



# Long Range Program Plan FY2008-09 through FY2012-13

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FLORIDA DEPARTMENT OF JUVENILE JUSTICE

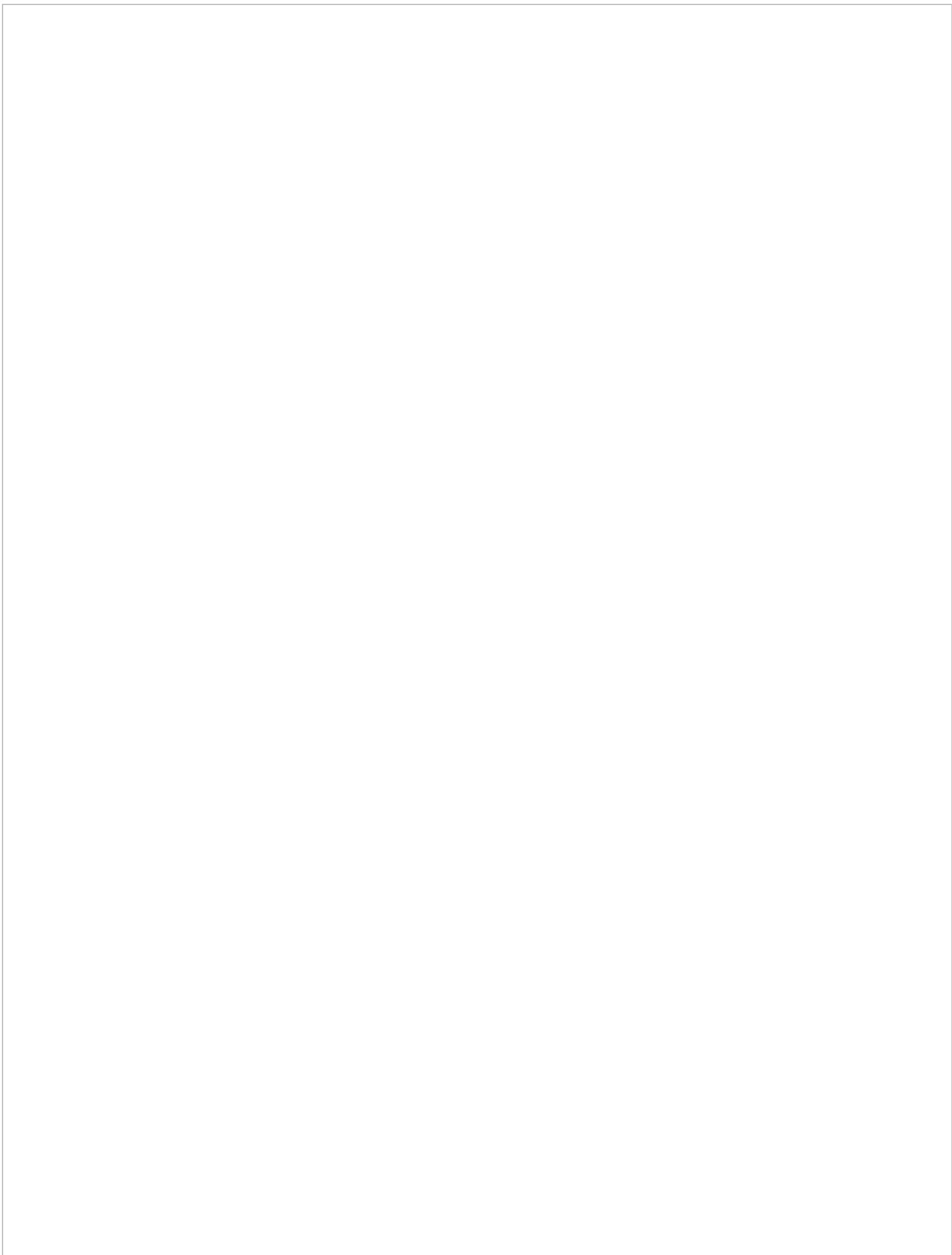


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# Table of Contents

Agency Mission and Vision	1
Goals and Objectives	3
Outcomes and Performance Projections	5
Linkage to Governor’s Priorities	11
Trends and Conditions	17
Agency Statutory Authority	17
Selection of Priorities	18
Florida’s Youth	20
Highlights from DJJ SWOT Analysis	43
External Forces and Environmental Impacts	45
DJJ Customers and Stakeholders	46
Potential Department Policy Changes	47
Potential Legislative Policy Changes	48
Agency Task Forces and Studies	49
Glossary of Terms and Acronyms	57
Exhibit II: Performance Measures and Standards	69
Exhibit III: Performance Measure Assessments	75
Exhibit IV: Performance Measure Validity and Reliability	105
Exhibit V: Associated Activities to Performance Measure	184
Exhibit VI: Agency Level Unit Cost Summary	191



# **Florida Department of Juvenile Justice**

## **Agency Mission**

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To increase public safety by reducing juvenile delinquency through effective prevention, intervention and treatment services that strengthen families and turn around the lives of troubled youth.

## **Vision**

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The children and families of Florida will live in safe, nurturing communities that provide for their needs, recognize their strengths and support their success.



# Goals and Objectives

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**1. Protect Florida's citizens and visitors from acts of violence by juveniles.**

Objective 1A: Reduce the rate at which juveniles are referred for murder, attempted murder, manslaughter, sex offenses, robberies, and resisting arrest with violence.

Objective 1B: Reduce the rate at which juveniles are referred for aggravated assault/battery.

**2. Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.**

Objective 2: Continue annual reductions in the rate and number of referrals for felonies, misdemeanors and other delinquent offenses.

**3. Participate in the Governor's Drug Control Strategy to reduce illegal drug use.**

Objective 3: Reduce the rate of juveniles referred for drug-related (marijuana and non-marijuana) felonies and misdemeanors.

**4. Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.**

Objective 4: Ensure that two out of three youth, who complete secure and non-secure commitment programs, remain crime-free for one year after release.

**5. Detain and monitor alleged juvenile offenders to enhance public safety.**

Objective 5A: Prevent escapes from secure detention.

Objective 5B: Increase the percentage of youth who remain crime-free while in secure detention (without committing assault/battery, contraband possession, an escape or other delinquent incident).

Objective 5C: Increase the percentage of completions from home detention without the assigned youth committing a new law or contract violation, failure to appear, an abscond, or contempt of court.

**6. Prevent juvenile crime; divert youth from becoming serious, chronic offenders.**

Objective 6: Target the most at-risk youth, but achieve and maintain a high percentage of youth who remain crime free six months after receiving prevention services.

**7. Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.**

Objective 7A: Increase the percentage of youth who do not commit a new crime one year after release from probation.

Objective 7B: Increase the percentage of youth who do not commit a new crime one year after release from conditional release and/or post-commitment supervision.

**8. Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.**

Objective 8A: Ensure that the percentage of administrative costs and positions to overall agency costs and positions do not exceed the standards set by the Legislature.

Objective 8B: Receive satisfactory or higher ratings from the public and stakeholders with the services, activities and responses provided by the Department.

Objective 8C: Replicate best practices identified through Quality Assurance, program accountability measurement, outcome evaluation, and special studies.



# Outcomes and Performance Projections

## Goal 1:

**Protect Florida's citizens and visitors from acts of violence by juveniles.**

**Objective 1A:** Reduce the rate at which juveniles are referred for murder, attempted murder, manslaughter, sex offenses, robberies, and resisting arrest with violence.

Outcome	FY 98-99 Baseline	FY 06-07 Actual	FY 07-08 Projection	FY 08-09 Projection	FY 09-10 Projection	FY 10-11 Projection	FY 11-12 Projection	FY 12-13 Projection
Rate of referral for acts of violence against persons per 100,000 youths.	321	276	246	243	241	239	236	234
Total number of referrals for felonious acts of violence against persons.	5,150	5,269	4,718	4,708	4,698	4,689	4,681	4,674
Actual number of youths referred for acts of violence against persons.	4,614	4,875	4,393	4,389	4,385	4,382	4,378	4,376

**Objective 1B:** Reduce the rate at which juveniles are referred for aggravated assault/battery.

Outcome	FY 98-99 Baseline	FY 06-07 Actual	FY 07-08 Projection	FY 08-09 Projection	FY 09-10 Projection	FY 10-11 Projection	FY 11-12 Projection	FY 12-13 Projection
Rate of referral for aggravated assault/battery per 100,000 youths.	696	517	518	512	507	503	500	499
Total referrals aggravated assault/battery.	11,164	9,869	9,681	9,525	9,368	9,211	9,054	8,898
Actual number of youths referred for assault/battery.	8,498	8,461	8,558	8,378	8,115	7,767	7,335	6,818

**Goal 2:****Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.****Objective 2:** Continue annual reductions in the rate and number of referrals for felonies, misdemeanors and other delinquent offenses.

Outcome	FY 98-99 Baseline	FY 06-07 Actual	FY 07-08 Projection	FY 08-09 Projection	FY 09-10 Projection	FY 10-11 Projection	FY 11-12 Projection	FY 12-13 Projection
Rate of referrals received per every 100,000 youths (ages 10-17) for felonies, misdemeanors and other offenses.	11,658	7,678	7,563	7,409	7,264	7,129	7,003	6,886
Total referrals for felonies, misdemeanors and other offenses.	175,055	146,765	146,738	145,053	143,156	141,047	138,725	136,191
Number of youths referred for felonies, misdemeanors and other offenses.	108,340	91,497	90,149	87,960	85,583	83,018	80,264	77,322

**Goal 3:****Participate in the Governor's Drug Control Strategy to reduce illegal drug use.****Objective 3:** Reduce the rate of juveniles referred for drug-related (marijuana and non-marijuana) felonies and misdemeanors.

Outcome	FY 98-99 Baseline	FY 06-07 Actual	FY 07-08 Projection	FY 08-09 Projection	FY 09-10 Projection	FY 10-11 Projection	FY 11-12 Projection	FY 12-13 Projection
Rate at which referrals are received for drug use per 100,000 youths.	977	799	780	776	772	768	765	762
Total referrals for non-alcohol drug-involved felonies and misdemeanors.	15,669	15,264	14,749	14,712	14,679	14,649	14,621	14,596
Total referrals for drug-involved felonies.	6,518	5,949	5,334	5,301	5,271	5,243	5,218	5,194
Total referrals for drug-involved felonies excluding marijuana.	4,864	3,975	3,695	3,653	3,615	3,579	3,547	3,516

**Goal 4:**

**Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.**

**Objective 4:** Ensure that two out of three youths, who complete secure and non-secure commitment programs, remain crime free for one year after release.

**Outcome:** Percentage of youths who remain crime free one year after release from a residential commitment program.

Report Year	1998 Baseline	2007 Actual	2008 Projection	2009 Projection	2010 Projection	2011 Projection	2012 Projection	2013 Projection
Data Point	50.5%	59.8%	60%	60%	60%	60%	60%	60%

\*For report year 2007, the year of release is FY04-05 and the year spent crime free is FY05-06. All other recidivism report charts follow the same reporting guidelines.

**Goal 5:**

**Detain and/or monitor alleged juvenile offenders who meet detention criteria or are court ordered to detention, to enhance public safety.**

**Objective 5A:** Prevent escapes from secure detention.

Outcome	FY 95-96 Baseline	FY 06-07 Actual	FY 07-08 Projection	FY 08-09 Projection	FY 09-10 Projection	FY 10-11 Projection	FY 11-12 Projection	FY 12-13 Projection
Number of Escapes from Secure Detention	29	10	0	0	0	0	0	0

**Objective 5B:** Increase the percentage of youths who remain crime free while in secure detention (without committing assault/battery, contraband possession, an escape or other delinquent incident).

Outcome	FY 99-00 Baseline	FY 06-07 Actual	FY 07-08 Projection	FY 08-09 Projection	FY 09-10 Projection	FY 10-11 Projection	FY 11-12 Projection	FY 12-13 Projection
Percentage of youths who remain crime free while in secure detention.	96.8%	98%	98%	98%	99%	99%	99%	99%

**Objective 5C:** Increase the percentage of completions from home detention without the assigned youth committing a new law or contact violation, failure to appear, an abscond, or contempt of court.

Outcome	FY 99-00 Baseline	FY 06-07 Actual	FY 07-08 Projection	FY 08-09 Projection	FY 09-10 Projection	FY 10-11 Projection	FY 11-12 Projection	FY 12-13 Projection
Percentage of successful completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court.	73.0%	97%	97%	97%	97%	97%	97%	97%

**Goal 6:**

**Prevent juvenile crime; divert youth from becoming serious, chronic offenders.**

**Objective 6:** Target the most at-risk youth, but achieve and maintain a high percentage of youth who remain crime free six months after receiving prevention services.

**Outcome:** Percentage of youths who remain crime free six months after receiving prevention services.

Report Year	1998 Baseline	2007 Actual	2008 Projection	2009 Projection	2010 Projection	2011 Projection	2012 Projection	2013 Projection
Data Point	88%	93%	88%	88%	88%	88%	88%	88%

\*For report year 2007, the year of release is FY04-05 and the year spent crime free is FY05-06. All other recidivism report charts follow the same reporting guidelines.

**Goal 7:**

**Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.**

**Objective 7A:** Increase the percentage of youth who do not commit a new crime one year after release from probation.

**Outcome:** Percentage of youths who remain crime free one year after release from probation.

Report Year	1998 Baseline	2007 Actual	2008 Projection	2009 Projection	2010 Projection	2011 Projection	2012 Projection	2013 Projection
Data Point	79.1%	81.8%	81.0%	81.0%	81.0%	81.0%	81.0%	81.0%

\*For report year 2007, the year of release is FY04-05 and the year spent crime free is FY05-06. All other recidivism report charts follow the same reporting guidelines.

**Objective 7B:** Increase the percentage of youth who do not commit a new crime one year after release from conditional release and/or post-commitment supervision.

**Outcome:** Percentage of youth who remain crime free one year after release from aftercare (conditional release).

Report Year	1998 Baseline	2007 Actual	2008 Projection	2009 Projection	2010 Projection	2011 Projection	2012 Projection	2013 Projection
<b>Data Point</b>	62%	66.9%	67.0%	67.0%	67.0%	67.0%	67.0%	67.0%

\*For report year 2007, the year of release is FY04-05 and the year spent crime free is FY05-06. All other recidivism report charts follow the same reporting guidelines.

**Goal 8:**

**Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency’s core functions, and help attain the agency’s goals through identification of best practices.**

**Objective 8A:** Ensure that the percentage of administrative costs and positions to overall agency costs and positions do not exceed the standards set by the legislature.

	FY 00-01 Baseline Ratio	FY 06-07 Actual Ratio	FY 07-08 Ratio Projection	FY 08-09 Ratio Projection	FY 09-10 Ratio Projection	FY 10-11 Ratio Projection	FY 11-12 Ratio Projection	FY 12-13 Ratio Projection
<b>Costs</b>	4.8%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%
<b>Positions</b>	5.8%	5.8%	5.8%	5.8%	5.8%	5.8%	5.8%	5.8%

**Objective 8B:** Receive satisfactory or higher ratings from the public and stakeholders with the services, activities and responses provided by the Department.

During FY 2006, the Department surveyed youth, parents, and staff as part of the annual quality assurance process. This information is used by surveyors in rating the quality of services provided to youth and families. The information is also intended for use by management to identify statewide trends that would be helpful in the area of policy development and when assessing training needs for staff. The data identifies issues within programs from viewpoint of youth, parents, and staff. The population surveyed included a sample of voluntarily participating youth in residential commitment, detention, and prevention programs between January 2006 and October 2006.

The surveys were conducted using the department’s designated QA peer review teams. A designated QA staff person who serves as the QA team leader administered the survey. The survey was conducted in conjunction with a scheduled QA review site visit during the period 1/2006-10/2006. Section 985.412, Florida Statutes, requires annual QA reviews of all juvenile justice programs. Data was collected using a separate survey instrument for residential commitment, detention, and CINS/FINS prevention programs. Youth were instructed that participation in completing the survey was completely voluntary and at any time could refuse to participate without penalty or prejudice. The survey in its entirety was taken voluntarily by youth and in some cases not completed in full.

Surveys to parents and sent via US postal services. The total sample size for the study is 1,542 youth (983 youth in residential programs, 164 youth in detention centers, day treatment, conditional release and IDDS, and 139 youth in prevention programs).

**Objective 8C:** Replicate best practices identified through Quality Assurance, program accountability measurement, outcome evaluation, and special studies.

Each year over 700 management and supervisory staff participate in quality assurance reviews. Through this process, managers and supervisors observe exemplary practices of various programs that they are able to replicate in their programs. In addition, when a QA team identifies a weakness in a program component, the program management is referred to another program that has an exemplary practice in the area of need that can be replicated. In 2006, the Department submitted the first Comprehensive Accountability Report to the Governor and Legislature. This report identifies exemplary practices by program type, i.e., prevention, diversion, probation, residential. FY 2006-07 marked the first year the Department has piloted the Quality Assurance “Tier II” Standards in Residential programs. These standards examine the extent of evidence-based programming, best practices in delinquency intervention, and empirically proven effective behavior management strategies are utilized within each residential program. This information is made available through the Department’s website.

The Department has implemented a new risk/needs assessment called the Positive Achievement Change Tool (PACT). Designed as a cornerstone of the “What Works Initiative,” the PACT assesses the level of risk to re-offend and criminogenic needs for Florida youth and facilitates the development of a comprehensive case management plan. These strategies are derived from a body of applied research on risk factors associated with delinquency and on evidence-based treatment models that have proven effective in reducing offending behaviors, resulting in decreased victimization and increased public safety.

The Florida Faith-and-Community-Based Delinquency Treatment Initiative is an attempt to introduce evidence-based programming along with the integration of a faith and character base approach. The initiative includes chaplaincy services, faith and character based mentoring during the residential and re-entry phases of treatment, and a family-strengthening program provided by the faith and character partners.

The Redirection program is aimed at providing intensive community-based services to youth who have violated probation and would otherwise be committed to costly residential treatment. The Redirection program features Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT), both of which have been extensively researched and are well-established evidence-based treatments.

The Department has created the Programming and Technical Assistance Unit to expand the utilization of evidence-based and best practices and effective behavior management strategies across the juvenile justice continuum. Technical assistance activities are provided to programs where service provision needs improvement. In addition, information and training is provided to stakeholders regarding the implementation and delivery of evidence-based practices that have been proven to reduce recidivism. These initiatives represent significant steps toward the implementation of evidence-based programming in juvenile justice programs. In 2006 the Department began examining other treatments including Dialectical Behavior Therapy and innovative treatments for girls who suffer from Post-Traumatic Stress Disorder, to meet the special needs of girls.

# Linkage to Governor's Priorities

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The Department is proud to present its Long-Range Program Plan (LRPP) for FY 2007 - 2008 through FY 2011 - 2012. This plan was developed in accordance with the LRPP process developed by the Governor's Office.

When Governor Crist entered Office, he established a series of priorities to provide direction for state agencies under the Executive Branch in Florida. These priorities include safety first, strengthening Florida's families, keeping Florida's economy vibrant, success for every student, keeping Floridians healthy, protecting Florida's natural resources, and creating a better government through technology. The Department took this direction and looked inward to determine how the agency's responsibilities contribute to these goals. From this, the Department has established a series of agency and program-oriented goals in accordance with the current Crist/Kottkamp administration priorities, which are as follows:

1. Protect Florida's citizens and visitors from acts of violence by juveniles.
2. Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.
3. Participate in the Governor's Drug Control Strategy to reduce illegal drug use.
4. Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.
5. Detain and monitor alleged juvenile offenders to enhance public safety.
6. Prevent juvenile crime; divert youth from becoming serious, chronic offenders.
7. Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.
8. Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.

All of the goals presented in this Long-Range Program Plan support the mission of the Department and the priorities of the Governor. Included are goals that are explicitly related and linked to one of the Governor's priorities and other goals that are derived from the Department's mission.

## **Governor's Priority #1 Safety First**

### *Department Goals:*

- *Protect Florida's citizens and visitors from acts of violence by juveniles.*
- *Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.*
- *Participate in the Governor's Drug Control Strategy to reduce illegal drug use.*

- *Prevent juvenile crime; divert youth from becoming serious, chronic offenders.*
- *Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.*
- *Detain and monitor alleged juvenile offenders to enhance public safety.*
- *Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.*

All programs and services within the Department of Juvenile Justice focus on the core mission to provide services that will increase public safety by reducing juvenile delinquency through effective prevention, intervention and treatment services that strengthen families and turn around the lives of troubled youth. The Department does this through a continuum of services that begins with prevention services and ends with more costly residential services for youth who are a risk to the public.

Prevention and Victim Services. Delinquency prevention is the cornerstone of the Department's intervention strategies. Prevention and early intervention programs have been successful in keeping youth out of the juvenile justice system. On average, less than 10% of youth who are served in prevention programs are referred for a delinquency offense within six months of release. Communities and Floridians are safe when the services and interventions help youth make the right choices. The Department provides delinquency prevention services through the Office of Prevention and Victim Services. Delinquency prevention programs are designed to address specific problems and provide interventions for at-risk youth and their families in order to reduce juvenile crime and protect the public. Prevention programs target high-risk youth and those who exhibit problem behaviors (behaviors that are beyond the control of their parents, including truancy, running away from home or other pre-delinquent behaviors). The Department addresses these problems by contracting for delinquency prevention services and awarding grants to local community providers throughout the state.

