



# Juvenile Services Department

## Business Plan

**Fiscal Years: 2024 and 2025**  
(10/1/2023 through 9/30/2025)

Approved by:

*Cathy Burgos*

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Cathy Burgos, LCSW  
Department Director and  
Interim Chief Community Services Officer

1/25/2024

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Date

Plan Date: December 20,2023

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## **DEPARTMENT OVERVIEW**

### **Department Mission and Vision**

The Juvenile Services Department (JSD) provides a continuum of comprehensive services that focus on protecting, empowering, and building resiliency in children and families. *Our Vision is to have 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 continuum to keep children out of the juvenile justice system. 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 and adverse childhood experiences for arrested and at-risk children. Through the Commission on Accreditation of Rehabilitation Facilities (CARF), JSD's accredited assessment process includes administration of evidence-based instruments and linkage to community-based services.

JSD's Licensed Clinical Social Workers 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, Department of Juvenile Justice, and Community-based Organizations. According to the literature, having contact with law enforcement before 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 children under the age of 12 and their families by implementing a continuum of comprehensive services that focuses on protecting, empowering, and building resiliency in children and families.

To keep juveniles out of the justice system, the Civil Citation Program, recognized nationally as a best practice, has served over 23,000 juveniles and their families with an unprecedented successful completion rate of 83%. Innovative and family-focused programs like Civil Citation and other JSD Diversion Programs work to prevent at-risk behaviors and remove barriers to employment, social services, medical care, 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 diversion program has an 84% completion rate.

In accordance with the Mayor's Peace and Prosperity Plan to reduce gun violence in Miami-Dade County, increase public safety and expand positive programming for youth, JSD continues to collaborate its flagship program, Parks, Recreation and Open Spaces (PROS) FIT2Lead Internship Program. Through its advocacy efforts, JSD has referred justice-involved and at-risk youth with a focus on communities with high incidences of gun-related violence. JSD provides a wraparound model to FIT2Lead participants and their families in partnership with PROS, County departments, and various community-based organizations. JSD services include assessment, linkage to community resources, and case management services. Additionally, JSD will continue to work with the Miami-Dade Police Department Turn Around Police Academy (TAP) by offering referrals, linkage to community partners, and assistance in



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curriculum development. TAP offers psycho-educational workshops designed to address and build healthy self-esteem, family relationships, discourage youth violence, substance abuse prevention and improved relationships between 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 introduces at-risk youth to various professions within the public and private sectors in a welcoming environment. Currently, JSD is working with Miami-Dade Police Department, Parks, Recreation and Open Spaces, Animal Services, Cultural Affairs, Miami-Dade Public Library System, Transportation and Public Works, Community Action and Human Services, History 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, Miami-Dade Public Library System, Deering Estate, CareerSource South Florida, Greater Miami Services Corp, Big Brothers and Big Sisters of Miami, Arts for Learning Miami, Join the Conservation Conversation, and others to expand this promising and inclusive program.

In 2023, JSD implemented the first of its kind Scholarship Program. For the next five years, JSD will offer \$1,500 scholarships to assist at-risk and justice involved youth who complete JSD programming to alleviate some barriers to attending an accredited college, university, technical school, vocational school, or trade school. The program increases protective factors in youths' lives by contributing to their educational goals and facilitating pathways to success. Protective factors include positive attitudes, enriching social connections, parental support, good school performance and other positive attributes that support families. Protective factors are vital in reducing youths' likelihood to engage in problem behaviors. In its first year, eight (8) scholarships were awarded, and it is anticipated this number will increase next year.

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 national gun violence reduction initiative 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 47% decrease in group-related homicides in Northside and an 11% decrease in the South District (two of its catchment areas) since implementation. One of the most important components within the GVI is the Hospital-based Violence Intervention Program (HVIP). HVIP is a case management strategy to help gunshot victims, families, and communities at the crossroad of either escalating violence or taking a path toward recovery and a positive new life. Master level and Licensed Social Workers provide a multi-disciplinary approach by working closely with hospital staff, 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



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case staffing. Social workers and a Registered Nurse, when needed, also provide follow-up services to clients within their communities to ensure a continuum of care.

