burgos, Cathy (JAC); Donehue, Ronald D.(JAC); Napolez, Elena (JAC)

4.0 Learning and Growth

Objective	Description	Owners
4.1 Manage Human Resources and Employee Motivation (JSD)	Manage and track the human resources and employee motivation processes.	Steele, George (DTPW); Akerman, Cindy E. (JAC)

Parent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Employee of the Quarter Recognition Award		'19 Q1	Yes	Yes	n/a	Molina, Cristina M. (JAC)

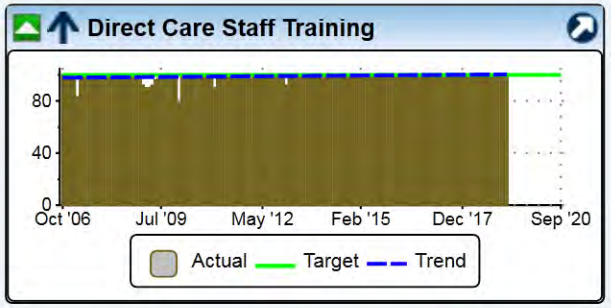


Objective	Description	Owners
4.2 Develop Juvenile Services Direct Care Staff Competency Through Cross Training and Skill Development (JSD)	Maintain a Viable Training Curriculum to Ensure that Juvenile Services Department Direct Care Staff Comply with Contractual Requirements and Best Practices in the area of Juvenile Services.	Copeland, Morris (JAC); Bess, Latawun (JAC)

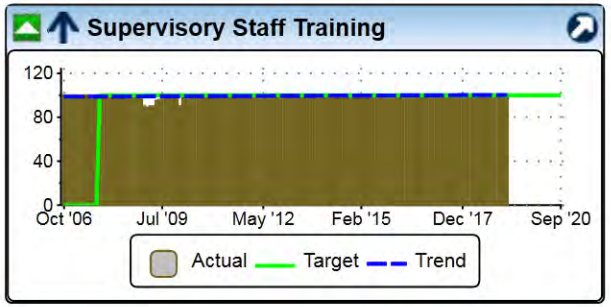
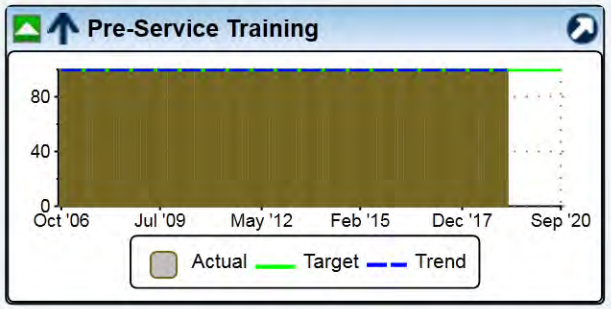
Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

Parent Objectives	Description	Owners
GG2-2 Develop and retain excellent employees and leaders		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Direct Care Staff Training	Mar '19	100%	100%	0%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)



Supervisory Staff Training	Mar '19	100%	100%	0%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)



Pre-Service Training	Mar '19	100%	100%	0%	Sherwood, Jayanie (JAC); Bess, Latawun (JAC)