Probation and Community Intervention. A youth under age 18 charged with a crime is referred to the Florida Department of Juvenile Justice. A referral is similar to an arrest in the adult criminal justice system. The Department provides a recommendation to the state attorney and the court regarding appropriate sanctions and services for the youth. When making a recommendation, the Department has several options that allow the youth to remain in his or her home community. One option is diversion, which uses programs that are alternatives to the formal juvenile justice system for youth who have been charged with a minor crime. One diversion initiative by the Department targets intensive services to a specific population of youth, those who, according to research, are most likely to become chronic and serious offenders if they do not receive early help. They share certain high-risk factors, including first offense at age 15 or younger, poor school performance and truancy, lack of parental supervision, substance abuse problems or gang affiliation. Under this effort known as Intensive Delinquency Diversion Services (IDDS), these youth receive much more intensive supervision and services than in the past. Other diversion programs include Community Arbitration, Juvenile Alternative Services Program (JASP), Teen Court, Civil Citation, Boy and Girl Scouts, Boys and Girls Clubs, Re-Directions, mentoring programs and alternative schools. These programs employ a variety of non-judicial sanctions, including:

- Restitution (payment) to the victim(s)
- Community service hours
- Letter of apology to the victim
- A curfew
- Forfeiture of a driver's license



- Encouragement to avoid contact with co-defendants, friends or acquaintances who are deemed to be inappropriate relationships
- Referrals to local social service agencies
- Counseling

If a youth is placed on probation, he or she must complete court-ordered sanctions and services. For example, the youth may be ordered to work at a local community center or the youth may be ordered to pay restitution to the victim, if the victim was harmed or suffered losses as a result of the crime. The youth may also be ordered to abide by a curfew or attend substance abuse or mental health counseling. Each youth is assigned a Juvenile Probation Officer who monitors compliance and helps the youth link up with services. If the youth does not comply with probation, or is charged with a serious crime, or has a significant history of offenses, the youth may be ordered to live in a Department of Juvenile Justice residential facility for a period of time. After the youth is discharged from the facility, he or she is placed on conditional release supervision (much like parole in the adult criminal justice system). Conditional release supervision is designed to provide monitoring and services to those youth who are transitioning back to the community after being in a residential program. Youth have court-ordered sanctions and services that they must complete.

Youth on probation, or conditional release, may be ordered by the court (or referred by the Department) to attend a day treatment program while they are being supervised. Day treatment programs provide additional monitoring of youth and typically offer an alternative educational setting. They also provide additional services, such as anger management classes, social skills building and substance abuse education.

Detention Services. The Department operates 26 secure juvenile detention centers in 25 counties of Florida with a total of 2,057 beds. Detention centers provide custody, supervision, education and mental health/substance abuse services to juveniles statewide who are considered a risk to the public. Youth placed in secure detention must remain in a physically secure detention center while awaiting court or their residential placement. They appear before the court within 24 hours of placement, at which time a juvenile judge decides whether there is a need for continued detention. There is a 21-day limit to Secure Detention, but for those youth charged with a serious offense the court may extend detention.

Residential Services. The Department operates over 100 residential treatment programs for youth who have been committed by the courts to the care and custody of the Department. Primary consideration for commitment is public safety and meeting the individual treatment needs of the youth. Priority is given to the least restrictive available setting that meets both considerations. Consistent with s. 985.03(46), F.S., the Department's residential commitment programs are grouped into five custody classifications based on the assessed risk to public safety. The restrictiveness levels of placement represent increasing restriction on youths' movement and freedom. The least restrictive, or minimum-risk level, is non-residential and falls under the jurisdiction of Probation and Community Control rather than Residential Services.

## **Governor's Priority # 2 Strengthening Florida's Families**

### *Department Goals:*

- *Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.*
- *Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.*

The Department continues to implement evidence-based practices across the continuum of juvenile justice services and programs. This strategy requires emphasis on the youth's family. The literature underscores the fact that the family is often a key factor in the prosocial development of youth. The literature supports the contention that family functioning provides an early and sustained impact on family bonding, conduct disorders, school bonding, choice of peers, and subsequent delinquency. Family dysfunction (family history of violence, favorable attitudes toward problem behaviors, poor socialization, poor supervision, poor discipline, family disorganization, family isolation, or family disruptions) is an important influence on future delinquent and antisocial behavior. Family dysfunction provides children with models and opportunities to engage in problem behavior.

Research suggests that improving family functioning should reduce problem behaviors. The Department supports strategies and interventions designed to strengthen family functioning and thus prevent future problem behaviors. These family strengthening interventions include family skills training, family education, family therapy, family services, and family preservation programs. The Department has implemented Multisystemic Family Therapy as one approach to address delinquent youth behavior within the context of the family, school, and community.

## **Governor's Priority #3 Keeping Florida's Economy Vibrant**

### *Department Goals:*

- *Protect Florida's citizens and visitors from acts of violence by juveniles.*
- *Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.*
- *Prevent juvenile crime; divert youth from becoming serious, chronic offenders.*
- *Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.*
- *Detain and monitor alleged juvenile offenders to enhance public safety.*
- *Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.*

The importance of keeping Florida's communities safe cannot be over-emphasized. Juvenile crimes endanger the economy in a tourism state where citizens and visitors must be safe. The Department's efforts to reduce juvenile crime has a direct impact on the citizens and visitors of Florida.

**Governor's Priority #4**  
**Success for Every Student**

*Department Goals:*

- *Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.*
- *Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.*
- *Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.*

Department programs stress the importance of education in the rehabilitative process. Educational and vocational training provides the skills necessary for youth to become productive citizens. Many professionals believe that education is the single most important factor in the rehabilitation of adjudicated delinquent youth in juvenile justice programs. It is the goal of the Legislature and the Department that youth in the juvenile justice system continue to be allowed the opportunity to obtain a high quality education. The Department of Education serves as the lead agency for juvenile justice education programs, curriculum, support services, and resources. To this end, the Department participates in the following activities:

- Training, collaborating, and coordinating with the Department of Education, district school boards, educational contract providers, and juvenile justice providers, whether state operated or contracted.
- Collecting information on the academic performance of students in juvenile justice programs and reporting on the results.
- Developing academic and career protocols that provide guidance to district school boards and providers in all aspects of education programming, including records transfer and transition.
- Prescribing the roles of program personnel and interdepartmental district school board or provider collaboration strategies.

**Governor's Priority #5**  
**Keeping Floridians Healthy**

*Department Goals:*

- *Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.*
- *Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.*

The Office of Health Services was created in 2005 to assure that the medical, mental health, and substance abuse services provided to the youth in the Department's care are of the highest quality. This office is focused on standardizing, enhancing, and meeting our youth's basic health care needs.

**Governor's Priority #7**  
**Better Government Through Technology**

*Department Goal:*

- *Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.*

The Department is continuously re-evaluating its priorities. Developing the necessary tools to do the job more efficiently and effectively, and reexamining its business processes in order to provide more effective service removes unnecessary burdens on those it regulates.

The Department is currently involved in several Information Technology initiatives aimed at increasing the productivity of the agency while reducing the process for citizens.

Administrative support services are an integral part of day-to-day operations in every agency. As we move toward the future, providing support for an agency of this size becomes an increasing challenge. To meet the challenge, the Department, working with other agencies, has explored creative and innovative options that streamline the administrative process and make it as efficient and cost effective as possible. In fact, the Department has implemented a number of projects, which has resulted in an increase in our efficiency. We will continue to promote cost saving initiatives in the future.

# **Trends and Conditions**

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Described and analyzed within this section are the trends and conditions about Florida's juvenile population, juvenile delinquency, and priority actions of the Department of Juvenile Justice. In accordance with the *State of Florida Long-Range Program Planning Instructions*, the information for this section has been derived from an analysis of the strengths, weaknesses, opportunities and threats that impact agency operations. Additionally, this section addresses the statutory basis for agency responsibility, the factors that led to the agency priorities, an analysis of the final projection for each outcome, and the trends describing juvenile crime and the Department's mission to reduce it.

To increase public safety by reducing juvenile delinquency in Florida, the Department of Juvenile Justice intervenes with almost 100,000 referred juveniles each year and another 40,000 at-risk youth. The agency delivers programs and services through delinquency prevention, diversion, detention, residential commitment, community supervision, and administrative activities.

## **Agency Statutory Authority**

The agency's operating authority, responsibilities and legislative intent for the Department of Juvenile Justice (the Department, DJJ) are defined primarily through s. 20.316, F.S., *Department of Juvenile Justice*; Chapter 984, *Children And Families In Need Of Services*; and Chapter 985, *Juvenile Justice; Interstate Compact On Juveniles*. Based upon the aforementioned statutes, the primary responsibilities of the agency include:

1. To provide judicial and other procedures to assure due process through which children and other interested parties are assured fair hearings by a respectful and respected court or other tribunal and the recognition, protection, and enforcement of their constitutional and other legal rights, while ensuring that public safety interests and the authority and dignity of the courts are adequately protected.
2. To provide for the care, safety, and protection of children in an environment that fosters healthy social, emotional, intellectual, and physical development; to ensure secure and safe custody; and to promote the health and well-being of all children under the state's care.
3. To ensure the protection of society, by providing for a comprehensive standardized assessment of the child's needs so that the most appropriate control, discipline, punishment, and treatment can be administered.
4. To preserve and strengthen the child's family ties whenever possible, by providing for removal of the child from parental custody only when his or her welfare or the safety and protection of the public cannot be adequately safeguarded without such removal.
5. To assure that the adjudication and disposition of a child alleged or found to have committed a violation of Florida law be exercised with appropriate discretion and in keeping with the seriousness of the offense and the need for treatment services.
6. To assure that the sentencing and placement of a child tried as an adult be appropriate and in keeping with the seriousness of the offense and the child's need for rehabilitative services. To provide children committed to the department with training in life skills, including career education.

## **Selection of Priorities**

In order for the Department of Juvenile Justice to accomplish the primary responsibilities assigned by statute, it was necessary to develop a set of goals. The Governor's priorities and the agency's statutorily mandated responsibilities are the foundation of the Department's eight goals chosen as the framework for the FY 2008-09 through FY 2012-13 Long-Range Program Plan.

## **Department of Juvenile Justice Long-Range Program Planning Goals**

1. Protect Florida's citizens and visitors from acts of violence by juveniles
2. Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime
3. Participate in the Governor's Drug Control Strategy to reduce illegal drug use
4. Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services
5. Detain and monitor alleged juvenile offenders to enhance public safety
6. Prevent juvenile crime; divert youth from becoming serious, chronic offenders
7. Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public
8. Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practice

The agency planning and prioritizing process that results in the LRPP goals and intermediate objectives is based upon a number of important information sources. The agency's five program areas, including administration, prevention and victim services, probation and community intervention, detention services, residential services reviewed operations to develop the information for a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. In addition to these resources, information used to create this LRPP was developed from research and publications produced by various offices of the agency, most notably the Office of Research and Planning.

- FY 2005-2010 LRPP Legislative Version, published in 2006.
- 2006 Comprehensive Accountability Report, published December 2006.
- Profile of Delinquency Referrals and Youth Referred, published 2006.

## **Strategic Approach: The DJJ Evidence-Based Practices Initiative**

Having set priorities and established goals and objectives, the leadership of the Department has established a new strategic approach to accomplish these goals. The strategy intends to be research-based and data-driven. The Department's Evidence-Based Practices Initiative is derived from a body of applied research on risk factors associated with delinquency and on evidence-based treatment models and management practices that have been proven to be effective in reducing offending behavior. Strategies are:

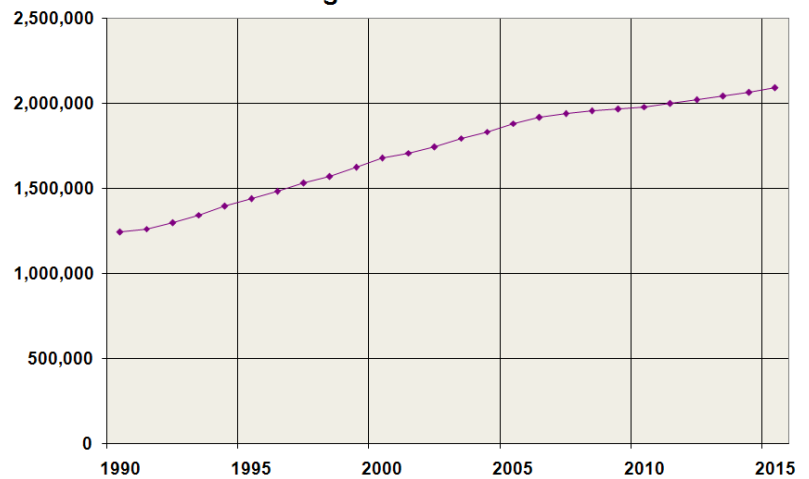
1. **Target offenders most at risk.** The Department is committed to targeting resources strategically by providing more intense services to higher risk youth. More effort and resources are being focused on youth most likely to remain involved in criminal behavior, while youth who are less likely to re-offend will be diverted to community-based programs with proven effectiveness. Targeting these youth involves the use of risk and need assessments that are scientifically valid and reliable measures of the factors associated with continued offending behavior. It involves positioning resources in locations characterized by high populations of at-risk youth. Early identification, management and treatment of the high-risk population before they become chronic, serious or habitual juvenile adult offenders are guiding prevention efforts. Targeting high-risk youth results in the largest decrease in re-offending, making treatment more efficient and significantly reducing the number of victims impacted by serious, violent crime.
2. **Treat risk factors associated with re-offending behavior.** Research efforts also have advanced our understanding of the dynamics of delinquent behavior through the identification of specific risk factors that are associated with re-offending behavior. Some of these factors, such as antisocial peer associations, criminal thought patterns, pro-criminal attitudes, substance abuse and other problems, when treated, result in lower rates of recidivism. The Department strategy is to invest in a range of treatments that are focused specifically on the needs that research has shown to be associated with re-offending behavior.
3. **Employ evidence-based treatments.** Research has also shown that there are some treatments that are more effective than others at reducing these risk factors. Treatments with proven effectiveness in "real world" applications are now being recognized as "evidence-based" treatments. The Department strategy is to expand its use of evidence-based practices, rather than what *might* work or what *ought* to work. Programs utilizing treatments that are not evidence-based or have been shown to be ineffective will be encouraged to re-tool their treatment approach.
4. **Tailor treatments to meet special needs.** Other research has revealed a need for identifying important factors or 'roadblocks' that interfere with treatment unless they are addressed. A strategy has been adopted that takes into account the special needs of girls, youth with mental health and substance abuse problems, sex offenders, and youth with developmental disabilities. The Department continues to expand the number of treatment options within existing specialty programs to meet these needs so that identified risk factors can be reduced effectively.
5. **Monitor implementation quality and treatment fidelity.** Finally, important research on implementation has revealed that monitoring programs to ensure that treatment is provided in a manner consistent with the original design—treatment fidelity—is associated with lower rates of recidivism. The Department strategy is to monitor programs to ensure public safety, the health and safety of staff and the youth in programs, and to ensure compliance with contracts. The Department is also exploring new ways to monitor the implementation of treatments and provide technical assistance so that youth receive the highest quality treatment in the manner it was designed.

Targeting offenders most at risk, treating the needs research has shown to be associated with re-offending behavior, utilizing evidence-based treatments, dealing with special needs that pose roadblocks to effective treatment, and careful implementation and monitoring are all part of the Department's strategic approach to reducing juvenile crime.

### **Florida's Youth Profile**

Since its authorization by the 1994 Legislature, the Department of Juvenile Justice (the Department, DJJ) has witnessed the peaking of juvenile crime in Florida. The Legislature established the Department just as juvenile crime surged upward to record levels during the mid-1990s. The rise in juvenile crime in Florida during the 1990s now can be attributed largely to a parallel boom in the population of juveniles coupled with a lack of sanctions, targeted evidence-based programs and facilities to treat juvenile offenders.

**Florida's Juvenile Population,  
Ages 10-17 Years**



### **Continuing Population Growth Projected to Slow**

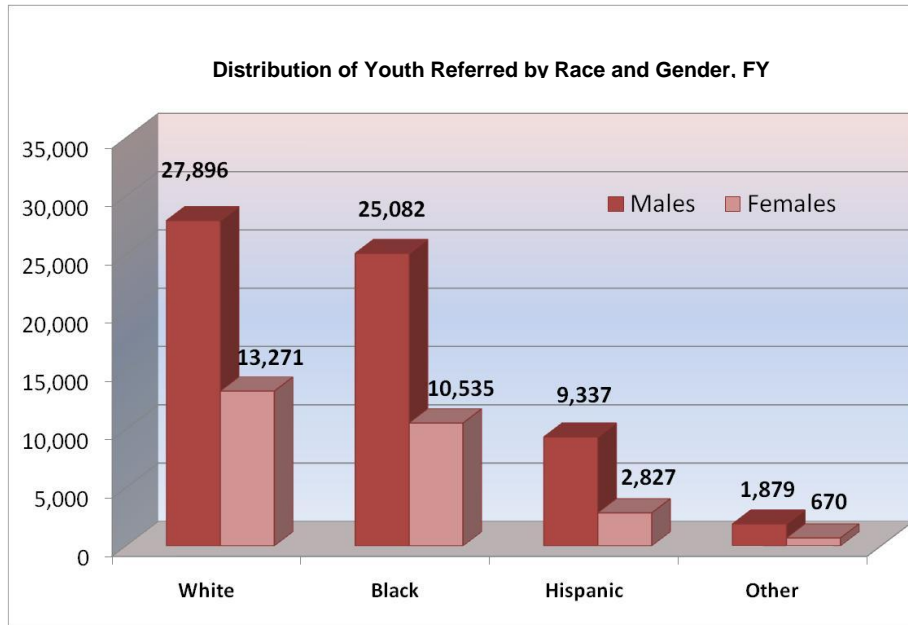
The Florida youth population during the 1990s grew faster than any recent decade before it. The 39 percent population increase during the 1990s far outpaced both the 2.5 percent increase of the 1980s and the 16 percent increase during the 1970s. Florida's 10-to-17 year old age group increased by only 29,000 youth during the 1980s, but that age group increased by more than 465,000 youth during the "Baby Boom Echo" of the 1990s. The 39 percent growth in Florida's youth population overshadows the overall population increase of nearly 24 percent during the 1990s.

Currently, Florida is experiencing its 24th consecutive year of an annual population increase among juveniles. According to the Office of Economic and Demographic Research of the Florida Legislature, annual youth population increases are projected to continue, but at a slower pace, through 2029<sup>1</sup>. A total population increase of more than 82,050 youth, or 4.2 percent, is expected between now and 2012. The annual rate of increase, however, is expected to slow from almost 28,200 youth between 2000 and 2001, to an annual increase of about 20,400 between 2010 and 2011. During FY 2005-06, more than 1.9 million youth resided in Florida out of a total population of 18.6 million, 10.4 percent. With the state's climate, beach resorts, and amusement attractions, the number of out-of-state youth in Florida on any day significantly increases the youth population that can commit delinquent acts.

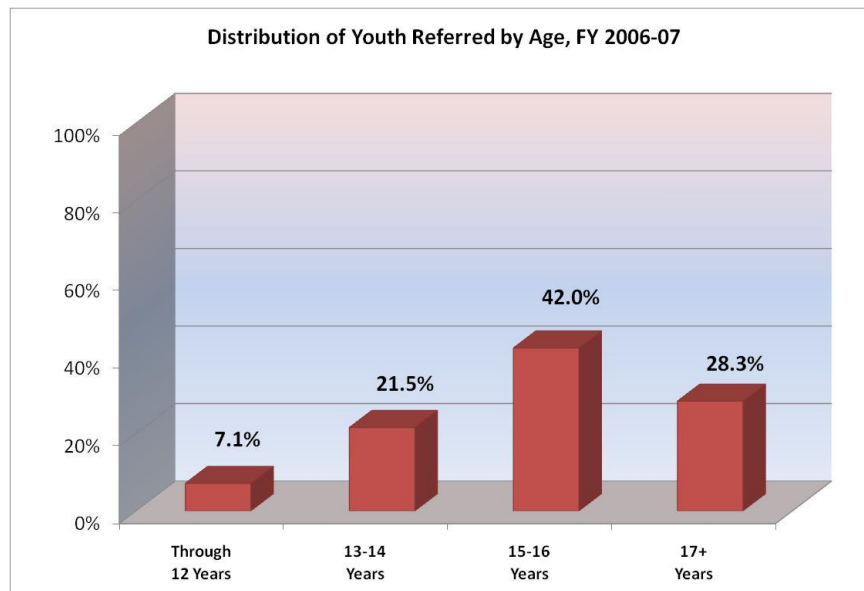
<sup>1</sup> Source: Office of Economic and Demographic Research, Florida Legislature. Figures updated July 2006.



Among Florida's youth, 30.5 percent are white males, 39.7 percent are racial minority males, 14.5 percent are white females, and 15.3 percent are racial minority females.



Of youth referred, 45 percent are White, 39 percent are Black, and 13.3 percent are Hispanic. About 30 percent are female. With regard to age, 7.1 percent of Florida's delinquent youth are younger than age 13, 21.5 percent are ages 13 or 14, 42.0 percent are ages 15 and 16, and the remaining 28.3 percent are 17 or older. Most of Florida's youth are never referred for a delinquent offense during their childhood or teenage years.



## **Risk Factors Facing Florida's Youth—Alcohol and Drugs**

The 2004 Florida Youth Substance Abuse Survey polled nearly 60,000 students in grades 6 through 12 from 329 middle schools, 26 middle/high schools and 224 high schools. The recently published 2006 Florida Youth Substance Abuse Survey supplements the 2004 report with a survey of 61,811 youth in 366 middle schools and 317 high schools. The Florida Departments of Juvenile Justice, Children and Families, Education and Health worked in a cooperative effort led by the Governor's Office of Drug Control to provide information critical to planning and prevention efforts by these agencies. This research is especially important with regard to those goals that require a coordinated effort by these state agencies.