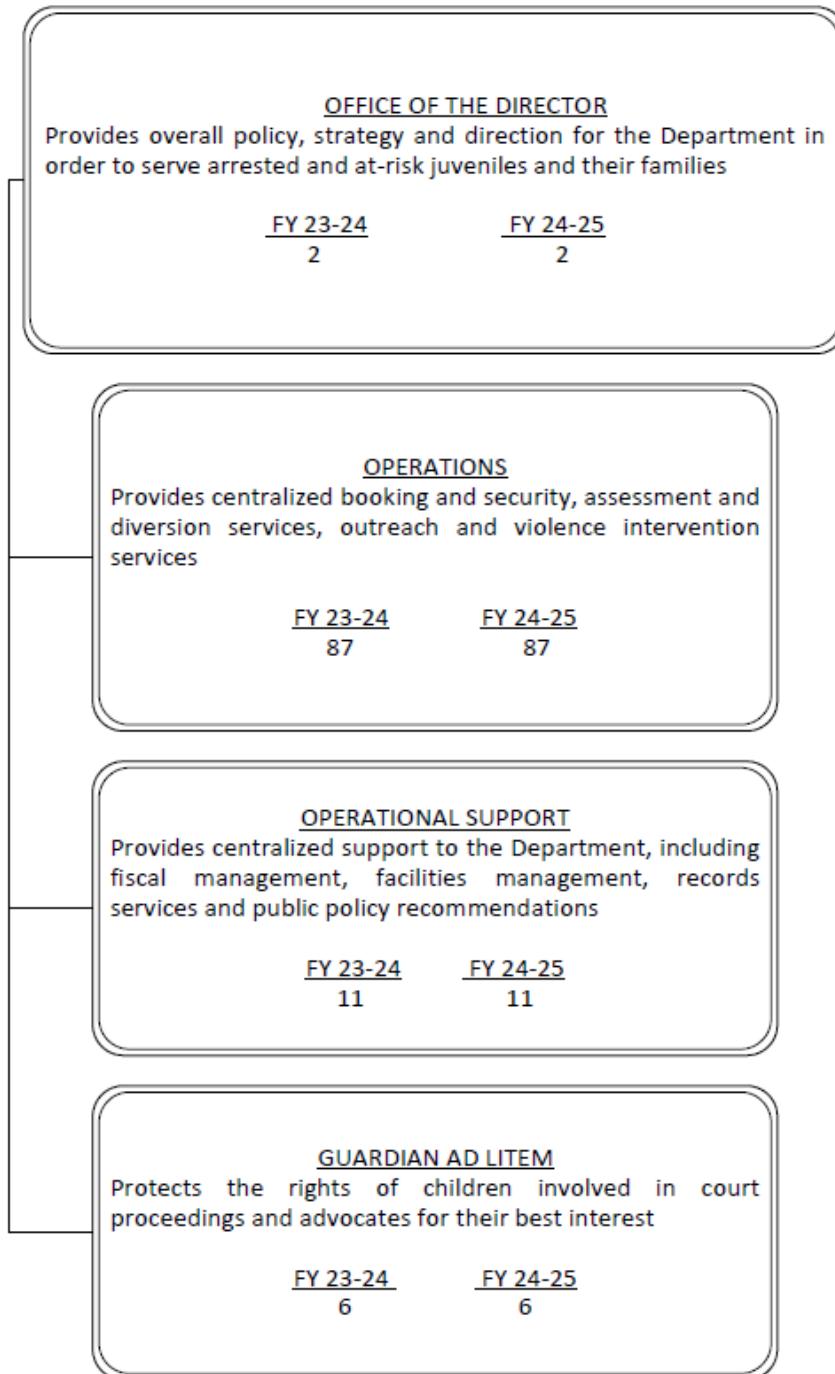
Through the Mayor's Blue Ribbon Children's Commission, JSD has been tasked to create a Child Welfare and Juvenile Services committee focusing on a "No Wrong Door" approach to enhancing already established Community Action Human Services Department Community Centers. The model leverages collaboration with other Community-based Organizations and government agencies to build a seamless, comprehensive, and compassionate delivery of services that are respectful and intentional. Partners include, but are not limited to, Community Action and Human Services, Miami-Dade Economic Advocacy Trust, The Children's Trust, Lotus House, Department of Children and Families, Department of Juvenile Justice. Services include, but are not limited to the implementation of multi-disciplinary staffing, administration of trauma informed care, utility assistance, financial assistance workshops, sealing and expungement services, literacy, job development, and others. JSD is adding its prevention program to this model, including the administration of the adverse childhood experience tool and evidence-based tools that focus on the entire family.