### **Trends in Florida Youth Substance Abuse Alcohol, Drug and Tobacco Use in the Past 30 Days**

<b>Behavior</b>	<b>Drinking Alcohol</b>	<b>Binge Drinking</b>	<b>Cigarettes</b>	<b>Marijuana</b>	<b>Any Drug other than Marijuana</b>	<b>Alcohol or any Illicit Drug</b>
<b>2000 Survey</b>	34.3%	18.8%	18.4%	14.4%	9.3%	38.2%
<b>2001 Survey</b>	32.6%	16.8%	13.5%	13.0%	8.2%	36.2%
<b>2002 Survey</b>	31.2%	16.0%	11.4%	12.1%	7.5%	34.8%
<b>2003 Survey</b>	30.9%	16.0%	11.5%	12.8%	7.4%	35.7%
<b>2004 Survey</b>	32.3%	16.0%	11.4%	11.5%	8.0%	36.1%
<b>2005 Survey</b>	30.8%	15.2%	10.2%	10.4%	6.8%	34.1%
<b>2006 Survey</b>	32.0%	16.8%	10.6%	11.4%	7.3%	35.4%

Source: 2006 Florida Youth Substance Abuse Survey, Florida Department of Children and Families (2007)

Among other highlights from the survey:

- The percentage of youth reporting the use of cigarettes in the past 30 days has dropped substantially from 18.4 percent to 10.6 percent over the last seven years.
- The percentage of youth reporting the use of ecstasy in the last 30 days has declined from 3.9 percent in 2001 to 1.2 percent in 2006, and the use of club drugs is very low.

## **Risks Facing Florida’s Youth—Antisocial Behavior**

The survey revealed that student self-reports of anti-social behavior also declined between 2000 and 2006. Students reported that within the past 12 months, 16.1 percent were suspended from school; 13.3 percent reported attacking someone to harm them; 13 percent were drunk or high at school; 5.5 percent were arrested; 5.8 percent sold illegal drugs; and 5.2 percent carried a handgun. The Surgeon General's report on youth violence states that self-report surveys reveal that 10 to 15 percent of high school students report having committed an act of serious violence in recent years.<sup>2</sup>

### **Trends in Florida Youth Antisocial Behavior Self-Reported Delinquent Behaviors**

<b>Behavior</b>	<b>School Suspension</b>	<b>Attack Someone to Harm Them</b>	<b>Drunk or High at School</b>	<b>Being Arrested</b>	<b>Selling Drugs</b>	<b>Carrying a Handgun</b>
<b>2000 Survey</b>	19.3%	18.1%	15.5%	9.3%	7.9%	5.8%
<b>2001 Survey</b>	15.3%	13.0%	13.5%	6.5%	6.5%	3.8%
<b>2002 Survey</b>	14.9%	12.1%	12.7%	5.6%	5.8%	3.7%
<b>2003 Survey</b>	14.9%	12.2%	13.3%	5.8%	5.7%	4.1%
<b>2004 Survey</b>	15.5%	12.7%	12.8%	5.8%	5.6%	3.9%
<b>2005 Survey</b>	14.6%	11.7%	12.2%	5.4%	4.9%	3.9%
<b>2006 Survey</b>	16.1%	13.3%	13.0%	5.5%	5.8%	5.2%

## **Risks Facing Florida’s Youth—Risk and Protective Factors**

The 2006 Florida Youth Substance Abuse Survey reveals patterns of substance abuse and anti-social behavior among Florida's youth. It also measures risk and protective factors present in homes, schools and local communities. This framework for understanding drug abuse and antisocial behavior was developed by Hawkins and Catalano in their work, *Communities That Care: Action for Drug Abuse Prevention* (1992). Protective factors help youth by reducing the impact of risks, or enabling youth to respond to risks differently. Risk factors are those that increase the likelihood a youth will engage in substance abuse or delinquency. The survey highlighted several protective factors that were strengths communities might leverage, and weaknesses that could be addressed.

The Department's Evidence-based Practices Strategy is based upon research regarding these risk and protective factors. The best-validated risk factors in the research literature include the following, in the order of their ability to predict offending behavior:

- Antisocial attitudes
- Antisocial associates
- A history of antisocial behavior
- Antisocial personality patterns
- Problems in relationships or circumstances at home

<sup>2</sup> U.S. Department of Health and Human Services. (2001). *Youth Violence: A Report of the Surgeon General*. Rockville, MD: U.S. Department of Human Services, Centers for Disease Control and Prevention.

- Problems in relationships or circumstances at school or work
- Poor use of leisure time
- Substance abuse

Antisocial attitudes and antisocial associates are related to the findings of the Survey, which indicated that favorable attitudes toward antisocial behavior, high friend's delinquent behavior, and weak belief in the moral order are leading risks for Florida youth.

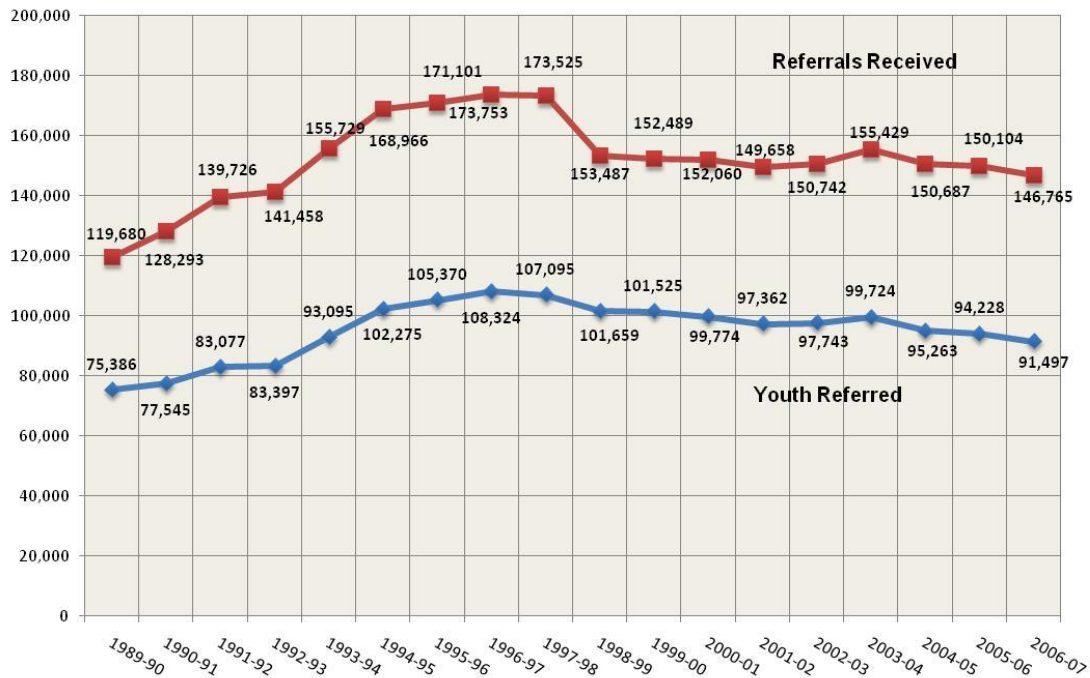
Much of the impact of risk and protective factors, and the potential to modify them occur at the local community level, through local government and community agencies, including faith-based organizations. County-level reports are available and provide significantly more information to local delinquency prevention planners. Outside of the risk and protective factors addressed in the Survey, academic failure was significantly more elevated at the state level in Florida, but the risk of academic failure varies among Florida communities. Florida's literacy and education initiatives have begun to address the core cause of a lot of academic failures, as evidenced by falling scores for risk in that domain.

Concurrent with the Governor's priorities, the Department is now harnessing the power of its technological capabilities to help local communities target those youth most at-risk to become serious, chronic offenders. The new risk/needs assessment will do a better job of determining the incidence and prevalence of risk factors associated with offending behavior. Using zip code data, the agency is able to identify and map neighborhoods where most delinquents live in Florida's cities and counties. National Census data can be blended with poverty and parental data from the Department of Revenue. That combined information then can be evaluated against the survey's risk factor data and all of that added to various crime data maintained by DJJ, the Florida Department of Law Enforcement, and the Department of Corrections. As a result, local strategies for preventing juvenile crime can be derived from integrated data sources rather than relying on only a single statewide source.

## General Trends and Projections in Florida Delinquency

Juvenile crime has dropped following a peak in the mid-1990s. The most recent five-year trend shows almost a 7% decrease in the number of youth referred, and a small decrease in the rate of juvenile crimes per 1000 youth.

**Youth and Referrals Received by Fiscal Year**

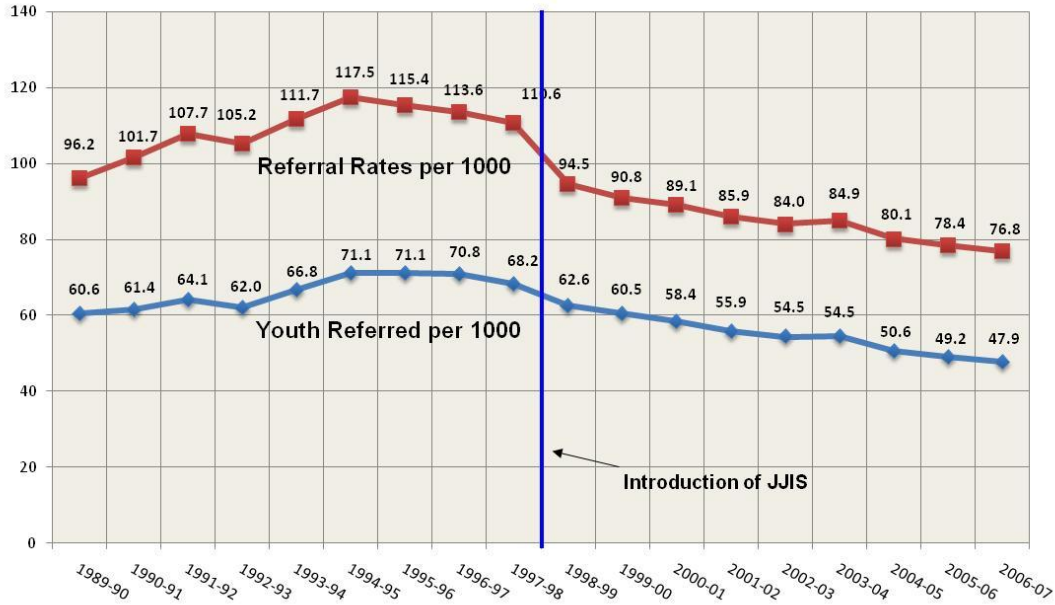


With the number of referrals to the juvenile justice system at about 147,000 for FY 2006-07, the state is experiencing a small decrease after a small spike in FY 2003-04. (The number of referrals includes youth who are referred more than once on separate occasions.) An important factor to consider is that while the number of youth and referrals received over the past eleven years has declined significantly, the youth population of Florida has grown during that time period. When the state's juvenile population growth is factored in, the Department's success in reducing delinquency is most evident.

Note: Beginning with the 2004-2005 LRPP, the referral figures and referral rates cited in the outcome figures and projections for each year have been 'frozen.' Each year's outcomes and data points are based on data extracted during the first week in September following the end of that Fiscal Year. These data points will not be updated in subsequent years, as the data changes.

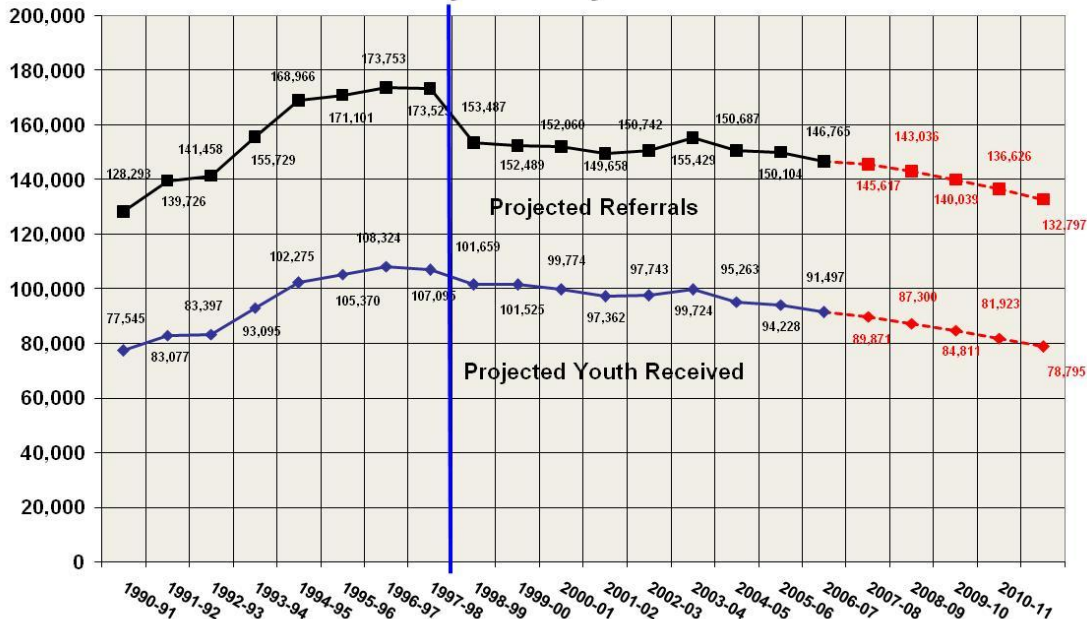
Since the Department's creation in 1994, the state's rate of juvenile crimes per 1,000 youth has declined from 117.5 per 1,000 in 1994-95, to 76.8 per 1,000 in 2006-07--a decrease of thirty-five percent.

**Referral Rates and Rates of Youth Referred per 1,000 Youth as Risk**



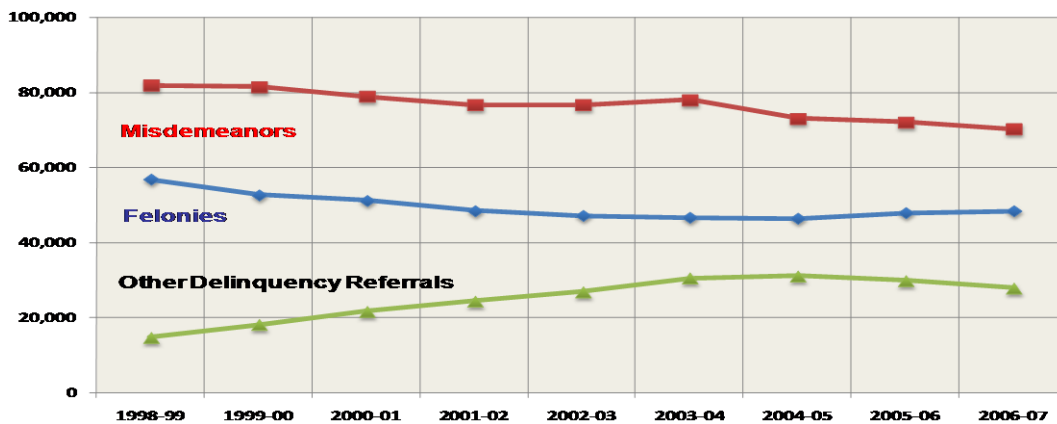
Current estimates of juvenile crime trends indicate a slight decrease in the change in rates will occur; however, as the youth population grows annually the net effect is a projection of a small increase in the raw number of youth and referrals received. Only small increases or decreases are anticipated over the next five years.

**Projected Referrals Received and Youth Referred by Fiscal year**



Even as the population ages 10-17 years continues to increase, the rate of referrals and the rate of youth referred are at some of their lowest points in over 15 years. Trends within the referrals received indicate that "Other" delinquency referrals, especially non-law violations of probation, continue to rise as a percentage of all referrals.

### Referrals by Fiscal Year and Type



Since FY 1998-99 the number of felonies shows a decline of approximately fifteen percent and the number of misdemeanors declined as well by about 14 percent. Probably the most striking trend, however, is the dramatic increase in "other"<sup>3</sup> delinquency referrals—those that include both technical and non-law violations of probation—which have almost doubled since 1998-99. Had these other delinquency referrals not increased, but simply stayed at the 1998-99 level, the total number of referrals would have declined by thirteen percent rather than the increase of almost 2 percent that actually occurred. Over the last seven years, the Department has emphasized the need to hold youth and staff accountable for compliance with the terms of the youth's probation. There has been a resulting increase in the number of youth referred and committed for violations of probation. A preliminary analysis of referrals connected with admissions between FY 2001-02 and FY 2002-03 revealed an increase of more than 50 percent in the number of admissions to residential treatment for non-law violations of probation or aftercare.

<sup>3</sup> Other delinquency offenses include violations of city and county ordinances, violations of probation or aftercare, prosecutions of previously deferred cases, transfers to other counties for prosecution, and interstate compact cases.

The number of admissions to residential commitment has declined, reflecting the general trend of stability in the numbers of juvenile crimes. In 2005-06, 5,711 youth were admitted for the first time.

### Admissions to Residential Commitment, FY 1998-99 to 2005-06

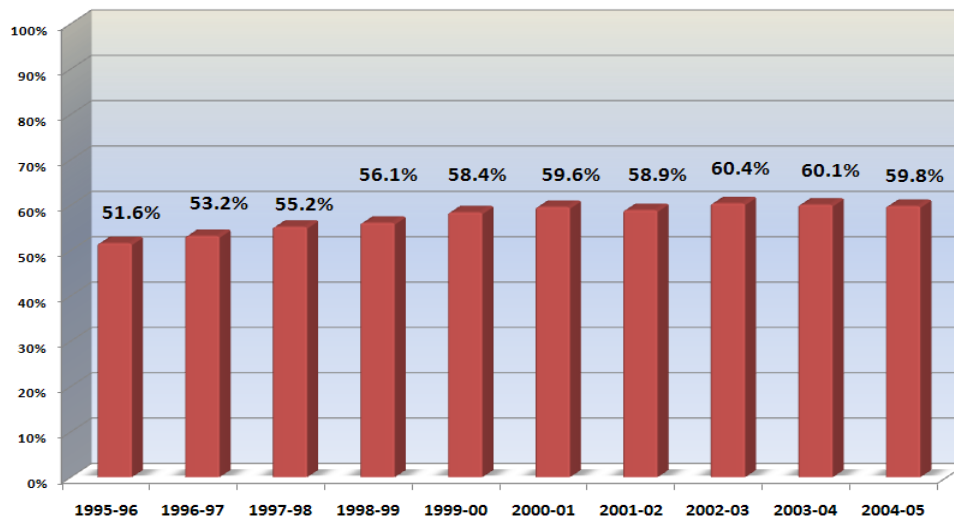
Fiscal Year	New Admissions			New Admissions	Transfer Admissions				Total Admissions
	First-Time Admission	Subsequent Admission	Recommitment Placement Change		Lateral Transfer	Transfer Up	Transfer Down	Transfer Admissions	
98-99	6,224	2,003	469	<b>8,696</b>	436	202	38	676	<b>9,372</b>
99-00	6,292	2,422	521	<b>9,235</b>	564	166	30	760	<b>9,995</b>
00-01	6,065	2,143	434	<b>8,642</b>	743	199	165	1,107	<b>9,749</b>
01-02	6,418	2,224	310	<b>8,952</b>	518	181	33	732	<b>9,684</b>
02-03	6,459	2,224	180	<b>8,863</b>	562	271	63	896	<b>9,759</b>
03-04	6,121	2,277	140	<b>8,538</b>	510	199	21	730	<b>9,268</b>
04-05	5,963	2,006	384	<b>8,353</b>	455	117	10	582	<b>8,935</b>
05-06	5,711	1,891	375	<b>7,977</b>	284	109	16	409	<b>8,386</b>

For FY 2005-06, transfers due to program closures were not included in the transfer admissions. There were 145 transfers due to program closures during FY 2005-06.

\*Subsequent Admission was formerly called Subsequent Recidivism Admission.

As the Department increased treatment capacity and the ability to address specific behavioral and mental health needs, DJJ has also increased program effectiveness as indicated by the success rates for juveniles released from residential commitment programs. Success is defined as remaining crime-free for one year after release from a treatment program.<sup>4</sup>

### Residential Success Rates by Fiscal Year

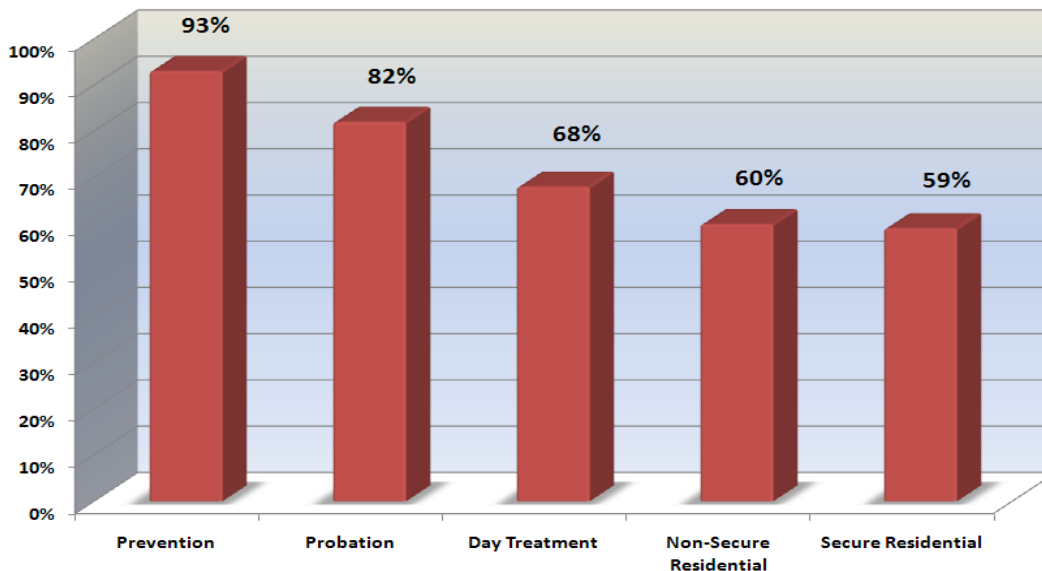


<sup>4</sup> Crime free is defined as no adjudications or adjudications waived for crimes committed within 12 months of release.



Success is defined as remaining crime-free for one year after release from a treatment program meaning no adjudications or adjudications withheld for crimes committed within 12 month of release. Success rates for prevention, probation, day treatment and the varying risk levels and treatment needs of the youth served impact both non-secure and secure residential programs.

**2005-06 Success Rates for DJJ Programs**



\*Prevention success rate is based on six-month follow up after program release; all others are 12-month success rates.

## **Analysis of Service Outcomes and Projections**

Accomplishing the tasks set forth in the first three goals of this FY 2006-07 through FY 2012-13 Long-Range Program Plan will require a combined effort of the agency, its partners and community leaders. No single entity or agency is responsible for lowering overall delinquency, violent crime or illegal drug use. DJJ accepts the responsibility to increase coordinated efforts toward the achievement of high goals. These goals are ambitious, with targets that may be difficult to reach. These goals serve as the Department's commitment to make Floridians and their visitors safer from the pain and suffering of juvenile crime.

**Goal 1: Protect Florida's citizens and visitors from acts of violence by juveniles.** There are two agency objectives related to this first goal:

Objective 1A: Reduce the rate at which juveniles are referred for murder, attempted murder, manslaughter, sex offenses, robberies, and resisting arrest with violence.

Objective 1B: Reduce the rate at which juveniles are referred for aggravated assault/battery.

**Goal 2: Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.** This goal has one agency objective.

Objective 2A: Continue annual reductions in the rate and number of referrals for felonies, misdemeanors and other delinquent offenses.

Juvenile crime has dropped following an explosive peak in the mid-1990s. With 91,497 youth referred to the juvenile justice system during FY 2006-07, the state remains at its lowest level of delinquency in the last thirteen years.

Among the key points about the security at agency facilities:

- There were 10 escapes from detention centers with a total of 54,947 youth served.
- There were 122 escapes from Residential commitment in 2006 compared to 547 in 1998.

**Goal 3: Participate in the Governor's Drug Control Strategy to reduce illegal drug use.**

Objective 3: Reduce the rate of juveniles referred for drug-related (marijuana and non-marijuana) felonies and misdemeanors.

The third goal focuses on reducing illegal drug use. Both the *Florida Youth Substance Abuse Survey* and the outcome measures included in this LRPP indicate that progress is being made toward this goal. The overall rate of drug referrals per 100,000 youth has declined from 977 in FY 1998-99 to 799 during FY 2006-07, a decrease of almost 22 percent in the rate.

The Department efforts to accomplish this goal include both prevention and treatment efforts. The SWOT analysis revealed an immediate threat to the objective of reducing drug-related felonies and misdemeanors represented by the loss of Federal funding that was supplanted by non-recurring funding from the state.

**Goal 4: Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.**

During the past five years residential capacity within the Department of Juvenile Justice has increased from a total of 5,579 beds in 1999 to a current capacity of 6,762, a 21% increase. The average length of stay in residential placement, by level, for FY 1998-1999 as compared to the Department's most current data, is as follows:

**Trends in Length of Stay by Restrictiveness Level**

<b>Restrictiveness Level</b>	<b>1998-1999</b>	<b>2004-05</b>
<b>Low</b>	100 Days	127 Days
<b>Moderate</b>	201 Days	250 Days
<b>High</b>	344 Days	344 Days
<b>Maximum</b>	566 Days	522 Days

**\*Maximum risk length of stay was shortened due to a change in providers.**

Objective 4: Ensure that two out of three youth, who complete secure and non-secure commitment programs, remain crime-free for one year after release.

Reducing the number of youth who recidivate or the frequency with which they re-offend is critical to the agency's mission to reduce juvenile crime. For youth released from DJJ residential commitment programs from FY 1995-96 through FY 2004-2005, the agency's overall success rate, which accounts for youth not committing another offense within a year of release<sup>5</sup>, has increased from 51.6 percent to 59.8 percent. This overall 8.2 percent improvement in performance is likely attributable to more specialized services, overall maturation of programs offered by private providers, and improved linkage between residential commitment and probation/community corrections officers who oversee youth's transitions back into their communities.

### Residential Commitment Success Rates Nine-Year Review

Report Year	1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>Residential Only</b>	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
<b>Non-Secure</b>	53.3%	55.1%	55.0%	57.9%	59.4%	58.9%	59.9%	60.3%	60.0%
<b>Secure</b>	52.9%	55.8%	59.9%	60.1%	60.1%	59.0%	62.4%	59.3%	59.2%
<b>Statewide</b>	53.2%	55.2%	56.1%	58.4%	59.6%	58.9%	60.4%	60.1%	59.8%

Definition: Percentage of youth who remain crime-free for one year after release from a residential commitment program. To be considered "crime-free for one year after release," a youth must not be adjudicated, have adjudication withheld, or be convicted in adult criminal court for an offense that occurred within one year of release.

Agency Performance: Reducing the number of youth who recidivate or the frequency with which they re-offend is critical to the agency's mission to reduce juvenile crime. For youth released from DJJ residential commitment programs from FY 1996-97 through FY 2004-05, the agency's overall success rate, which accounts for youth not committing another offense for one year after release has increased from 53.2% to 59.8%. This improvement in performance is likely attributable to an increase in specialized services such as substance abuse, mental health and gender-specific programming.

Directly under the agency's influence and responsibility is its most ambitious program goal—to increase success rates (non-recidivism rates) to 63 percent. The success rate has remained stable hovering around 60% for the past three fiscal years.

**In view of these trends and conditions, the five-year priorities for Residential Services include the following:**

1. **Reduce Waiting List.** Reduction of the waiting list to fewer than 100.  
Strategies include:
  - Redesign current capacity to meet population needs using flexibility assigned by the Legislature.
  - Manage length of stay – improve successful completion rates.

<sup>5</sup> Crime free is defined as no adjudications or adjudications withheld for crimes committed within 12 months of release.

- Increase program utilization.
  - “Overbook” program census.
2. **Reduce Facility Incidents.** Reduction of the annual number of incidents requiring physical takedowns of youth by 50% statewide. (Reduce facility incidents)  
Strategies include:
- Expand the use of evidence-based practices and effective behavior management strategies and move from the What Works pilot project to statewide implementation of evidence-based practices.
  - Work with programs on enhancing their behavior management system to reduce the need for physical intervention
  - Enhance staff training to include recognizing adolescent development and appropriate verbal interactions.
3. **Enhance Meaningful Vocational Training.** All residential programs with a length of stay of at least 6 months will provide Type 2 vocational programming.  
Strategies include:
- Establish baseline and growth in each category of vocational education provided in juvenile justice residential commitment programs.
  - Develop a Model Exit Transition checklist for residential commitment programs for standard program use in documenting value-added life skill, career education and employability readiness upon program completion.
  - Education and juvenile justice personnel will collaborate with workforce development programs to initiate local partnerships and resource development.
  - DJJ personnel will participate in updating Florida’s Career and Technical Education Plan for Juvenile Justice Involved Students.
  - Development of legislative budget requests for additional vocational placement and distance learning opportunities.
  - Showcasing best practices at state and regional conferences and through product development (such as the Avon Park and Twin Oaks presentation at Juvenile Justice Education Institute in Orlando, Cypress Creek Academy presenting at September Adult Education Conference).
4. **Decrease Staff Turnover.** Reduction of the staff turnover rate in state-operated facilities from 21% to 15%.  
Strategies include:
- Implement employment recognition programs.
  - Develop a legislative budget request that increases requirements for new hires and as a result, increases salary.
  - Establish a leadership curriculum specifically for front line supervisors
5. **Reduce Transfers Between Programs.** All programs will achieve a 95% completion rate.  
Strategies include:
- Change JJIS bed management system to reflect the five levels of care determined by the Specialty Services Workgroup and amend program descriptions to match.

- Increase involvement in the development of the risk/needs assessment process.
  - Implement risk/needs assessment process in the commitment process and in programs.
  - Work with programs to establish a review system to track youth achievement
  - Emphasize the need for individualized treatment strategies to assist youth in being successful
6. **Enhance Services To Girls.** All girls programs will participate in an ongoing process of quality improvement addressing gender responsive services.  
Strategies include:
- Providers will use the self-assessment instrument to improve gender responsive programming.
  - Create a Girl’s Advisory Council, consisting of department, provider, legislative and Florida Juvenile Justice Foundation members to plan for appropriate services for girls.
  - Re-define role of Girl’s Forum and its connection to the Girl’s Advisory Council.
  - Provide training to department and provider staff on gender responsive programming.
  - Expand the Trauma-Informed Care Initiative, which includes training for staff in effective communication strategies by the recognition of traumatic abuse histories of many youth served and the behaviors that often manifest from those histories.
7. **Continue Restorative Justice Implementation.** Increase the number of residential programs implementing Victim Impact Training groups utilizing an appropriate curriculum from 65% to 80%.  
Strategies include:
- Training additional trainers statewide for Impact of Crime Curriculum.
  - Each region will conduct two (2) Impact of Crime facilitator Trainings.
8. **Increase Parental Involvement.** All programs will implement strategies that engage parents in the treatment process and use parents as resources.  
Strategies include:
- Include parents in program Advisory Board membership.
  - Consult with a customer service representative to develop:
    - Parent surveys that will be used to determine improvement in the youth’s progress and satisfaction with program.
    - Training for Provider and Department front line and management staff.
  - Enhance skill sets of therapists to engage parents by phone for therapy sessions.
  - Conduct/enhance parent weekend group sessions.
  - Create a “bring your parent to juvenile justice” month.
  - Incorporate strength based assessments to determine most appropriate ways to engage parents in the treatment of their children.
  - Conduct an inventory assessment with parents at the time of admission to determine their skills/talents that can be shared with the program staff and youth.

- Create a peer-mentoring program for new parents coming into the system to answer questions about the program, handbook, processes, etc.
- Create a "college" for parents to include courses or competencies that addresses adolescent development and parenting techniques.

**Goal 5: Detain and monitor alleged juvenile offenders to enhance public safety.** There are three objectives related to this goal.

Objective 5A: Prevent escapes from secure detention

Objective 5B: Increase the percentage of youth who remain crime-free while in secure detention (without committing assault/battery, contraband possession, an escape or other delinquent incident).

Objective 5C: Increase the percentage of completions from home detention without the assigned youth committing a new law or contract violation, failure to appear, an abscond, or contempt of court.

Three outcome measures indicate progress in meeting the objectives related to this goal: prevention of escapes, increasing safety and order within secure detention and during home detention. During the last seven years, escapes from secure detention centers declined from 22 to only 10 during FY 2006-07. The percentage of youth who remain crime free while in secure detention had increased from 96.8% during 1999-2000 to 98% during FY 2006-07. It is reasonable to project that with a continued focus on the development of staff professionalism, staff training and improved behavior management programs in detention centers the crime-free rate will be maintained or possibly improved. A review of data indicated the success rate for completion of home detention has risen from 73% to 97% between FY 1999-2000 and FY 2006-07. However, the data does not account for the loss of the Community Youth Leaders and the intense supervision they provided to youth on home detention, resulting in higher rate of violations of home detention.

The SWOT analysis raised several issues with regard to continuing progress toward these goals, including the funding shift, the ability to attract, train and retain staff, and loss of alcohol, drug, and mental health services funding from the Department of Children and Families.

**Training of Direct Care Staff.** As was the case with residential programming, another challenge to continued progress toward the goal of successful completion of detention is the ability to recruit, train and retain qualified staff. Additional training and the inclusion of positions in the Special Risk Retirement Program will result in a lower turnover rate and will strengthen and upgrade detention facilities by attracting and maintaining competent, qualified staff. As a critical first step, during the 2006 General Session, the Legislature appropriated funds to give the detention center front line staff a five-percent pay increase.

**Loss of Revenue.** While costs for pharmaceuticals, electricity, transportation, etc., continue to increase, revenue has decreased. The provision of medical services is of special concern and one for which the program area has requested additional funding. The Department has experienced a decrease in the amount of alcohol, drug, and mental health funding from the Department of Children and Families. As a result, the Department is asking for increased funding to offset the loss of this funding. Further reductions in budget for Detention Services will seriously impair the Department's ability to provide safe and secure detention centers for youth in its custody and to continue to provide the level of enhanced public safety that has become the standard in Florida.

**In view of these trends and conditions, the five-year priorities for Detention include the following:**

1. **Provide safe detention center environments.** Detention Services will continue to upgrade facility safety and security devices as funding allows.  
Strategies include:
  - Replace Closed Circuit Television systems that have deteriorated and cannot be repaired.
  - Monitor and study all safety related incidents so that training for Detention staff can be further enhanced.
2. **Provide adequate healthcare for youth.** Appropriate healthcare, including medical, mental health, and substance abuse services, is of primary concern to Detention Services.  
Strategies include:
  - Request additional funding to allow the provision of services at the current level.
  - Requesting funding to provide enhanced medical care through implementing 24/7 nursing services at detention centers with 70 or more beds.
3. **Enhance public safety by maintaining secure detention centers.** Detention Services will continue to upgrade facility security devices as funding allows.  
Strategies include:
  - Track quarterly security audits and report follow-up on any recommendations and/or criticisms included in these.
  - Provide ongoing training to staff regarding all aspects of safety and security in Detention centers.
4. **Continue to provide programming designed to improve youth literacy.**  
Strategies include:
  - Active participation in the Just Read, Florida! Workgroup.
  - Appointment of education coordinators in each of the three regions to work with area Detention centers in planning and executing education overall and youth literacy specifically.
  - Establish libraries in cooperation with local entities as a means of improving youth literacy.
  - Monitor progress through reports on regional activities and accomplishments forwarded to Detention Services at Headquarters.
5. **Continue to improve staff professionalism through training and education.** Detention Services continues to work to improve the training program for staff.  
Strategies include:
  - Staff certification curriculum approved by the Criminal Justice Standards and Training Commission.
  - Annual Detention Services Training Institute to enhance the level of performance of direct care staff through workshops focusing on topics such as Managing Suicidal Youth, Crisis Intervention, Adolescent Development, Effective Communication and Ethics.
  - Networking among detention personnel to enhance the overall ability of each facility to meet the needs of its youth.

**Goal 6: Prevent juvenile crime; divert youth from becoming serious, chronic offenders.**

Objective 6A: Target the most at-risk youth, but achieve and maintain a high percentage of youth who remain crime free six months after receiving prevention services.

The Office of Prevention and Victim Services is currently operating based on the Department's Evidence-based Practices Initiative. These strategies are derived from a body of applied research on risk factors associated with delinquency and on evidence-based treatment models and management practices that have been proven to be effective in reducing offending behavior. The DJJ strategy is summed up in the following five principles:

- Risk Principle: Target higher risk offenders and mimic the intensity and duration of services to the risk level of the youth, with higher risk youth receiving more intense services.
- Need Principle: Treat risk factors associated with offending behavior.
- Treatment Principle: Employ evidence-based treatment approaches.
- Responsivity Principle: Tailor treatments to meet special needs.
- Fidelity Principle: Monitor implementation quality and treatment fidelity.

Important issues regarding the future of Prevention and the ability to meet the goals surrounding the DJJ Evidence-based Practices Initiative were revealed through the SWOT analysis. Strengths, weaknesses, opportunities and threats included weaknesses in the Prevention strategy and the opportunities to enhance Restorative Justice programs and evidence-based treatment programs.

**Leveraging the Evidence-based Practices Initiative Methodology and GIS mapping.** In keeping with the DJJ Evidence-based Practices Initiative, funding is directed towards programs that serve youth who are deemed at risk based on a validated risk/needs assessment. Currently, DJJ distributes data monthly about the risk level and needs related to offending behavior of every youth referred to the Department in each county. By using these data, prevention programs are able to target risk factors in local areas that are currently leading in the referral of delinquent youth. In addition, the youth must reside in neighborhoods within zip codes identified by GIS mapping as communities with the largest population of juvenile delinquents. GIS maps have been made available to community-based applicants and stakeholders through the Department's website. This methodology provides equitable funding to each community and demonstrates a commitment to the DJJ Evidence-based Practices Initiative: Target high-risk offenders. GIS mapping allows the Department the opportunity to assist with targeting the needs and identifying communities most deserving of delinquency prevention services.

**Recruit and Retain Quality Staff.** With more than 136-delinquency prevention grant programs serving approximately 31,961 youth, it is evident that the current number of delinquency prevention specialists is not adequate to ensure accountability and successful implementation of Evidence-based programming. The lack of adequate staff decreases the Department's capacity to replicate evidence-based programs and practices throughout the prevention continuum of services. It also decreases the Department's ability to work with communities to implement Evidence-based programming.

Research indicates that competent service delivery and adherence to treatment models is essential to the task of reducing recidivism and realizing returns on prevention dollars invested. The lack of adequate staff limits the Department's ability to ensure that evidence-based treatments are implemented according to their original design.

**Implementing Restorative Justice.** Restorative Justice programs enable the victim, offender and affected members of the community to be directly involved in responding to the crime. The restorative justice process of involving all parties is fundamental to achieving the restorative outcome of reparation and peace. Neighborhood Accountability Boards allow for the restorative justice process to work by bringing all parties together by a trained facilitator to discuss how they have been harmed by the offense



in question and how that harm might be addressed. A variety of offenses have been successfully resolved through this method, such as theft, arson, minor assaults, drug offenses, and vandalism. Currently, several communities throughout the state have piloted Neighborhood Accountability Boards, and their success has encouraged much enthusiasm and wider implementation in all 20 judicial circuits.

**Implementing Evidence-Based Practices.** In view of the five principles of effective intervention associated with the DJJ Evidence-based Practices Initiative, the Office of Prevention and Victim Services has targeted high-risk youth that are more likely to enter the juvenile justice system and positioned its service delivery system based on high-crime neighborhoods. Prevention grants and general revenue funding are being directed towards evidence-based treatments that address specific risk factors associated with re-offending behavior, consistent with the need, treatment and responsivity principles of the strategy.

Currently, the Department, through the Probation and Community Intervention program area, is piloting evidence-based treatments, such as Functional Family Therapy, Multi-Systemic Therapy and the Strengthening Families Program. In addition, tailoring evidence-based programming for the special needs of girls is a priority, as are the needs of youth for vocationally-oriented prevention programs such as Youth Build. In combination with evidence-based treatment, these programs could have a major impact for prevention in high-crime neighborhoods.

**In view of these factors the five-year priorities for Prevention include the following:**

**1. Develop and implement the primary mission and purpose of the office while determining the most optimal organizational structure that will enable the office to accomplish its mission.**

Strategies include:

- Streamline the prevention work force to be more cost-effective while continuing to maintain strict accountability.
- Enhance office organizational structure to ensure effective work production.

**2. Improve and enhance communication, coordination, community programming services and utilization of the Juvenile Justice Boards and Councils across the state.**

Strategies include:

- Develop public service announcements and other community awareness efforts regarding prevention and prevention programs.
- Establish additional Neighborhood Accountability Boards, Civil Citation Programs, and other Delinquency Prevention Programs.
- Support additional CINS/FINS Councils for schools, the Statewide Faith Network, additional collaborative efforts (i.e., Boys and Girls Clubs, Police Athletic League, Statewide Boards and Councils)

**3. Develop and implement new and innovative prevention programming and training that have a research basis. The training will be provided to stakeholders and staff.**

Strategies include:

- Provide statewide delinquency prevention training and staff development via DJJ Delinquency Prevention Conference, OJJDP regional trainings, Restorative Justice trainings, Gender-Specific Female trainings, etc.
- Implement innovative programming to include Bullying Reduction, the Failure Free Reading programming, Gender-Specific Disproportionate Minority Contact Programming, etc.

**4. Continue to provide on-going delinquency prevention programming and services throughout the State of Florida that include reaching high-risk youth in identified targeted communities.**

Strategies include:

- Maintain and enhance the grant process that involves communities, Juvenile Justice Boards/Councils and stakeholders.
  - Continue utilization of research based programming and measurements.
  - Maintain accountability tools and processes.

**Goal 7: Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.**

Objective 7A: Increase the percentage of youth who do not commit a new crime one year after release from probation.

Objective 7B: Increase the percentage of youth who do not commit a new crime one year after release from conditional release and/or post-commitment supervision.

Increasing success rates is also the focus of the Department's program goals for Probation and Community Intervention programs. This goal is consistent with the Governor's priorities. Progress toward these goals is evident in the increases in youth who remain crime-free one year after release from probation (79.1 percent to 82 percent between FY 1997-98 and FY 2006-07) and aftercare (62.0 percent to 65 percent between FY 1998-99 and FY 2004-05). It is reasonable to expect that with a continued focus on the implementation of the Department strategy along with the development of staff professionalism, training, and the use of evidence-based programs, the crime-free rate will continue to increase.

While the Department establishes priorities and goals for its probation and aftercare programming, it is recognized that community roles and attitudes are critical to ensure that progress continues to be made once youth are released from the juvenile justice system. The Department is working to increase the involvement of the community through the recruitment of volunteers, accessing existing resources and actively involving victims in a restorative justice approach. The SWOT analysis also raised important issues for Probation and Community Intervention that included staff recruitment and retention, juvenile probation officer workloads, and implementation of the Evidence-Based Practices Initiative.