With its foundation in research, JSD has worked with National Researchers in the field of juvenile justice and social work. Clinical protocols and evidence-based tools have been implemented based on recommendations from experts in the field. International and national visitors have received presentations on JSD's continuum of care. Due to this expertise, JSD's Training Center of Excellence, utilizes practitioners within the Department to deliver capacity building trainings to criminal justice partners, Community-based Organizations, and other social services professionals in the field. JSD shares evidence-based practices, juvenile trends, and innovative programming 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 agile 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 served in the community by continuing the use of Trauma-Informed Care in our services.



**Table of Organization**



The FY 2024-25 total number of full-time equivalent positions is 106.



**Our Customer**

The JSD serves both external and internal customer groups through services including a 24-hour juvenile assessment center, evidence-based individualized assessments, referrals and case management services for youth and their families, managing funding opportunities for county initiatives and projects, training to enhance front-end services and build capacity. The Department understands the importance effective customer service and client feedback have in its delivery of services. As a result, clients who completed the prevention and diversion programming are provided with an opportunity to rate their experience and this data is collected and measured in the departmental Scorecard. Last fiscal year, the percent of completed Client Surveys with an overall positive satisfaction rating was 100%.

In addition to administering client satisfaction surveys to our internal customers for review and action, JSD created a Parent Committee, an informal advisory group whose purpose is to infuse the voice of parents in JSD's policy creation to ensure it is fair and equitable for all youth. The Parent Committee reviews and provides feedback on policy, tips on family engagement and ways to keep families motivated, service needs and community programming recommendations that can benefit the population. Also, JSD is installing a No Wrong Door Kiosk in the parent waiting area of the Juvenile Assessment Center (JAC) to assist families with accessing County resources while they wait. JSD staff will be available to assist families and determine when to use an interview room to maintain confidentiality.

External customers include 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, law enforcement agencies, Corrections and Rehabilitation, and Community-Based Organizations. JSD works with these customers to advocate for children in the diversion and prevention continuum, create opportunities that decrease youth violence, and empower families to access community-based services by removing barriers using a no wrong door approach. JSD also works with federal and state grant funding sources, consultants, contractors and non-for-profit organizations to support County initiatives throughout Miami-Dade County.

Internal Customers include various County departments, such as Parks, Recreation and Open Spaces, Cultural Affairs, Libraries, Animal Services, Transportation and Public Works, Community Action and Human Services and others to provide innovative programming for clients and their families, focusing on reducing risk factors by addressing service needs and empowering families. JSD also works with the Miami-Dade County Police Department and other departments to provide capacity building training through our Training Center of Excellence.

By working with our internal and external customers, JSD is fulfilling its mission to provide services that are welcoming, inclusive, solution-focused and promote equity throughout Miami-Dade County.



**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-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 (ACEs) 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
- Promote and increase family engagement, mentoring services, and job development, and collaborate with Community-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





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- 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 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

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



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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**

- Preventing gun violence is one of the top 3 priorities reported by residents through the Mayor’s Thrive305. JSD will continue to develop and support solution-focused strategies to address gun violence in collaboration with partners and residents of Miami-Dade County.
- JSD explores all avenues to utilize evidence-based tools, strategies, innovative training, and best practices to advocate for our customers to provide quality and timely services.
- JSD remains committed to extending outreach endeavors. Fostering community engagement allows for enhanced collaboration among residents, local organizations, and the department, leading to more prevention program participation.
- While cultivating and strengthening ties within the community, JSDs subject matter experts are creating the necessary trainings for community stakeholders. Understanding the community’s needs through engagement allows the department to tailor its services.
- Creating a positive digital footprint will allow for positive public perception of JSD. JSD shall showcase the department’s dedication to promote the value of our services.
- Like many other Departments within the County, JSD has experienced hardships in the recruitment of direct service positions. This has impacted the operations of our 24/7 Care and Custody unit, where overtime is used to cover staff shortage. The Clinical Case Management staff is experiencing above average caseloads. However, due to the significant efforts of the Department’s case managers, no waiting lists have been created.