**Staff Recruitment and Retention.** An important factor in program success is hiring, training and retaining quality staff. Salary deficit is most greatly felt on the front lines in terms of low salaries and unreimbursed expenses of Juvenile Probation Officers, Officer Supervisors and Clerical support positions, which constitute approximately 94% of the FTEs in the Probation and Community Intervention program area. As a critical first step, during the 2006 General Session, the Legislature appropriated funds to give the detention center front line staff a five-percent pay increase.

**Implementation of the DJJ Evidence-based Practices Initiative.** The foundation of the DJJ Evidence-based Practices Initiative is the ability to accurately assess the risk factors of youth that are associated with re-offending behavior. Probation and Community Intervention plays a pivotal role in identifying high-risk youth through the development and implementation of the Positive Achievement Change Tool (PACT). The PACT, a validated risk/needs assessment, will guide treatment of risks associated with re-offending behavior throughout the system. Targeting resources to the youths who are most likely to become serious, habitual criminals and intervening before criminal behavior becomes ingrained is viewed as an important opportunity and critical to the success of the Evidence-based Practices Initiative.

A second effort related to the Evidence-based Practices Initiative strategy is the Redirection program. As the Department holds youth accountable to the terms of their probation, more youth are being placed in residential commitment for non-law (technical) or misdemeanor new-law violations of probation or aftercare than in previous years. Practical, less expensive alternatives to residential placement are needed to provide appropriate sanctions for lack of compliance with court orders. The Redirection program is considered an opportunity to address the issues related to juvenile offender accountability in a cost-effective way that also employs evidence-based treatment. The Redirection program utilizes both Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT), both of which are evidence-based practices proven to reduce recidivism.

The use of an evidence-based framework for the purchase of services is an important third effort at implementation of the DJJ strategy. Probations and Community Intervention programming is targeting the purchase of different services that have proven more effective at reducing juvenile crime, including Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT). Intensive Delinquency Diversion Services (IDDS) is implementing evidence-based strategies to target and supply rehabilitative services to delinquent youth and their families. Additionally, juvenile probation officers (JPOs) themselves are receiving training in several evidence-based practices, such as Thinking for a Change (T4C), Aggression Replacement Training (ART), and Lifeskills Training (LST). These practices allow officers to target the antisocial attitudes, anger management/aggression issues, and substance abuse issues of the youth served. Training officers allows the Department to provide evidence-based services to youth who reside in areas where contracted services are not available or are not at the standard required by the Department.

**In view of these issues, Probation and Community Intervention has established the following five-year priorities:**

**1. Enhance Contract Monitoring.**

Strategy:

- Develop and implement a statewide policy to ensure that contracted services are properly monitored and that appropriate action is taken to address non-compliance with contract terms and conditions

**2. Continuation of the Probation Volunteers Program.**

Strategy:

- Continue the pilot probation volunteer program with options for statewide expansion

**3. Institute Data-Driven Management.**

Strategy:

- Develop and implement a process for collecting, evaluating, and responding to management data PBviews with a view toward improving program operations.

**4. Fully Implement New Assessment of Risk and Need.**

Strategy:

- Ensure that 100% of youth referred to the Department are properly classified according to the Positive Achievement Change Tool (PACT).

**5. Ensure Utilization of Resources.**

Strategy:

- Maintain 95% utilization of all day treatment, conditional release, and IDDS slots

**6. Enhance Diversion and Redirection Services.**

Strategies include:

- Continue to expand evidence-based redirection services as an alternative to residential treatment for youth found in violation of supervision.
- Ensure that at least 70% of the youth served in these programs are successfully diverted from residential placement.

**7. Ensure Program Completion.**

Strategy:

- Ensure that 75% of committed youth placed in a minimum risk (day treatment) facility successfully complete the program.

**8. Decrease Recidivism.**

Strategy:

- Ensure that 70% of committed youth who successfully complete a minimum risk program are not subsequently re-committed to a residential facility.
- Expand the use of evidence-based practices.

**Goal 8: Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.**

Objective 8A: Ensure that the percentage of administrative costs and positions to overall agency costs and positions do not exceed the standards set by the Legislature.

Objective 8B: Receive satisfactory or higher ratings from the public and stakeholders with the services, activities and responses provided by the Department.

Objective 8C: Replicate best practices identified through Quality Assurance, program accountability measurement, outcome evaluation, and special studies.

Progress toward reducing the percentage of costs devoted to administration is evident in the decline from 4.8 percent to 4.2 percent between FY 2000-01 and 2006-07.

Each year over 700 management and supervisory staff participate in quality assurance reviews. Through this process, managers and supervisors observe exemplary practices of various programs that they are able to replicate in their program. In addition, when a QA team identifies a weakness in a program component, the program management is referred to another program that has an exemplary practice in the area of need that can be replicated. FY 2006-07 marked the first year the Department has piloted the Quality Assurance "Tier II" Standards in Residential programs. These standards examine the extent of evidence-based programming, best practices in delinquency intervention, and empirically proven effective behavior management strategies are utilized within each residential program. There are a number of other innovative projects already touching youth and families in Florida:

- The Department is in the process of implementing a new risk/needs assessment called the Positive Achievement Change Tool (PACT). The PACT assesses the level of risk to re-offend and criminogenic needs for Florida youth and facilitates the development of a comprehensive intervention plan. These strategies are derived from a body of applied research on risk factors associated with delinquency and on evidence-based treatment models that have proven effective in reducing offending behaviors, resulting in decreased victimization and increased public safety.

- Pilot projects in 20 residential services facilities include evidence-based treatments and practices to reduce future offending. A special study will be conducted to monitor the implementation process and determine whether such a systematic program of improvement results in reductions in recidivism large enough to justify expanding the program statewide.
- The Florida Faith-and-Community-Based Delinquency Treatment Initiative is an attempt to introduce evidence-based programming along with the integration of a faith and character base approach. The initiative includes chaplaincy services, faith and character based mentoring during the residential and re-entry phases of treatment, and a family-strengthening program provided by the faith and character partners.
- The Redirection program is aimed at providing intensive community-based services to youth who have violated probation and would otherwise be committed to costly residential treatment. The Redirection program features Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT), both of which have been extensively researched and are well-established evidence-based treatments.
- The Department has created the Programming and Technical Assistance Unit (PTA). The purpose of this Unit is to expand the utilization of evidence-based and best practices and effective behavior management strategies across the continuum of services.

These initiatives represent significant steps toward the implementation of evidence-based programming by the Department. In addition to others currently operating in Prevention and Victim Services, Residential Services, and Probation and Community Interventions, Department staff are investigating other treatments including Dialectical Behavior Therapy and innovative treatments for girls who suffer from Post-Traumatic Stress Disorder, to meet the special needs of girls utilizing evidence-based treatment.

**Strengthening data collection and reporting.** Developing and strengthening data collection and reporting throughout the agency and its providers to improve organizational efficiency, program effectiveness, management decision-making, and overall accountability is considered both a strength and an opportunity.

**Increasing economic diversity.** Increasing Certified Minority Business Enterprise (CMBE) usage and working with nonprofit providers to use CMBE services is considered a strength. Increasing privatization and outsourcing while ensuring the agency does not become vulnerable due to the loss of in-house expertise will be a challenge in the future.

**Maintaining Department facilities.** Meeting critical infrastructure maintenance needs and upgrades such as air conditioning repair, roof maintenance, as well as essential security hardware such as radios and facility camera systems with extremely limited funding is an immediate challenge for Administration. This will be especially difficult in view of rising costs of fuel, building materials, facility, security and fleet maintenance, and other commodities that negatively impact the budgets of the agency and contract providers.

**Supporting contracted relationships.** Maintaining contracts with providers whose financial welfare has been negatively impacted by transportation costs, fringe benefit expenses, and other overhead costs and avoiding disruption in community programming or a loss in quality of service delivery is a challenge to Administration. In addition, as more programs are being privatized, more contract managing/monitoring responsibilities result, but the total number of agency FTEs is reduced. The net effect is to raise the percentage of administrative employees in the agency, which will negatively impact progress toward meeting legislative standards for that percentage. In order for these priorities not to conflict, some

consideration of adjustments to the legislative standards in view of the percentage of privatization may be needed.

**Staff development.** Recruiting and retaining qualified employees who comply with the Department's background screening requirements is an administrative challenge. Staff salaries are not competitive with law enforcement and social service positions and consequently the agency experiences high turnover, gaps are created by staff reductions, maintaining expertise in program areas is more difficult, and increasing efficiency and effectiveness of staff and programs is a challenge.

**Implementing best practices.** Targeting the purchase of different services that have proven more effective at reducing juvenile crime is a strategic opportunity for the Department. Using research-based strategies to achieve maximum effectiveness through optimal lengths of stay, rehabilitative services, and programming options helps achieve Department goals at an acceptable cost.

The role of administration is to support all fiscal, personnel, contractual and general services functions of the agency, improve efficiency and accountability, and evaluate the effectiveness of programs; to strengthen the agency's four program functions, and to help attain the agency's societal and program goals.

### **Response to the Challenges**

In response to current trends and conditions, and in consideration of the strengths, weaknesses, opportunities and threats confronting each branch, each program has submitted legislative budget issues that have arisen out of agency priorities. These responses are contained in the FY 2008-09 Department of Juvenile Justice Legislative Budget Request.

## Highlights from DJJ SWOT Analysis

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The Strength, Weakness, Opportunity and Threat (SWOT) Analysis provides the information that is helpful in matching the Department's resources and capabilities to the competitive environment in which it operates. The SWOT Analysis is instrumental in strategy formulation and selection.

### *Strengths*

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- Proven Track Record in Crime Reduction
- Management Commitment to Evidence Based Programming
- Leadership Open to New Ideas
- Nationally Recognized Internal Quality Assurance Program
- Strong Internal Research Capabilities
- Adequate Bed Capacity
- Strong Relationship with the Juvenile Justice Association and Private Providers
- Hard working and Committed Staff and Stakeholders
- Strong Community Support (Board/Councils/State Advisory Group)
- Strong Law Enforcement Partnerships
- Established Basic Training Academy Programs for Juvenile Detention Officers, Juvenile Correctional Officers, and Juvenile Probation Officers
- Unified Service Delivery System
- Viable Business Partnership Program
- Positive School Partnerships

### *Weaknesses*

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- High Staff Turnover
- Weak Health Services Program
- Limited Gender Specific Programming
- Communication and Service Coordination Breakdown
- Lack of Effective Prevention Strategy
- Lack of Standardized of Training Programs
- Weak Facility Repair and Maintenance Program
- Weak Interagency Coordination
- Weak Contract Management System
- Excessive Documentation Requirements
- Excessive Audit Requirements
- Difficult Juvenile Probation Officer Workload Expectations
- Zero-Tolerance Policies Increasing Referrals from Schools
- Weak Home Detention Program

### *Opportunities*

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- Improve Health Services
- Improve Educational/Vocational Services
- Improve Professionalism
- Improve Communications Processes (Regional/Headquarters Operational Meetings)
- Reduce Staff Turnover (Wage Adjustments)
- Develop Effective Prevention Strategies
- Implement Evidence-Based Programming
- Improve Quality of Training Programs
- Increase Facility Repair and Maintenance Funding
- Improve Contract Management Capabilities (Manager Certification)
- Focus Audit Services on Areas of Strategic Importance
- Increase Gender Specific Programming
- Address Historical Salary Deficit Issues
- Reduce Juvenile Probation Officer Workload
- Address Failures of Zero-Tolerance Policies in Schools
- Establish Effective Home Detention Programs
- Improve Public Image (Capitalize on Successes)

### *Threats*

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- Substandard Medical/Mental Health Service
- Ineffective Educational/Vocational Service
- Uncoordinated Service Delivery
- Excessive Turnover/Loss of Experienced Staff
- Continued Loss of Prevention Funding
- Substandard Program Performance
- Failure to Meet Staff Training Needs
- Loss of Facility Capacity
- Failure to Meet Service Needs of Youth
- Continued Loss of Federal Funding (Medicaid, VOITIS, etc.)
- Continued Erosion Revenues in Training Trust Funds
- Inefficient Background Screening Program
- Perceived as Top Heavy by Key Legislative Staff
- Loss of Budget Authority/Control (Rate)
- Failure to Implement Special Appropriation Projects



## **External Forces and Environmental Impacts**

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- ✓ Population (Continuing growth in the juvenile population, ages 10 to 17).
- ✓ Economics (The rising costs of prescription drugs, medical services, food, technology, construction materials, and travel coupled with shortfalls in state budget appropriations and fiscal obligations of recently passed constitutional requirements).
- ✓ At Risk Factors (Countering the at risk factors facing Florida youth such as educational failure, disruptive homes, low neighborhood attachment, poverty, and substance abuse).
- ✓ Relationships with Juvenile Justice Partners (A range of impacts including the development of partnerships, ease of dealing with local government on issues such as law enforcement and facility siting, and identification of providers).
- ✓ Geography and Demographics (The geographic size of Florida creates special impact for serving clients in rural areas; the demographics of Florida's youth impact the percentage of at risk youth).
- ✓ Hurricanes and natural disasters (Economic impact, including transportation of youth, destruction of facilities, staff shortages and overtime all affect the Department's ability to safely serve youth).
- ✓ Federal and state funding and statutory requirements (Reductions in funding and changes in statutory obligations due to appropriations and laws passed, amended or repealed by Congress and the Legislature).
- ✓ Judicial Decision-making (Decisions made by judges, state attorneys and local law enforcement leadership that impact workload created for the agency).
- ✓ Issues Preventing Stability of Agency Staff (Staff salaries are not competitive with law enforcement and social service positions and consequently agency experiences high turnover; gaps created by staff reductions; maintaining expertise in program areas; and increasing efficiency and effectiveness of staff and programs.)
- ✓ Cost of Detention Centers Shift to Counties (Range of impacts of counties not able to completely fund the detention center operations)

**This is a partial list of the types of external forces and environmental impacts that can affect the inputs, outputs and outcomes of the Department.**

## **DJJ Customers and Stakeholders**

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- ✓ The Citizens of Florida
- ✓ Victims, their Families, and Victim Advocates
- ✓ Juvenile Offenders
- ✓ At-Risk Juveniles
- ✓ Work Force Florida, Inc.
- ✓ Families and Guardians of Offenders
- ✓ Private Providers of Juvenile Justice Services
- ✓ Law Enforcement
- ✓ The Judiciary
- ✓ Governor and Legislature
- ✓ County and Municipal Governments
- ✓ Schools
- ✓ Florida Juvenile Justice Foundation
- ✓ Faith-Based Partners
- ✓ Civic Organizations
- ✓ Media and Information-Oriented Organizations
- ✓ Associated Criminal Justice Agencies
- ✓ Employees of the Department of Juvenile Justice

## **Potential Department Policy Changes**

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**Accountability for Supervision Violators** – The Department will develop policy and resources to address programming and services, residential and non-residential, to deal with those youth who violate their community supervision. The emphasis is placed on accountability and the reduction of violators ending up in long-term residential commitment placements.

**Standardize Conditional Release** – The Department will develop a policy that creates a single standard and a single legal status for post residential supervision and the process in which those youth are handled upon a violation. The Department continues to work towards this goal through legislative initiatives.

**Background Screening** – A new Background Screening Unit Manual of Procedures that will provide detailed information to its customers on background screening procedures is being developed. This document will address issues such as who must be background screened, what forms and documents must be submitted to request a background screening, when can an applicant be hired, and other pertinent issues.

**Detention Cost Sharing** – The Department is working with representatives from the Office of Policy and Budget, the Florida Association of Counties, county representatives and internal staff members to redesign the current reporting and billing processes for this program. Current procedure involves billing the counties in advance for estimated pre-dispositional utilization of secure detention services for resident youth from their county. Actual utilization and expenditure reconciliation does not currently occur until approximately six months after the end of the fiscal year. The planned new process will bill counties monthly for actual utilization for the prior month with a reconciliation being done monthly in conjunction with the billing. Implementation of these changes hinges on the ability of the legislature to appropriate funding upfront to cover expenditures necessary to operate detention facilities until the revenues are received from the counties.

**Increased Educational Requirements for Direct-care Residential Staff** – The Department submitted a legislative budget request for FY 2008-09 that increases the educational requirement for applicants applying for entry level direct-care positions in both state and contracted residential programs. Currently, an applicant must have a high school diploma or it's equivalent (GED) to apply for a direct-care position. The new requirement for applicants will be a minimum of sixty-hours (60) of college credit. This new educational requirement will enhance the direct-care positions allowing staff to become more integrated in a program's therapeutic treatment model and rehabilitative process, treatment teams and increased professionalism of these employees. It is believed that the increased professionalism of direct-care staff will have a positive impact on the reduction of escapes from residential programs, a lower recidivism rate and a decrease in both youth on youth and youth on staff incidents in the residential setting.

**Targeting Youth With Highest Risk and Needs** – The program areas will focus in Prevention, Intake, Detention and Supervision levels at targeting services and supervision to those youth designated as highest risk to re-offend, to include specified domestic violence diversion interventions. The counterpart to this increased emphasis is a decreased emphasis on those youth with little risk of re-offending. Targeting those youth with higher risk and needs allows the Department to focus on the mission of reducing juvenile crime by targeting the serious and chronic offender from the onset of delinquency.

## Potential Legislative Policy Changes

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- ***Detention Billing Methodology*** – This proposal amends detention cost share billing methodology. The Department will invoice the counties based upon actual utilization rather than a previous year’s estimate. This proposal also makes a technical change to s.985.686, F.S., changing the trust fund where collections are deposited.
- ***Independent Living Transition*** - This proposal clarifies the requirements for collaboration between DCF and DJJ continue when the youth is jointly served by both agencies. With the cooperation of parents, if available, the department shall provide to older children and young adults under its care or supervision, opportunities to participate in life skills activities in their commitment programs and following placement in probation or conditional release programs in the community.
- ***Special Risk Retirement*** – This proposal designates specific direct-care Department employees as members of the “special risk” class for the purposes of the Florida Retirement System. The proposal incorporates all branches of direct- care staff.
- ***Technical Revisions*** – This proposal makes several technical revisions in the juvenile justice statutes. The proposal deletes the Serious Habitual Offender Program, the Intensive Residential Treatment Program and removes the outdated Early Delinquency Intervention Program (EDIP) language. Additionally, this proposal makes a technical Domestic Violence cross-reference correction in Chapter 435. This proposal authorizes the Department to operate the Juvenile Justice Training Program.

## **Agency Task Forces and Studies**

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### Task Forces:

1. Blueprint Commission – A panel of juvenile justice experts and partners is assembled to make recommendations on statutes, appropriations and policies affecting the prevention, assessment, sanctioning, treatment and release of youth at-risk of becoming or continuing to be delinquent.
2. Boards and Councils – Currently there are 20 Juvenile Justice Circuit boards and 57 county councils. The circuit boards and county councils provide advice and direction to the Department regarding implementing and for improving juvenile justice programs and services and assist the Department with recommendations for prevention and early intervention funding.
3. Board of Directors for Workforce Florida, Inc., includes representation by the Secretary of the Department of Juvenile Justice or designee, to establish workforce policy for the State of Florida.
4. Bureau of Contracting and Purchasing Workgroup – This workgroup holds annual Providers and Contract Managers meetings. This workgroup brings Contract Managers and Providers to a central location to discuss ways to improve contracts and agency operations.
5. Chief Information Officer's (CIO) Council – The council is required by s. 282.315, F.S., to enhance communication, consensus building, coordination, and facilitation of statewide enterprise resource planning and management issues to improve state management of such IT resources. This council facilitates the sharing of best practices that are characteristic of highly successful technology organizations, as well as exemplary information technology applications of state agencies. DJJ participates in the following committees:
  - Data Center Optimization – The goal of data center optimization workgroup will be to determine if it is possible to reduce costs while maintaining or improving service levels through concentration of the state's data centers and disaster recovery services. State data center facilities need to maintain certain minimum requirements for proper operation and protection from failure or disruption of service. These data centers that do not currently maintain these minimum requirements, or agencies that are seeking funding to implement these minimum requirements, should consider relocating their equipment to existing facilities that do provide these requirements.
  - Performance Management Committee - Promote standards, benchmarks, and methodologies that allow for fair measurement of State agency IT effectiveness. Promote IT Infrastructure Library (ITIL), Project Management Institute (PMI), Capability Maturity Model (CMM), Project Management Body of Knowledge (PMBOK) & identify best practices; educate CIOs as to TRW/OPB requirements. DJJ is working on a subcommittee that is developing a project management process and template that can be used by any agency.
  - DJJ is working on a subcommittee that is evaluating the Schedule IV-B and Schedule IV-C process and data collection activities to identify improvements and elimination of redundancies.

- Security Committee - Promote the continuing fellowship with agency IS officers; work with DMS and FDLE to allow for continuation of Security functions within State government; create internal policies and standards for information and physical security of InfoTech assets, identify best practices; make recommendations regarding identity theft in cooperation with Data Integration & Sharing Committee and work with the Wireless Committee.
  - Technology Accessibility for All Floridians Committee - To provide guidance to the State CIO's on best practices for Access to Technology, ADA best practices, and special needs employment.
7. Community Roundtable - The Orlando Area Juvenile Delinquency Issues' Roundtable – Roundtable convened to participate in formal discussions regarding the current juvenile delinquency issues facing the city of Orlando and the Orange County municipal leadership and their respective constituencies at large. Over the course of the successful three-day meetings, issues germane to the troubled youth in the Orlando area were discussed, and two well-attended public forums brought together concerned citizens and representative members of the city and county governments, law enforcement officials, Ninth Circuit judiciary staff, and the Orlando delegates to the Florida Legislature.
  8. Communities in Schools: DJJ serves on the Board of Directors for the nation's largest dropout prevention organization focused on helping kids stay in school and prepare for life by connecting community resources with the students and families that need them most.
  9. Continuity of Operations Plan (COOP) Workgroup – A workgroup that includes other state departments to ensure a coordinated effort in protecting the public and those in the state's care in the case of a natural or man-made disaster.
  10. Intervention Plan Pilot Project sites are operated by Probation and Community Intervention to expand the effectiveness of the Youth-Empowered Success (YES) Plan and explore the benefits of JPO-delivery of evidence-based programs and interventions in lieu of conventional monitoring and surveillance activities. Probation units in Circuits 4, 5, 13, and 19 are participating in the Pilot, which is due for expansion in the coming months.
  11. Cost of Care Steering Committee – A workgroup that meets monthly to update and improve design elements in the billing system, review and revise policy and procedure and to respond to client inquiries. This workgroup consists of representatives from all program areas of the Department.
  12. Criminal and Juvenile Justice Information Systems Council - To enhance public safety by providing a network which promotes cost-effective information sharing and timely and appropriate access to both local and State information for criminal justice agencies, while recognizing the independence of each agency. The Council has embarked on an ambitious agenda of initiatives and projects in response to its statutory mandates. These activities are coordinated by work groups comprised of Council members and their staff that deal with specific issues in more detail. Through these work groups, with representation again covering a cross section of impacted agencies, the Council has been able to address more issues, in more detail, than it could with its own limited meeting time. Work groups were created to do the detailed analysis required to formulate recommendations to the Council. These groups are comprised of

representatives from the various constituencies in the public safety sector. DJJ participates in the following workgroups.

- Federal Funding Work Group - This work group, with representatives from all constituencies of the Council, has been highly effective in meeting and developing consensus on the appropriate use of federal funds available to Florida for the enhancement of criminal justice information systems. This group develops a unified plan for the sharing of available funding and recommends the plan to the Council for approval. The result is that Florida's criminal justice agencies do not compete against each other for federal funding; rather, priorities are set and funds are allocated to projects meeting the needs of the criminal justice community as a whole. Significant federal funding has supported the development of the CJNet, as well as various other initiatives targeting the improvement of criminal history data in Florida.
13. Customer Service Workgroup - The initiative resulted from Executive Order 07-01. The initiative creates two separate groups that address how state employees are expected to conduct state government business. The customer service group conducts a top-to-bottom review of the agency to determine how we can better serve the "customers" that come into contact with our agency. It works to install performance-based incentives to improve service, install best practices relating to customer service, enhance procedures for soliciting, receiving and managing the feedback we get from our "customers" and develops a training and review program to ensure our staff understand the importance of customer service.
  14. Detention Risk Assessment Instrument Work Group. Florida Statutes provide for an advisory panel to review proposed changes to the Detention Risk Assessment Instrument. Statutorily, the work group consists of two members nominated by the Florida Prosecuting Attorneys Association, two members nominated by the Florida Public Defenders Association, two judges, a representative of the Florida Police Chiefs Association and a representative of the Florida Sheriff's Association.
  15. Department of Education/Department of Juvenile Justice Interagency Workgroup established by s.1003.52(1)(d), Florida Statutes prescribing the roles of program personnel and interdepartmental district, school board or provider collaboration strategies.
  16. Department of Education State Advisory for the Education of Exceptional Students, a statewide workgroup required by the Individuals with Disabilities Act serving as a forum for review and input to the Department of Education's plan for federal funding available to youth served in exceptional student education programs.
  17. Detention Services Quality Assurance Workgroup – This group is comprised of representatives from regional offices and detention center staff, including medical, mental health and education staff. This workgroup reviews and updates the Quality Assurance Standards for Detention Services.
  18. Detention Services Statewide Policy Review Workgroup – This group meets to conduct an annual review and update of Department policies for Detention Services.
  19. Drug Control Strategy Committee, interagency workgroup charged with the task of developing the Governor's Drug Control Strategy for 2007-2011.

20. Employee Recognition Review Committee reviews the Department's current Employee Recognition Program and suggests possible improvements and changes to the process. The goal of the committee is to develop a program that provides immediate and significant recognition to our employees.
21. Evidence-Based Programs Steering Committee strives to establish a process for designating programs as evidence based and coordinating the Department's training and implementation efforts for programs statistically proven to reduce youth's likelihood of reoffending. The Committee currently consists of Department staff, but will expand to include Department representatives in the near future.
22. Facilities Management Group – The Department's Facilities Management Group is a coordination meeting between headquarters and regional staff comprised of representatives from Facility Services, Detention Services, Residential and Services, Probation, Budget, Finance and Accounting, Legal, Contracts, Regional Directors, General Services Liaisons, and Purchasing staff. This group meets every first Monday of the month to discuss building issues across the state, the on-going repair and maintenance of facilities, current Fixed Capital Outlay projects, and other facility related issues.
23. Facility Design Standards Committee – The Department's Facility Design Standards Committee is comprised of representatives from Facility Services, Detention Services, and Residential and Correctional Facilities. Once the Facility Design Standards are approved, it is the responsibility of the committee to a) Review the results of the Post Occupancy Evaluation studies and determine their implications for possible modifications to the Facility Design Standards; b) Collect and review recommended changes to the Facility Design Standards from their respective sections and other appropriate sources; c) Make modifications to the Facility Design Standards as warranted; and d) Produce and disseminate updated Facility Design Standards.
24. Florida Council on Crime & Delinquency: DJJ serves on the Board of Directors to the statewide organization consistent of thirty-three chapters across the state with a focus on professional and resource development for criminal justice agencies and related community needs.
25. Florida Youth Survey Workgroup – Interagency effort to coordinate unified annual survey of students in public schools.
26. Food Services Contract Workgroup – The statewide food services contract manager and the regional contract managers meet quarterly to discuss issues relating to this contract and the USDA National School Lunch and Breakfast Programs. This workgroup also meets annually with the food services provider to improve the level of communication between the two entities.
27. Gang Steering Committee-A statewide committee comprised of representatives from each program area as well as members of the Florida Gang Investigators Association. The role of the committee is to address current practices regarding gang control and to work towards the development of a Gang Control Strategy for a Gang Free Department of Juvenile Justice. As part of the implementation, a Gang Steering Committee was formed with representatives from all program areas as well as education, legislative affairs, general counsel, management information systems, and staff development and training. The steering committee developed an action plan, which includes:
  - Address the compatibility of DFMS, JJIS, and InSite to foster greater communication and a consistent database statewide.



- Include additional data within the JJIS relating to gangs.
  - Identify additional personnel as gang coordinators.
  - Identify personnel as gang trainers.
  - Develop additional gang training curriculum (staff and youth).
  - Identify regional needs based on trends and practices.
  - Develop Legislative Budget Requests and Special Member Projects to address the fiscal impact associated with these efforts.
  - Develop a statewide "Gang Newsletter" to disseminate to all employees.
28. Governor's Commission on Disabilities--Executive Order # 07-148, includes the DJJ to have an appointed "Disability Champion" to develop strategies and modalities to ensure availability of information to persons with disabilities.
  29. Information Technology (IT) Steering Committee – Voting Committee members are the Department’s Executive Management Team (EMT). The Committee must approve new technology development for the Department. This group meets monthly to evaluate business problems and potential IT solutions. The group evaluates requests for IT services, assures request are aligned with the Department’s mission/objectives, prioritizes requests and approves IT project plans.
  30. Interagency Services Committee for Youth and Young Adults with Disabilities, mandated by Senate Bill 1278 to align the transition services and eliminate barriers in order to ensure a successful transition to employment and further educational opportunities for youth and young adults with disabilities.
  31. Personnel Officer Advisory Group – Bureau of Personnel staff working with the Department of Management Services, Division of Human Resource Management and People First office to update procedures and rules associated with the People First System review procedures/rules for full implementation of Service First.
  32. Plain Language Workgroup - The initiative resulted from Executive Order 07-01. The Plain Language Workgroup strives to ensure that all correspondence that leaves the Department is written in a way that is easily understood by the general public. The workgroup devised a time table and operational plan for achieving plain language; however it is up to the individual program areas to review and revise their documents to ensure they all meet the intent of plain language.
  33. Probation and Community Intervention Advisory Team allows an opportunity for field staff to use their expertise in day-to-day field operations to relay ideas and concepts to the Assistant Secretary and administration. It promotes workload efficiency by utilizing individuals that have the most current hands-on experience. The team consists of a JPO and a JPO supervisor from each region. The team meets with the Assistant Secretary on a quarterly basis, and rotates members annually to allow on-going opportunities for participation.
  34. Probation and Community Intervention’s Leadership Council for Florida’s Comprehensive Approach to Managing Juveniles Who Sexually Offend was appointed by the Secretary to provide support in a statewide assessment of juvenile sex offender management and promote long-term sustainability and collaboration. Required by Bureau of Justice Assistance Grant.

35. Probation and Community Intervention staff participate in multiple circuit- and county- specific committees and task forces addressing child abuse, domestic violence, faith-based initiatives, family law, gangs, interagency cooperation, mental health, sex-related crimes, staff safety, etc.
36. Probation and Community Intervention Statewide PACT Implementation Team guides and monitors best practice relating to the statewide implementation of the new risk and needs assessment tool, in addition to collaborating with other branches and outside agencies to contribute to the success of the project.
37. Quality Assurance (QA) Standards Review Workshops – This is a series of seven workshops each year to allow provider and Department representatives to provide input regarding changes to the QA standards and process. There is one workshop for each of the major program types in juvenile justice. Following the workshops, the revised standards are published by September to allow programs time to implement the improvements.
38. Residential PACT I-Team –Steering committee that provides oversight to the development of the Residential PACT. Membership includes the provider community, national experts that have developed assessment instruments, Departmental staff including Probation, Office of Accountability and Residential.
39. Sex Offender Workgroup – Workgroup comprised of Department employees and sex offender service providers to develop recommendations in the development of the juvenile sex offender continuum for implementation by the Department.
40. Staff Development and Training Curriculum & Evaluation workshops each year for detention, residential and probation. The workshops develop examination items, establish standards, review & revise curriculum blueprints, and prepare surveys for job and task analysis activities. Additional workshops are held to develop and review advanced and specialized curricula.
41. Staff Development and Training Master Protective Action Response (PAR) Meetings - Four meetings were convened with the Department's Master PAR instructors to update them on the newly drafted PAR rules and recertify them in the use of PAR techniques. In turn, the recertified instructors trained some 200 sheriffs from various counties across the state as part of the state's Sheriff's Training and Respect (STAR) program, which resulted from the enactment of the Martin Lee Anderson Act, HB5019. In ensuring consistency of effort, these meetings also provided a forum for restructuring the delivery of PAR training to all officers at each of the Department's detention and residential facilities statewide.
42. Statewide Advisory Group – Appointed by the Governor and charged with planning and making recommendations for allocation of funds/Federal dollars awarded to the Department by OJJDP. This group meets on a quarterly basis.
43. Strengthening Youth Partnership, a replication of the federal Department of Labor Strengthening Youth Partnership model with the goal of interagency collaboration with a focus on employment of Florida's neediest youth.

## STUDIES & REPORTS

1. Annual Information Technology Report – As required in s. 20.316 (4) (f), F.S., the Department provides an annual report on the juvenile justice information system to the Criminal and Juvenile Justice Information Systems Council.
2. Comprehensive Accountability Report (CAR) – The CAR is a comprehensive report of the performance of programs. The report is submitted to the Governor and Legislature by January 1 each year. The report combines the following three reports:
  - Program Accountability Measure (PAM) Report – The PAM report details Florida’s annual assessment and ranking of non-residential and residential juvenile justice programs based on client outcomes and program costs. Mandated by §985.632, F.S., the PAM Report has been under development since the 1980’s to evaluate the performance of juvenile justice programs that provide care, custody, and treatment for youth committed to the Department.
  - Quality Assurance (QA) Annual Report – An annual report mandated by Florida Statute s. 985.632, due to the Governor and Legislature by February 1 each year. The report provides a description of all juvenile justice programs and services, a description of the population served, a comparison of federal and state funding for each program, immediate and long-range concerns, and a complete analysis of each program’s QA performance during the year. The report recommends improvements across the entire juvenile justice system in Florida.
  - Outcome Evaluation Report – Data from all program and case management units of prevention, intervention, and commitment components of the Department are collected and analyzed.
3. Quality Assurance Program Reports – Individual reports that provide information on a specific program or service.
4. Schedule IV-C is a manual schedule in a Legislative Budget Request that collects agency data on the planned costs and business requirements for information technology (IT) services. The goal is for the agencies, the Governor, and the Legislature to identify the amount of IT investment required to support agency operations, and the level of services that are provided for that investment. The data will be used to analyze and compare costs of similar services across agencies and to establish policy targets for centralizing or consolidating common IT services.
5. Transportation Accountability – The Department of Juvenile Justice is required to maintain accurate records related to motor vehicle inventory, vehicle maintenance, miles traveled, the number of youth transported, and all costs associated with youth transportation. This information must be reported semi-annually to the House Fiscal Responsibility Council and the Senate Appropriations Committee and must be sufficient to allow for the examination and evaluation of options to outsource youth transportation services.



## Glossary of Terms and Acronyms

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The juvenile justice system often uses terminology that is different from that used in the criminal justice system. This glossary of frequently used terms is provided to help the reader to better understand the descriptions and activities of the juvenile justice system, but is not intended to be a substitute for the statutory definitions in Chapter 985, F.S., and juvenile justice related statutes. For the purpose of this glossary, the word child is used in accordance with state statute and refers to a person that is under 18 years of age.

### A

#### **Adjudicated Delinquent/Adjudication/Re-**

**Adjudicated** – Once a child has been found to have committed a violation of law or delinquent act, the judge can formally adjudicate the child and commit the child to the custody of the Department or place the child on probation with the Department. If adjudication is withheld sanctions can be imposed.

**Adjudication Withheld** – Action by the court that suspends judgment in a case, but still permits the court to impose sanctions.

**Adjudicatory Hearing** – The fact-finding (trial) phase of a juvenile case when a judge receives and weighs evidence before deciding whether the allegations of a delinquency petition have been proved beyond a reasonable doubt. A finding of delinquency does not necessarily result in an adjudication of delinquency, because adjudication may be withheld.

**Aftercare** – See *Conditional Release*.

**Aggravating Factors** – Factors to be considered during risk assessment that may increase the seriousness of the offense, such as heinous nature of the crime or delinquent act, or threats to victims or witnesses.

**Allegations of Delinquency** – A probable cause affidavit or juvenile complaint that alleges a youth has committed a criminal or delinquent act, usually completed and submitted by a law enforcement officer to the clerk of court, and to the Department or contract intake staff for intake screening.

**Alternative Sanctions Coordinator** – A Deputy Court Administrator in each judicial circuit, under the direction of the chief administrative judge of the juvenile division, who is responsible for coordinating and maintaining an array of alternative sanctions for contempt cases. The coordinator is responsible for providing recommendations to the court for the most appropriate and suitable alternative sanction.

**Arraignment** – A hearing in a juvenile case that must be held within 48 hours following the filing of a delinquency petition, if the youth is securely detained. The court explains the nature of the petition made against the juvenile and determines whether the child is represented by legal counsel or is entitled to appointed counsel. The child enters a plea of guilty, not guilty, or no contest to the allegations of the petition.

**Arrest** – An arrest is made when a law enforcement officer charges an adult with a criminal or delinquent act or violation of law, and takes the adult into custody based on probable cause. A juvenile is not "arrested," but "taken into custody" under similar circumstances. This is known as a "referral."

**Assessment** – See *Comprehensive Assessment*.

**Average Daily Population** – Computed by dividing the total number of service days provided by the number of days in the fiscal year.

**Average Length of Stay for Completers** – This is computed by selecting only those juveniles who complete the program, then adding their total client service days and dividing by the number of youth who complete the program.

**Average Length of Stay for Total Releases** – Computed by dividing the client service days provided by a program by the total number of youth released for that program.

## **B**

**Battery** – The offense of battery occurs when a person: 1. Actually and intentionally touches or strikes another person against the will of the other; or 2. Intentionally causes bodily harm to another person (s.784.03, F.S.). The term battery refers to those incidents in which charges were filed or a youth was taken into custody for battery, aggravated battery or sexual battery occurring within a Department program. See also ss. 784.045, 794.011, Florida Statutes.

**Bed** – Usually refers to an opening in a residential commitment program where a juvenile lives and sleeps at night, or the total number of juveniles that can be accommodated at a particular program or category of program. May also refer to a residential opening in a detention center, non-secure shelter, respite home, staff-secure shelter or any other similar facility. The Department may contract with provider agencies for a specific number of beds for residential programs.

**Bed Management Information System** – A web-based component of the Juvenile Justice Information System. It is designed to assist commitment management staff in the appropriate placement of committed youth. Key components of the Bed Management Information System include, but are not limited to, commitment staff summary reports, facility census reports, facility waiting lists, program vacancies, and program descriptions of each program identifying the services offered to youth. In addition to providing a needed tool for the placement of youth, the Bed Management Information System is the primary data source for Department in the preparation of management reports and research studies related to committed youth, as well as projecting future bed needs for commitment system.

**Behavioral Health Overlay Services (BHOS)** – Are behavioral health (mental health and substance abuse) services provided to youths who are placed in the care of Medicaid enrolled, certified residential commitment programs under contract with the Department of Juvenile Justice. BHOS providers provide a comprehensive array of mental health and substance

abuse services as an overlay to the residential care and delinquency programming provided. BHOS providers must provide services in accordance with requirements set forth by the Department and the Agency for Health Care Administration, Florida Medicaid Community Behavioral Health Services Coverage and Limitations Handbook.

## **C**

**Capacity** – The number of youth who are served by a program or facility at one time. Actual capacity is determined by a physical count at a particular point in time. Budgeted capacity is the number of youth who can be served in a year based on the funds allocated to the program. Design capacity is the maximum number of youth who can be appropriately and safely served based on the physical design of a facility.

**Case Manager/Counselor** – See *Juvenile Probation Officer*.

**Case Plan** – Also Treatment Plan – As decided with each youth, a program’s proposed objectives, including a strategy for intervention and delivery of appropriate services required to enable the youth to reach successful program completion.

**Case Processing** – The stages a juvenile case must go through from receipt of the affidavit or juvenile complaint through disposition of the case.

**Certification to Adult Court** – See *Waiver – Request for Transfer*.

**Charge** – When a juvenile commits a law violation or a technical violation, he or she may be charged with one or more offenses. Each offense is termed a charge.

**Child** – Any unmarried juvenile under the age of 18, including those alleged to be dependent, in need of services, from a family in need of services, or any married or unmarried person who is charged with a violation of law occurring prior to the time that person reached the age of 18 years. If a child under 18 years of age has obtained a court-approved removal of disability of nonage (formerly known as emancipation of minors), that child is considered an adult for purposes of criminal prosecution.

**Children and Family Services, Department of** – The successor agency to the Department of Health and Rehabilitative Services. This Department promotes self-sufficiency by providing short-term assistance to Florida residents seeking employment or long-term assistance to Florida residents who are elderly or disabled and unable to work. The Department also assists Florida residents who are mentally ill or are working to overcome alcohol abuse or drug addiction, assists developmentally disabled adults and the vulnerable elderly, and provides child protection and family preservation services.

**CINS – Children In Need of Services –** (1) Children who exhibit behaviors such as running away, habitual truancy, and persistent disobedience of the reasonable and lawful demands of parents or legal guardians. (2) Children who have been adjudicated by the court as CINS. To be adjudicated CINS, a child may not have an open delinquency or dependency case.

**Circuit –** See *Judicial Circuit*.

**Circuit Coordinator -** A senior management staff person in each judicial circuit responsible for the coordination of all juvenile justice activities within the circuit. In most cases this person is the Chief Probation Officer.

**Civil Citation –** A formal process established through the chief judge of the circuit, the state attorney, and the public defender that permits an arresting officer to offer a youth in custody up to 50 hours of community service in lieu of referral to a juvenile intake office.

**Classification –** A determination made by a court or agency official, based upon statutory and agency guidelines, that identifies the risk the youth is to public safety.

**Commit(ment)/Re-Commit(ment) –** A juvenile court disposition placing an adjudicated child in a the Department commitment program and authorizing the Department to exercise active control over the child, including, but not limited to, custody, care, training, urine monitoring, treatment of the child, and release of the child into the community.

**Commitment Bed versus Detention Bed –** Commitment is for punishment, rehabilitation and longer-term treatment. The court commits a child to the Department, which places the child in a commitment program. A residential program placement is considered a commitment bed. A placement in secure or non-secure detention is considered a detention bed. Secure and non-secure detention serve primarily to hold children who are either awaiting hearings, charged with an act of domestic violence, or awaiting placement in a commitment program. Secure detention is also used for short-term punishment of delinquent contemnors, traffic court contemnors, and youth sentenced for a firearms law violation. The terms commitment and detention are often used interchangeably but in fact have very different meanings.

**Commitment Program –** A residential program for youth who have been judicially placed in the custody of the Department. Compares to a convicted adult being sent to jail or prison.

**Common Definitions –** Standardized definitions and data processing procedures developed in order to promote consistency in reporting.

**Communities That Care Model –** A delinquency prevention model developed in 1990 by David Hawkins

and Richard Catalano. The model identifies delinquency risk and resiliency factors within the community, family, school and individual domains.

**Community Arbitration –** A process using neutral arbitrators or arbitration panels for speedy and informal proceedings designed to reduce instances of delinquent acts and to divert a case from the formal judicial system. A referral to community arbitration may be made by a law enforcement officer, intake or juvenile probation officers, parents, the state attorney, and the court.