**PRIORITY INITIATIVES**

- Increase our footprint in the community by enhancing Prevention and Outreach Services, through collaborations with other County departments and community providers to cross-promote services for children and families
- Continuation of multi-disciplinary staffing for special populations, including young offenders, to identify and recommend service based on individualized needs
- Expand the JSD Training Center of Excellence by exploring partnerships with other County departments to enhance front-end services and build capacity for those working with children and their families



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- Enhance Job Development and Mentoring opportunities in partnership with the Mayor's Peace and Prosperity Plan through visible promotion and creating multiple pathways for families to access support, including financial assistance to attend college
- Continue to explore best practices for Trauma-Informed Protocols as they relate to families
- Continuation of timely access to data and trend analyses to improve access to services and support sound decisions internally and for external partners and create multiple methods to submit report request
- Continue to create an open and transparent environment while engaging the staff in business plan input, policy creation and implementation of protocols
- Technology enhancements to include business intelligence, assessment tools, and customer service surveys and social media efforts to include hiring a community engagement specialist to promote the value of our services
- JSD continues its rigorous recruitment efforts, participating in County Job Fairs, other community employment outreach events and exploring best practices for recruiting and hiring.

## **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 clients and community partners experiences, engage families and provide access to community and economic resources at every entry point to further prevent at-risk behaviors.



As Of <= 12/19/2023

**Business Plan Report**  
**Juvenile Services Department**

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Last Period Updated	VR Flag	Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
Customer	Reduce the Number of Juvenile Arrests in Miami-Dade County (JSD)	PS1: Safe community for all	PS1-1: Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures	Number of Juvenile Arrests Processed at the Juvenile Services Department	=	Nov '23	🔴	154	106	1,500	1,500
				Number of Youth Released to Secure Detention	=	Nov '23	🔴	80	62	915	915
	Increase the Number of Youth Referred for Prevention, Civil Citation and Diversion Services through a "No Wrong Door" Approach	PS1: Safe community for all	PS1-3: Support successful community reintegration for individuals exiting the criminal justice system	Percentage Of Diversion Recommendations Approved By State Attorney's Office (statewide average of 40%)	⬇️	Oct '23	🟡	86%	90%	90%	90%
				Total Number of Youth Referred to Prevention, Civil Citation and Diversion Programs (Roll-UP)	⬇️	Nov '23	🟡	201	143	1,880	1,880
				Number of Intervention, Prevention and Outreach Services	=	'23 FQ4	🟡	133	150	600	600
	Utilize Assessment Results to Drive Operational Decisions	PS1: Safe community for all	PS1-3: Support successful community reintegration for individuals exiting the criminal justice system	Percentage of Assessments Showing Moderate to High Risk to Re-offend	=	'23 FQ4	🟡	23	30	30	30
Improve the Successful Completion Rate for Youth Referred to Diversion Programs (JSD)	PS1: Safe community for all	PS1-3: Support successful community reintegration for individuals exiting the criminal justice system	Percentage of Youth Successfully Completing Diversion Programs	⬇️	Nov '23	🟢	82%	80%	80%	80%	
Financial	Meet Budget Targets (Juvenile Services)			Expen: Total (Juvenile Services)	⬇️	'23 FQ4	🔴	\$5,614K	\$4,531K	n/a	n/a
				Revenue: Total (Juvenile Services)	⬇️	'23 FQ4	🟢	\$15,235K	\$4,531K	n/a	n/a
				Positions: Full-Time Filled (JSD)	=	'23 FQ4	🔴	87	106	n/a	n/a
	Conduct Meetings with Staff to Review Department Goals, Budget Planning and Implementation (JSD)		GG4: Effective leadership and management practices	Quarterly Meeting Conducted (Y/N)	=	'23 FQ4	🟢	Yes	Yes	Yes	Yes
				Monthly Managers Meeting	=	Sep '23	🟢	Yes	Yes	Yes	Yes
	Identify and Ensure Compliance with Grants (FIN)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Implement Grant Corrective Action Plans within Specified Timeline.	=	Oct '23	🟢	100%	100%	100%	100%
Meet 100% of all grantor deadlines on required				=	Oct '23	🟢	100%	100%	100%	100%	