**Community Juvenile Justice Partnership Grants –** One source of delinquency prevention grant funds intended to encourage the development of county and circuit juvenile justice plans. The funds are to be targeted at programs that reduce truancy, in-school and out-of-school suspensions and expulsions, enhance school safety and other delinquency early intervention and diversion services.

**Comprehensive Accountability Report –** A comprehensive report of the performance of programs. The report includes quality assurance ratings, program accountability measures for residential programs (PAM), outcome evaluation data, and a report card for residential programs.

**Comprehensive Assessment –** The gathering of information for the evaluation of a juvenile delinquent's physical, psychological, educational, vocational, social condition and family environment as these relate to the youth's need for services.

**Comprehensive Strategy –** An OJJDP designed framework for serious, violent, and chronic offenders, designed to prevent delinquent conduct and reduce juvenile involvement in serious, violent and chronic delinquency. The framework focuses on five general principles: strengthen the family, support core social institutions, promote delinquency prevention, intervene immediately and effectively when delinquent behavior occurs, and identify and control the small group of serious, violent and chronic juvenile offenders.

**Conditional Release –** The care, treatment, help, and supervision provided to a juvenile released from a residential commitment program, which is intended to promote rehabilitation and prevent recidivism. The purpose of conditional release is to protect the public, reduce recidivism, increase responsible productive behavior, and provide for a successful transition of the youth from the Department to the family. Conditional release includes, but is not limited to, minimum-risk nonresidential programs, and post-commitment probation.

**Contempt of Court –** Direct contempt is the intentional disruption of the administration of the court by conduct or speech in the court's presence that shows disrespect for the authority and dignity of the court. Indirect

contempt is the willful disobedience of a lawful court order committed outside of the court's presence.

**Continuum** – A comprehensive array of juvenile justice programs and services ranging from the least intrusive serving youth at risk of delinquency, to the most intrusive, serving maximum-risk youth in secure residential settings. It is the Department's goal to develop a juvenile justice continuum in each of the 20 circuits.

**Contract** – A legal arrangement under which a private organization delivers prescribed juvenile justice programs and services to a defined population of youth on behalf of the Department for a specified sum or per diem rate in accordance with specified goals and objectives.

**Cost Benefit** – A criterion, usually expressed as a ratio, using the costs and benefits of a program. The resulting ratio permits comparison among programs.

**Cost of Care Recovery** – Effective July 1, 2000, juvenile law requires parents/guardians to pay for a portion of the cost of care for their children in Department programs. Parents/guardians may submit payments to the Bureau of Finance and Accounting or to their local Clerk of the Court who in turn submits revenue to the Department on a monthly basis.

**County Juvenile Justice Council** – A statutory body within each county that acts in an advisory capacity to the Juvenile Justice Chief Probation Officer in program planning and development to meet the needs of the local community, and recommends local providers for Community Juvenile Justice Partnership Grants. A council must include representatives from the local school system, the Department, the Department of Children and Family Services, local law enforcement agencies, the judicial system, the business community, city and county government and may include youth and their parents, and child advocates. Membership is open to anyone interested.

**Court Order** – A mandate or directive given by a judicial authority.

**Crime** – A violation of any law of this state, the United States, or any other state which is a misdemeanor or a felony or a violation of a county or municipal ordinance which would be punishable by incarceration if the violation were committed by an adult.

**Custody; Taking Into Custody** – Being in the care of a criminal justice agency or official. Compares to being arrested in the adult system.

## **D**

**Day Treatment Probation** – Effective July 1, 2000, these programs are designed for youth who represent a minimum risk to themselves and public safety and do not require placement and services in a residential

setting. This more intensive and structured probation option includes vocational programs, marine programs, alternative school programs, training and rehabilitation programs, and gender-specific programs.

**Delinquency Prevention Grants** – Grant Programs intended to support county and circuit juvenile justice plans. The funds are targeted towards youth most at risk of becoming chronically delinquent and live in neighborhoods with a high rate of delinquency.

**Delinquency Prevention Programs** – Programs and services designed to serve children at highest risk of entering the juvenile justice system.

**Delinquency Program or Juvenile Justice Program** – A component of the continuum including any intake, probation, furlough, or similar program; regional detention center or facility; a commitment program or facility, either state-run or contracted, which provides intake, supervision, or custody and care of children who are alleged to be or who have been found to be delinquent.

**Delinquent Act** – See *Crime*.

**Delinquent Youth** – A child who has been found to have committed a delinquent act (equivalent to being found guilty of a criminal offense) by a juvenile court judge, and adjudicated a delinquent, or had an adjudication withheld.

**Department** – Unless otherwise specified, the Florida Department of Juvenile Justice, the executive branch agency responsible for the management of the juvenile justice and children and families in need of services (CINS/FINS) continuum of programs and services.

**Desired Client Outcomes** – Expected behavior, attitudes, knowledge, skills or abilities, or circumstances in the target population as a result of program intervention.

**Detention** – The temporary care of a youth in a secure facility or in home detention, with or without electronic monitoring, pending a court adjudication or disposition or execution of a court order, serving a sentence for contempt of court or a firearms violation, or awaiting placement in a commitment program.

**Detention Center** – A temporary hardware-secure holding facility for alleged juvenile delinquents, which compares to a jail in the adult system. Detention may be used to punish delinquent and juvenile traffic contemnors or those youth found to have committed firearms offenses. The youth may be held 21 days prior to their adjudicatory hearing unless the court grants a continuance. A child committed to a Level 8 or Level 10 commitment program and awaiting placement may be held in secure detention indefinitely.

**Detention Hearing** – A judicial hearing, required to be held within 24 hours of a youth being taken into custody



and detained on secure, non-secure or home detention status. The court must determine whether there is probable cause to believe that the child has committed a delinquent act, or whether a valid court order exists that requires the continued detention of the child.

**Detention Risk Assessment Instrument (DRAI)** – An instrument used to calculate the risk posed by the youth to himself or the community, and to formulate the Department recommendation to the court concerning pre-adjudicatory detention. The instrument assigns point values to a variety of factors that are used by the Department and the court to determine pre-trial placement of the child. This instrument was designed and updated by representatives from the juvenile court judges, juvenile state attorneys, juvenile public defenders and the Department.

**Detention Screening** – The process in which front line Probation staff calculate the risk posed by the youth to himself or the community, assess for mental health and substance use and to formulate the Department recommendation to the Court on the initial handling of the case.

**Direct Admission** – A child that enters any form of detention status via the intake screening process, as opposed to a court-ordered admission.

**Direct File** – (1) The state attorney initiates prosecution of the juvenile by the filing of an information, rather than a delinquency petition. Depending on the circumstances of each case, the state attorney is either given the discretion to file the information or is required to file the information, but in either instance, the juvenile will be tried as an adult in the court's criminal division. (2) A juvenile's petition filed in the adult court by the state attorney.

**Disposition Hearing** – The hearing in a juvenile case (analogous to a sentencing hearing in criminal court) at which the court receives a predisposition report completed by the Department or contracted provider containing information and recommendations to assist in determining the suitability of sanctions that may include a probation program, adjudication and commitment to the custody of the Department, or other sanctions.

**Diversions** – A process by which a youth's case is directed away from the judicial process of the juvenile justice system, by completing a specified treatment plan designed to preclude further delinquent acts while meeting the individual needs of the child.

**Dually Diagnosed** – Delinquent youth who, after assessment, have been diagnosed with a disorder in two or more of the following categories: a mental disorder, a substance-related disorder, or a developmental disability and a combination of treatment needs that may be treated jointly.

**Due Process** – The constitutional requirement of fundamental fairness in proceedings leading to a deprivation of liberty or property. Procedural due process requires, at a minimum, reasonable notice, the right to counsel, and the opportunity for a fair hearing.

## E

**Electronic Monitoring** – Generally used for those youth deemed to require additional supervision in the community and home, but for whom the court does not require secure detention. Electronic monitoring can also be used for those youth awaiting placement in a low or moderate risk commitment program. Youth are tracked electronically by such devices as ankle bracelets and receivers, or via computerized voiceprint or similar technology.

**Environmentally Secure** – A facility that is secure due to environmental factors, usually a remote rural location often surrounded by water or swampy terrain, that make escape from the program difficult.

**Escape** – Occurs when a juvenile leaves a residential program or a detention center, leaves the facility grounds or boundaries, or leaves the custody of facility staff when outside the facility, regardless of the length or duration of the departure and regardless of the juvenile's intent.

**Experiential Learning** – Learning from the knowledge gained by encountering new persons, things and situations, and using that understanding in future situations.

**Evidence-Based Practice** - treatments and practices, which have been independently evaluated and found to reduce the likelihood of recidivism or at least two criminogenic needs, with a juvenile offending population. The evaluation must have used sound methodology, including, but not limited to, random assignment, use of control groups, valid and reliable measures, low attrition, and appropriate analysis. Such studies shall provide evidence of statistically significant positive effects of adequate size and duration. In addition, there must be evidence that replication by different implementation teams at different sites is possible with similar positive outcomes.

## F

**Face Sheet** – A JJIS-generated form that includes delinquency referral, adjudication and disposition history, as well as basic demographic data on the client and family.

**Family Group Home (FGH)** – A low-risk residential commitment program where families provide a family environment for up to three committed males or females between the ages of 10 and 18 years. The average length of stay is three to six months.

**FINS – Families in Need of Services** – Families with a need for counseling, training or other services where a CINS youth is exhibiting runaway, truant or ungovernable behaviors.

**Fiscal Year – FY** – The state budget year beginning July 1 of a given calendar year and terminating June 30 of the following calendar year. The federal fiscal year begins October 1 and ends on September 30 each year.

**Florida Network of Youth and Family Services** – A non-profit statewide association of agencies that serve runaway, ungovernable and other troubled youth and their families. The Network also provides statewide training and research, data collection and technical assistance.

## G

**Group Treatment Home (GTH)** – A low risk residential program for youth ages 10 to 16 years. The length of stay ranges from four to six months.

## H

**Halfway House (HWH)** – A residential program for ten or more committed delinquents who have been determined to be a moderate-risk to public safety that is operated or contracted by the Department. The average length of stay is eight months.

**Hardware Secure** – Denotes the level of security in a facility that features alarms on doors and windows, and is usually surrounded by a security fence, sometimes topped by barbed wire. These security elements are designed to deter escapes. Same as “Physically Secure.”

**Health and Human Services Board** – The advisory body created in each service district of the Department of Children and Family Services.

**High-Risk Residential** – A residential program for committed youth who require close supervision in a structured residential setting that provides 24-hour-per-day awake hardware-secure custody, care, and supervision prompted by a concern for public safety that outweighs placement in programs at lower restrictiveness levels. High Risk programs require perimeter fencing and locking doors. Youth are not allowed to have access to the community. Program models include, but are not limited to: training schools, intensive halfway houses, residential sex offender programs, long-term wilderness programs designed exclusively for committed delinquent youth, and Serious Habitual Offender Programs.

**Home Detention – House Arrest** – A type of detention where the child is returned to the custody of the child's parent, guardian, custodian or other responsible adult, under the supervision of the child's parent/guardian pending court hearings.

## I

**Intake** – The process by which a child who is referred to the Department is screened, assessed and referred for services as prescribed by statute. Intake involves a preliminary screening of the condition of the child and family, and further assessments or evaluations as deemed necessary, in order to inform subsequent recommendations or decisions concerning the child and family that may be made by the child's juvenile probation officer, the state attorney, the court, and providers of services.

**Intensive Halfway House (IHH)** – A physically secure halfway house. The average length of stay is from nine to twelve months.

**Intensive Supervision** In the past probation or conditional release programs that provided personal contacts or services over and above the standard requirements were identified as “intensive supervision,” whether delivered by a contracted program or juvenile probation unit. Research shows that intensive monitoring and surveillance contacts, delivered by an untrained person, produced no improvement on recidivism beyond standard supervision programs. As a result, these programs have generally been replaced. Today, intensive supervision usually means intensive services, likely in the form of mental health or substance abuse counseling or sex offender services.

## J

**Judicial Circuit** – Any one of the 20 geographically separate judicial circuits as set forth in statute.

**Judicial Plan** – An individualized plan, that is stipulated by the prosecutor, the court, and the child, in which a juvenile found to have committed a delinquent act is to receive specified sanctions and services.

**Judicial Warning** – A disposition option and sanction available to the juvenile court judge that provides an admonition to the juvenile and usually requires no follow-up by the Department.

**Juvenile Assessment Center (JAC)** – Multi-disciplinary receiving, screening and assessment facilities funded and operated by local partnerships of law enforcement agencies, the school districts, human services agencies, the Department and other stakeholders.

**Juvenile Justice Board** – A statutory body within each judicial circuit that acts in an advisory capacity to the Juvenile Justice Chief Probation Officer in program planning and development to meet the needs of the local community.

**Juvenile Justice Circuit Managers** – Employees of the Department of Juvenile Justice who oversee the operation and management of juvenile justice probation and community corrections programs in each of the state's 20 judicial circuits.

**Chief Probation Officers** – Employees of the Department of Juvenile Justice who oversee the operation and management of juvenile justice probation and community intervention programs in each of the state’s 20 judicial circuits.

**Juvenile Justice Council** – See *County Juvenile Justice Council*.

**Juvenile Justice Estimating Conference** – Established in 1994, the Juvenile Justice Estimating Conference is charged with developing information in order to plan and budget for the juvenile justice system. The principals include representatives from the Governor's Office, Legislature, the Department, Department of Children and Family Services Substance Abuse or Mental Health Office, and FDLE.

**Juvenile Justice Information System** – JJIS – The primary database system used by the Department.

**Juvenile Justice, Department of** – The name of the executive branch agency responsible for the management of the juvenile justice and children and families in need of services (CINS/FINS) continuum of programs and services.

**Juvenile Probation Officer (JPO)** – This position is designed to track youth from entry to exit from the juvenile justice system. Department policy suggests that all youth from an immediate family be assigned the same JPO. The JPO may assign intake or case supervision duties exclusively.

**Juvenile Justice Residential Officer (JJRO)** – This position is designed to provide direct-care supervision and custody to youth committed to one of the Department’s state run residential commitment programs. This position may also be designated as a Juvenile Justice Counselor (JJC) in some residential programs.

## **K-L**

**Legislative Budget Request (LBR)** – A formal, prescribed written request by an executive branch agency to the Governor for funding of positions and budget authority, submitted annually, according to the schedule issued by the Executive Office of the Governor.

**Length of Stay** – Length of stay (LOS) is computed from the time of entry into the program until an actual release from the program, less any time the juvenile was out on an inactive basis. Length of stay is computed only on juveniles with a stay greater than one (1) day and who had an actual release.

**Lock Out** – A youth under the age of 18 years whose family, although capable of providing for the youth’s basic needs, have refused to do so for a variety of reasons, usually due to the youth’s disruptive behavior.

**Low-Risk Residential** – Programs for committed youth who represent a low risk to themselves and public safety yet require placement and services in residential settings. Youth at this level are allowed unsupervised access to the community. Examples include: wilderness camps, family group homes, and group treatment homes.

## **M**

**Massachusetts Youth Screening Instrument, Second Version (MAYSI-2)** – The mental health and substance abuse screening instrument authorized by the Department for use upon a youth’s admission to a facility-based day treatment program or residential commitment program. The MAYSI-2 is a 52-item true-false screening instrument designed to identify signs of mental/emotional disturbance or distress. .

**Maximum-Risk Residential** – Programs for committed youth who require close supervision in a maximum-security residential setting that includes perimeter fencing and locking door. All programs provide twenty-four-hour-per-day secure custody, care, and supervision; prompted by a demonstrated need to protect the public is provided for all youth. These programs are long term (stays from 18-36 months) and will provide a moderate overlay of educational, vocational, and behavioral-modification services. Youth placed in these programs have no access to the community. Examples are: juvenile correctional facilities and juvenile prisons.

**Mediation** – A process whereby a neutral third person, called a mediator, acts to encourage and facilitate the resolution of a dispute between two or more parties. It is an informal and non-adversarial process with the objective of helping the disputing parties reach a mutually acceptable and voluntary agreement. Decision making authority rests with the parties. The role of the mediator includes, but is not limited to, assisting the parties in identifying issues, fostering joint problem solving, and exploring settlement alternatives.

**Medicaid-Eligible** – A program in the juvenile justice system that is qualified to claim reimbursement from Medicaid for certain services provided to qualified delinquent youth and their families. Medicaid is a jointly -funded federal and state health insurance for certain low income and needy people. Medicaid reimbursement is generally not available for services provided to youth in secure programs.

**Mental Health Overlay Services (MHOS)** –. Mental Health Overlay Services are specialized treatment services provided to youths placed in a general residential commitment program who have moderate to serious mental or emotional disturbance and impairment which impedes their ability to function. Mental Health Overlay Services are provided in Department residential and correctional facilities through additional dollars designated specifically to provide specialized treatment

services and are provided in addition to delinquency programming services.

**Minimum Risk Non-Residential Commitment—**

Programs or program models at this commitment level work with youth who remain in the community and participate at least five days per week in a day treatment program. Youth assessed and classified for programs at this commitment level represent a minimum risk to themselves and public safety and do not require placement and services in residential settings. Youth in this level have full access to, and reside in, the community. Youth who have been found to have committed delinquent acts that involve firearms, that are sexual offenses, or that would be life felonies or first-degree felonies if committed by an adult may not be committed to a program at this level.

**Minority Over-Representation** – The phrase used to describe the fact that minority youth make up a substantially larger fraction of the population of youth found in every component of the juvenile justice system than they do in the general population.

**Mitigating Factors** – Circumstances that would reduce the penalty connected to the offense or the damage arising from the offense. Mitigating factors are considered during the detention risk assessment screening process and at the disposition hearing.

**Moderate-Risk Residential** – Programs for committed youth who represent a moderate risk to public safety, and who require 24-hour awake supervision, custody, care, and treatment. The facilities are either environmentally secure, staff secure or hardware secure with walls, fencing, or locking doors. Youth placed at this level may have supervised access to the community.

**Multi-Disciplinary Assessment** – Evaluation of a client by professionals from different fields, including a psychological, medical and educational assessment of the youth and family.

**Multi-Disciplinary Staffing** – A staffing, or meeting, to discuss a specific client or group of clients, attended by representatives of several different fields who are involved with or have knowledge of the youth and family. The Department or provider staff often invites educators, medical or substance abuse clinicians, legal representatives, providers, youth and their family members to attend these staffings.

**N**

**Needs Assessment** – (1) An evaluation of the child and family to determine treatment demands. (2) A systematic approach to identifying the needs in a geographic area or population for a proposed service or program.

**Neighborhood Accountability Boards (NAB)** – A community-based practice based on restorative justice principles that involves three major stakeholders--the victim, the delinquent youth and the community. This volunteer-intensive programming serves as a diversion option for youth charged with a crime or delinquent act, but able to take responsibility for their actions. The NAB process includes screening of referrals, pre-conferences with the victim and the delinquent youth, and the actual board meeting, which results in a written agreement between the community board members, the victim and the delinquent youth on how to repair the harm caused by the offense.

**Nolle Prosequi** – *Nol prosequi* – “Unwilling to prosecute,” an entry made on a court record by a state attorney indicating that there will be no further action by the prosecutor.

**O**

**Offense** – See *Crime*.

**Office of Technical Assistance** – An office charged with providing technical assistance regarding evidence-based programming in juvenile justice programs.

**OJJDP** – The Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice.

**Outcome** – Actual changes in behavior, attitudes, knowledge, skills or abilities, or circumstances in the target population as a result of program intervention.

**Outcome Evaluation** – (1) Assessment of the extent to which a program achieves its objectives related to short-term or long-term changes in program participants’ behavior, knowledge attitudes, skills and abilities. (2) Measurement of the effects of an intervention program in the target population.

**Overlay Services** – Overlay Services are provided in Department residential and correctional facilities through additional dollars designated specifically to provide specialized treatment services and are provided in addition to delinquency programming services.

**P**

**PAM Scores** – Program Accountability Measures that rate programs using their recidivism rate, cost and the difficulty of youth served.

**Per Diem** – The amount budgeted or contracted per day to serve one youth in a particular type of Department program.

**Performance-Based Program Budgeting** – Created under the Government Performance and Accountability Act of 1994, Performance-Based Program Budgeting requires that all state government agencies define their programs, develop measures which indicate the success of their programs, and defend these programs based on

empirical, quantitative data. OPPAGA is to evaluate the submitted measures. Strong performance can be rewarded with salary incentives and additional budget and personnel flexibility. Disincentives can include quarterly reporting and reduction in managerial salaries. Commonly referred to as “PB-squared.”

**Petition** – A formal written request made to the court or to a public official who has the authority to act upon that request.

**Physically Secure** – Denotes the level of security in a facility that features alarms on doors and windows, and is usually surrounded by a security fence, sometimes topped by barbed wire. These security elements are designed to deter escapes. Same as “Hardware Secure.”

**Pick-up Order** – An order issued by the court to take a child into custody and bring the child before the court as soon as possible.

**Positive Achievement Change Tool (PACT)**- Validated risk/needs assessment instrument designed to provide a level of risk to re-offend and determine the need for further mental health and substance abuse assessment.

**Post-Commitment Probation** – PCP – Juvenile probation officer supervision of a youth who has completed a commitment program and is no longer on committed status. The committing court retains jurisdiction over the youth's release. The youth is supervised under the terms of an order entered by the judge. Termination and revocation are at the discretion of the court.

**Predisposition Report (PDR)** – A document prepared by a juvenile probation officer for a client in preparation for a judicial disposition of the client's case. By law the PDR is to report the result of a multi-disciplinary assessment of the child's priority needs, an individualized plan for treatment of those needs, and a recommendation of the most appropriate placement to meet the child's needs in a setting that provides a level of security sufficient to ensure public safety.