				documentation, forms, surveys, etc.												
Internal	Decrease the Processing Time for Detainable and Non-Detainable Youth (JSD)	PS1: Safe community for all	PS1-4: Provide safe and secure detention	Percentage of Detainable Youth Released Within Six (6) Hours	▬	Nov '23	▲	83%	75%	75%	75%					
				Percentage of Non-Detainable Youth Released Within Six (6) Hours	▬	Nov '23	▼	53%	65%	65%	65%					
				Percentage of detainable youth attending court hearing within 24 hours of arrest (statutory requirement)	▬	Nov '23	▲	100.0%	100.0%	100.0%	100.0%					
				Zero Incidents Resulting in Liability (%)	▬	'23 FQ4	▲	100%	100%	100%	100%					
	Provide an Equitable, Safe and Secure Environment	PS1: Safe community for all	PS1-4: Provide safe and secure detention	Percentage of Safety Inspection Reports completed by deadline	▬	Sep '23	▲	100%	100%	100%	100%					
				Review/Update accuracy of computer access credentials	▬	Nov '23	▲	Yes	Yes	Yes	Yes					
				Accuracy of Access Control Cards	▬	Nov '23	▲	Yes	Yes	Yes	Yes					
				Engage and Empower Stakeholders (JSD)	◆	GG1: Accessible, equitable, transparent, and responsible government	GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	★	Percent of completed Client Surveys with an overall positive satisfaction rating	▬	'23 FQ4	▲	100	100	100	100
	Engage and Empower Stakeholders (JSD)	◆	GG1: Accessible, equitable, transparent, and responsible government	GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	★	Number of trainings provided to stakeholders through the JSD Training Center of Excellence	▬	'23 FQ4	▼	0	2	8	8			
						Monthly Community Based Organization (CBO) Meetings	▬	Oct '23	▲	Yes	Yes	Yes	Yes			
Percent of completed Training Center of Excellence surveys with an overall positive satisfaction rating						▬	'23 FQ4	▼	No Data	100	n/a	n/a				
Total Number of custom analytical and statistical reports developed to provide to the community and juvenile justice partners by deadline						▬	'23 FQ4	▲	33	15	100	100				
Monitor Level of Referrals and New Law Violations									Percentage of referred youth with unsuccessful completion due to new law violations	▬	Nov '23	▲	8%	9%	9%	9%
									Number of Referrals to Juvenile Services Department (Including Arrests, Civil Citations, Intervention and Other Diversions)	▬	Nov '23	▲	412	153	2,299	2,299
Learning and Growth	Manage Human Resources and Employee		GG2: Excellent, engaged and	Employee of the Quarter Recognition Award	▬	Q3 '23	▲	Yes	Yes	n/a	n/a					

Motivation (JSD)			resilient workforce									
Develop Juvenile Services Direct Care Staff Competency Through Cross Training and Skill Development (JSD)		GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Percent of Intake Personnel and Case Management Personnel who are up to date on their Direct Care training requirements		'23 FH2		100	100	100	100	

Key: - Initiative - Featured Objective

**Initiatives**

Objective Name	Initiative	As Of	Status	Budget	Timing	Owners
Reduce the Number of Juvenile Arrests in Miami-Dade County (JSD)	Business Plan Priority Initiative: Enhance the Job Development and Mentoring Initiatives	1/21/2022	In Progress			Burgos, Cathy (JSD)
Increase the Number of Youth Referred for Prevention, Civil Citation and Diversion Services through a "No Wrong Door" Approach	Business Plan Priority Initiative: Implement a JSD Training Center of Excellence	1/21/2022	Complete			Burgos, Cathy (JSD)
	Business Plan Priority: Increase collaboration with County Departments to enhance Countywide service delivery	3/1/2021	In Progress			
	Business Plan Priority Initiative: Continuation of Prevention, Diversion and Outreach Services, including alternatives to secure juvenile detention	1/21/2022	In Progress			Burgos, Cathy (JSD)
Utilize Assessment Results to Drive Operational Decisions	Business Plan Priority Initiative: Continuation of the Young Offenders Multi-disciplinary Interventions	1/21/2022	Complete			Burgos, Cathy (JSD)
	Business Plan Priority Initiative: Enhance Trauma Informed Protocols, including the Identification of Human Trafficking Victims	1/21/2022	In Progress			Burgos, Cathy (JSD)
Develop Juvenile Services Direct Care Staff Competency Through Cross Training and Skill Development (JSD)	Business Plan Priority Initiative: Engage the Workforce in Business Plan Implementation	1/21/2022	In Progress			Burgos, Cathy (JSD)
Engage and Empower Stakeholders (JSD)	Business Plan Priority Initiative: Technology Enhancements to include Telehealth and Social Media Efforts	1/21/2022	In Progress			Burgos, Cathy (JSD)
	Business Plan Priority Initiative: Continuation of Juvenile Data and Trend Analyses Reporting	1/21/2022	In Progress			Burgos, Cathy (JSD)