**Preliminary Screening** – The gathering of preliminary information to be used in determining a child's need for further evaluation or assessment or for referral for other substance abuse, services through means such as psychosocial interviews; urine and breathalyzer screenings; and reviews of available educational, delinquency, and dependency records of the child.

**Probation** – Effective July 1, 2000, the legal status of probation created by law and court order in cases involving a child who is found to have committed a delinquent act. Probation is an individualized program in which the freedom of the child is limited and the child is restricted to non-institutional quarters or the child's home in lieu of commitment to the custody of the

Department of Juvenile Justice. Previously referred to as *Community Control*.

**Process Evaluation** – An assessment that focuses on policies, procedures and practices in the field, in contrast to an assessment of outputs and outcomes based on statistical analyses.

**Program Effectiveness** – The ability of the program to achieve desired client outcomes, goals and objectives.

**Provider** – A non-employee of the Department who provides services to the Department. Most providers enter into contracts specifying what services are to be delivered. Examples are non-profit, for-profit or local government organizations delivering residential commitment programs, day treatment programs or screening services.

## Q

**Quality Assurance (QA)** – A statutorily mandated Department process for the objective assessment of a program's operation, management, governance and service delivery based on established standards. A contracted program that fails to meet the designated standards is allowed six months to successfully implement a corrective action plan, or face cancellation of the Department contract and a loss of eligibility as a Department provider for 12 months.

## R

**Recidivism** – The reoccurrence of a condition or behavior that previously caused a youth to be referred to the juvenile justice system. For purposes of outcome evaluation, the Department uses the following working definition: Subsequent involvement, re-adjudication or conviction for an offense that occurs within 12 months of release from a juvenile justice program or six months after receiving a prevention service.

**Redirection Program** - Redirection provides community-based treatment for youth who have violated the terms of their supervision and otherwise might be placed in residential treatment. It features evidence-based treatments, including Multisystemic Therapy and Functional Family Therapy, both of which have extensive documentation of success with youth.

**Re-entry** – A type of conditional release service where an assigned counselor tracks and intensively supervises a caseload of youth who have returned to their home communities from a commitment program and who remain on committed status.

**Referral/Referred/Re-Referred** – A referral occurs when a youth is taken into custody and is charged with one or more offenses, each of which is called a charge. For Department Outcome Evaluation, a re-referral takes place within a period of 12 months. See *Arrest*.

**Rehabilitation** – Efforts to induce a positive change in youth through treatment.

**Request for Transfer to Adult Court** – See *Waiver*.

**Residential Commitment Level** – Effective July 1, 2000, means the level of security provided by programs that service the supervision, custody, care, and treatment needs of committed children. Sections 985.3141 and 985.404(13) apply to children placed in programs at any residential commitment level. The levels of residential commitment are as follow: low-risk, moderate-risk, high-risk and maximum-risk.

**Residential Regional Directors** – Employees of the Department of Juvenile Justice who oversee the operation and management of residential commitment programs in each of the 3 regions.

**Residential Services Monitoring System (RSMS)** – a web-based component of the Juvenile Justice Information System. RSMS is a software application designed to store information pertaining to a program’s compliance with their contract terms and conditions and/or Administrative rules. The system allows the user to view this information to more effectively utilize limited resources in responding to programs in need. It was also designed to capture reporting information previously completed manually by programs in an effort to reduce duplication of efforts and provide for a more immediate analysis.

**Restitution** – A requirement that the youth, the youth’s parents, or both, make financial compensation to the victim (monetary restitution) or perform work that will benefit the community (service restitution).

**Restorative Justice** – A framework that views crime as an event that harms the victim, the delinquent youth and the community. All three stakeholders must be actively involved in repairing the harm. The victim's goal in this process is accountability in that a harm caused incurs an obligation for amends. The youth's goal is competency, that they leave the experience of the justice system as a more competent, productive citizen. The community's goal is public safety. The focus of restorative justice is repairing harm, reducing risk, and building community.

**Risk Factors** – Chosen indicators, the presence or absence of which may make an undesirable outcome more or less likely. Evidence-based indicators include the major risk factors that have been consistently related to re-offending behavior, including: antisocial attitudes; antisocial associates; a history of antisocial behavior; antisocial personality pattern; problems in relationships with peers, family members, authority figures; or problematic circumstances in the home, school, or work; use of leisure time and substance abuse.

**Risk/Needs Assessment** — A screening and assessment tool that measures the degree to which risk factors are operative in a youth's life and circumstances. The risk/needs assessment gives an overall score indicating the likelihood of the youth's continued offending, and the areas of greatest risk that are amenable to

community-based or residential treatment. The PACT is an example of a risk/needs assessment.

## S

**Secure Detention** – A hardware-secure facility used to house a youth awaiting adjudication or disposition who is considered a risk to himself and others, used for youth awaiting placement in a commitment facility, or used for short-term punishment.

**Serious or Habitual Offender (SHO)** – A youth that meets specified SHO criteria in Florida Statutes. The court may retain jurisdiction over the child until the child reaches the age of 21, specifically for the purpose of the child completing the program.

**Sex Offender** – A person found guilty of a sex-related misdemeanor or felony offense.

**Shelter** – A place for the temporary care of a child who is alleged to be or who has been found to be dependent, a child from a family in need of services, or a child in need of services, pending court disposition before or after adjudication or after execution of a court order. Shelter may include a facility that provides 24-hour continual supervision for the temporary care of a child.

**Slot** – An opening in a non-residential program or contracted service. These units are normally in day treatment or community-based programs, where the youth returns to the family home each night. The Department contracts with provider agencies for a specific number of slots for each non-residential program.

**Staff Secure** – Denotes the level of security in a facility where the residents are supervised 24 hours a day by staff who must remain awake. An example of a staff secure facility is a CINS/FINS shelter.

**Star Program-Sheriff’s Training and Respect Program** – Moderate risk commitment program contracted with a county sheriff . As designated in statute STAR programs must provide physical training, educational and vocational services, community service, personal development counseling, mental health and substance abuse treatment, health care and conditional release.

**Step-Down** – A step-down occurs when a committed youth is transferred to a less restrictive residential or non-residential program.

**Substance Abuse – Means using , without medical reason, any psychoactive or mood-altering drug, including alcohol, in such a manner as to induce impairment resulting in dysfunctional social behavior..**

**Suicide Risk Screening Instrument** – A tool used to aid in identifying youth with suicide risk factors and propensity towards harming himself/herself while in secure detention. The arresting officer, intake worker, detention officer and a detention nurse or mental health

clinical staff person screen the youth prior to admission to secure detention.

## T

**Taken Into Custody** – The status of a child when temporary physical control over the child is attained by a person authorized by law, pending the child's release, detention, placement, or other disposition as authorized by law. Similar to arrest for adults. See *Referral*.

**Teen Court** – A diversion program for youth, who have admitted guilt as charged, wherein they are sentenced by a jury of their peers.

**Temporary Release** – The terms and conditions under which a child is temporarily released from a commitment facility or allowed home visits. The term includes periods during which the child is supervised pursuant to a re-entry program or an aftercare program or a period during which the child is supervised by a juvenile probation officer or other non-residential staff of the Department or staff employed by an entity under contract with the Department. Temporary release may only be granted to youth placed in low and moderate programs.

**Training School** – A high-risk residential program that serves 100 or more youth in a hardware-secure setting and another 30 youth in a non-secure transition component. The program serves committed delinquent males with moderate to severe criminal or delinquent histories.

**Treatment Plan** – An individualized plan designed by the youth, parent, and juvenile probation officer or commitment program staff that outlines goals to achieve while in a program, responsible parties and anticipated completion date.

**Truancy** – Unexcused absence from school. Habitual truancy is defined as 15 days of unexcused absences within a 90-day period during which interventions to address the truancy situation were attempted, but failed.

## U-V

**Venue** – The geographic location in which a court with jurisdiction may hear a case. Florida requires that delinquency petitions be filed in the county where the offense occurred.

**Victim** – A person who suffers harm as a result of a crime and who is identified on the law enforcement victim notification card, a police report or other official court record as a victim of a crime or delinquent act pursuant to Florida Statutes.

**Violation of Law** – See *Crime*.

**Vocational Education** – Core set of occupational training activities and experience that can lead to certification, on-the-job training and job placement. Some course work can count toward a diploma.

## W

**Waiting List** – The list of youth committed to the Department awaiting placement in a residential commitment program.

**Waiver (Request for Transfer)** – There are two types of waiver procedures, voluntary and involuntary. A voluntary waiver occurs, when the child, joined by parents or guardian, or guardian *ad litem*, makes a written request for transfer to adult court. Involuntary waiver is the process by which the state attorney makes a request to the juvenile circuit court to waive its jurisdiction, certify the case for adult prosecution and transfer the case to the criminal court division. In some types of cases, the state attorney is permitted by law to exercise discretion in seeking an involuntary waiver. In other circumstances the law mandates that the state attorney request the involuntary waiver and that the juvenile court approve the waiver.

**Walker Plan** – A plan of treatment, ordered by the court, that addresses the treatment needs of the youth and family.

## X-Y-Z

**Youth Custody Officer (YCO)** – A Department law enforcement officer designated to take youths into custody, if the officer has probable cause to believe that the youth has violated the conditions of probation, detention, conditional release, or post-commitment probation, or has failed to appear in court after being properly noticed. The authority of the youth custody officer to take youth into custody is specifically limited to this purpose.

## Other Acronyms and Abbreviations

ADP:	Average Daily Population
ART:	Aggression Replacement Training
BHOS:	Behavioral Health Overlay Services
BSFT:	Brief Strategic Family Therapy
CCC:	Central Communications Center
CR:	Conditional Release
CBIS:	Community-Based Intervention Services
COOP:	Continuity of Operations Plan
CNR:	Minimum-Risk Commitment, Non Residential
EBP:	Evidence Based Practice
EM:	Electronic Monitoring
FCO:	Fixed Capital Outlay
FFT:	Functional Family Therapy
F.S.:	Florida Statutes
HD:	Home Detention
HIPAA:	Health Insurance Portability and Accountability Act
IC:	Interstate Compact
IDDS:	Intensive Delinquency Diversion Services
IT:	Information Technology
ITN:	Intrastate Transportation Network
JAC:	Juvenile Assessment Center
JJIS	Juvenile Justice Information System
JDO:	Juvenile Detention Officer
JPO:	Juvenile Probation Officer
JPOS:	Juvenile Probation Officer Supervisor
LBR:	Legislative Budget Request
LOS:	Length of Stay
LRPP:	Long-Range Program Plan
LST:	LifeSkills Training
MST:	Multisystemic Family Therapy
ODS:	Offenses During Supervision
RSMS:	Residential Services Monitoring System

### User Note:

Additional explanation of abbreviations is provided in the Glossary, where applicable.



# Exhibit II: Performance Measures and Standards

Florida Department of Juvenile Justice

Dept.# 80

<b>Detention</b>	<b>Approved Prior Year Standard FY 2006-07</b>	<b>Prior Year Actual FY 2006-07</b>	<b>Approved Standards FY 2007-08</b>	<b>Requested FY 2008-09 Standard</b>
<b>80400000 Program: Juvenile Detention Programs</b>				
<b>80400100 Detention Centers</b>				
Percentage of youth who remain crime free while in secure detention	98%	98%	98%	98%
Number of escapes from secure detention facilities	0	10	0	0
Number of youth-on-youth batteries per every 1000 youths served daily in secure detention	0.3	0.3	0.3	0.3
Number of youth-on-staff batteries per every 1000 youth served daily in secure detention	0.3	0.3	0.3	0.3
Average daily population for secure detention	1,910	1,834	1,910	1,910
Percentage of successful completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court	97%	97%	97%	97%
Average daily population for home detention	1,650	1,767	1,650	1,650
<b>Probation and Community Corrections</b>				
<b>80700000 Program: Probation And Community Corrections Program</b>				
<b>80700100 After Care Service / Conditional Release</b>				
Percentage of youth who remain crime free during Conditional Release supervision	80%	81%	80%	80%
Percentage of youth who remain crime free one year after release from conditional release	67%	65%	67%	67%

<b>Probation and Community Corrections Continued</b>	<b>Approved Prior Year Standard FY 2006-07</b>	<b>Prior Year Actual FY 2006-07</b>	<b>Approved Standards FY 2007-08</b>	<b>Requested FY 2008-09 Standard</b>
<b>80700200 Juvenile Probation</b>				
Percentage of youth who remain crime free one year after release from probation	81%	82%	81%	81%
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Intake and assessment	43,951	43,819	43,951	43,951
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct probation supervision	23,500	20,679	23,500	23,500
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct conditional release supervision	2,036	1,698	2,036	2,036
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Contracted conditional release supervision	2,830	3,462	2,830	2,830
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Residential commitment program	6,102	4,886	5,551	5,551
Average number of youths served daily under intake status per Juvenile Probation Officer	103	98	103	103
Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer	34	37	34	34
Average number of youths served daily under State- Operated Conditional Release and Post Commitment Probation per Juvenile Probation Officer	61	35	61	61
Average number of youths served daily under Contracted Conditional Release per Juvenile Probation Officer charged with their case management	154	117	154	154
Average number of youths served daily in Residential Commitment per Juvenile Probation Officer charged with their case management	152	111	138	138
Number of youths court ordered to probation supervision	47,650	42,912	47,650	47,650
Number of youths received at intake	101,782	91,399	101,782	101,782
Number of youth served by the Redirection Program	702	718	1,002	1,002

<b>Probation and Community Corrections Continued</b>	<b>Approved Prior Year Standard FY 2006-07</b>	<b>Prior Year Actual FY 2006-07</b>	<b>Approved Standards FY 2007-08</b>	<b>Requested FY 2008-09 Standard</b>
Percentage of youth who remain crime free one year after release from the Redirection program.	65%	68%	65%	65%
<b>80700300 Non-Resident Delinquent Rehabilitation</b>				
Percent of youths who remain crime free one year after release from diversion or probation day treatment	80%	82%	80%	80%
Average number of youths served daily in Minimum-Restrictiveness Non-Residential Commitment programs	215	212	215	215
<b>Executive Direction and Support Services</b>				
<b>80750000 Program: Office of the Secretary/Assistant Secretary for Administrative Services</b>				
<b>80750100 Executive Direction and Support Services</b>				
Total collections of statutorily mandated maintenance fees	2,000,000	2,556,157	2,000,000	2,000,000
<b>80750200 Information Technology</b>				
Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	6	1.3	6	4
<b>Secure and Non-Secure Residential Services</b>				
<b>80800000 Program: Residential Correction Program</b>				
<b>80800100 Non-Secure Resident Commitment</b>				
Percentage of residential commitment program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (calendar year)	85%	80%	85%	82%
Percentage of youth who remain crime free one year after release from non-secure commitment	60%	60%	60%	60%

<b>Secure and Non-Secure Residential Services Continued</b>	<b>Approved Prior Year Standard FY 2006-07</b>	<b>Prior Year Actual FY 2006-07</b>	<b>Approved Standards FY 2007-08</b>	<b>Requested FY 2008-09 Standard</b>
Number of escapes from non-secure residential commitment programs	139	135	139	130
Number of youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.25	0.13	0.21
Number of youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment	0.23	0.22	0.23	0.21
Total number of youth served in non-secure residential commitment	10,000	7,779	9,240	7,800
Average daily population of youth served in non-secure residential commitment by level (low and moderate)	Low=420 Mod=3,500	Low=294 Mod=3,060	Low = 400 Mod= 3,343	Low=275 Mod=3,200
Number of non-secure residential commitment beds on line	4,377	4,182	3,878	3,878
Number of youth receiving substance abuse treatment in non-secure residential commitment	2,100	2,553	2,100	2,300
<b>80800200 Secure Residential Commitment</b>				
Percentage of youth who remain crime free one year after release from secure residential commitment	63%	59%	63%	60%
Total number of youth served in secure residential commitment	3,534	2,940	3,380	3,000
Number of secure residential commitment beds on line	2,063	1,661	1,902	1,902
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,518	2,071	1,518	1,620
Number of youth-on-youth batteries per 1000 youth, based on average daily population in secure environment	0.13	0.12	0.13	0.12
Number of youth-on-staff batteries per 1000 youth, based on average daily population in secure environment	0.28	0.37	0.28	0.3
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=1,602 Max=120	High=1,415 Max=117	High=1,420 Max=120	High=1,500 Max=120

	Approved Prior Year Standard FY 2006-07	Prior Year Actual FY 2006-07	Approved Standards FY 2007-08	Requested FY 2008-09 Standard
<b>Secure and Non-Secure Residential Services Continued</b>				
Number of escapes from secure residential commitment programs	0	9	0	0
<b>Prevention and Victim Services</b>				
<b>80900000 Program: Prevention and Victim Services</b>				
<b>80900100 Delinquency Prevention and Diversion</b>				
Percentage of youth who remain crime free six months after completing prevention programs	87%	93%	87%	88%
Number of youth served through delinquency prevention programs	35,000	31,961	35,000	35,000



# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice

Program: Detention Services

Service/Budget Entity: Detention

**Measure:** Number of Escapes from Secure Detention\_

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure
- Performance Assessment of Output Measure  Deletion of Measure
- Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	10	+10	Unable to calculate

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity
- Competing Priorities  Level of Training
- Previous Estimate Incorrect  Other (Identify)

**Explanation:**

Other – Escapes from detention centers have declined over the past eight years dropping from 29 in FY 1996-1997 to seven FY 2005-2006, representing an 86% reduction. A zero standard represents an ideal state; however, only ten escapes of the 54,947 admissions in secure detention for FY 2006-2007 represents a very high level of security in Florida’s juvenile detention centers.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems
- Legal/Legislative Change  Natural Disaster
- Target Population Change  Other (Identify)
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

Juvenile Justice Detention Officers (JJDOs) are required to complete certification within 180 days of employment. Also JJDOs are required to complete a minimum of 24 hours in-service training annually. DJJ will continue to improve upon the development of training programs for Juvenile Detention staff. A continued focus will be on the perimeter security and direct supervision.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice

Program: Detention Services

Service/Budget Entity: Detention

**Measure: Average Daily Population for Secure Detention**

### Action:

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,910	1,834	76	3.87%

### Factors Accounting for the Difference:

#### Internal Factors (check all that apply):

- Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

#### Explanation:

Pilot programs for Alternatives to Secure Detention have been implemented in three counties: Alachua, Broward and Lee, beginning January 2007. It is possible that secure detention rates are below estimated projections due to the number of youth from these three counties being ordered to complete this Pilot program rather than ordered to secure detention.

#### External Factors (check all that apply):

- Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

#### Explanation:

Arrest rates have declined for juveniles.

#### Management Efforts to Address Differences/Problems (check all that apply):

- Training                                       Technology  
 Personnel                                       Other (Identify)

#### Recommendations:



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Detention Services  
 Service/Budget Entity: Detention

**Measure:** Average Daily Population for Home Detention

### Action:

- Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,650	1,767	117	7.09%

### Factors Accounting for the Difference:

#### Internal Factors (check all that apply):

- Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  Other (Identify)

#### Explanation:

Pilot programs for Alternatives to Secure Detention have been implemented in three counties: Alachua, Broward and Lee, beginning January 2007. It is possible that home detention rates are above estimated projections due to the number of youth from these three counties being ordered to complete this Pilot program rather than ordered to secure detention.

#### External Factors (check all that apply):

- Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

#### Explanation:

Arrest rates have declined for juveniles.

#### Management Efforts to Address Differences/Problems (check all that apply):

- Training  Technology  
 Personnel  Other (Identify)

#### Recommendations:

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation

**Measure:** Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct probation supervision

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
23,500	20,679	2,821	12.0%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  Other (Identify)

**Explanation:**

As a result of targeting staff development and fostering stakeholder relationships, there has been a marked improvement in the expeditious application of quality interventions with youth. The availability of new pre-arrest alternatives, such as civil citation programs, has also decreased the number of probation dispositions.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

Due to the overall statewide reduction in crime, there have been fewer referrals received from municipal, county, and state law enforcement agencies.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology  
 Personnel  Other (Identify)

**Recommendations:**



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation

**Measure:** Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Contracted conditional release supervision

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,830	3,462	-632	22.3%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  Other (Identify)

**Explanation:**

A shift in business practice from state-operated aftercare services to contracted conditional release providers is currently in progress.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology  
 Personnel  Other (Identify)

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation

**Measure:** Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Residential commitment program

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
6,102	4,886	1,216	19.9%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  Other (Identify)

**Explanation:**

The Department is redirecting a number of unsuccessful juvenile probationers away from residential commitment by referring them to the Redirection Program.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

Due to the overall statewide reduction in crime, there have been fewer referrals received from municipal, county, and state law enforcement agencies.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology  
 Personnel  Other (Identify)

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation

**Measure:** Average number of youths served daily under State-Operated Conditional Release and Post Commitment Probation per Juvenile Probation Officer

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
61	35	26	42.6%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  Other (Identify)

**Explanation:**

A shift in business practice from state-operated aftercare services to contracted conditional release providers is currently in progress.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology  
 Personnel  Other (Identify)

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation

**Measure:** Average number of youths served daily under Contracted Conditional Release per Juvenile Probation Officer charged with their case management

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure
- Performance Assessment of Output Measure  Deletion of Measure
- Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
154	117	37	24.0%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity
- Competing Priorities  Level of Training
- Previous Estimate Incorrect  Other (Identify)

**Explanation:**

A shift in business practice from state-operated aftercare services to contracted conditional release providers is currently in progress.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems
- Legal/Legislative Change  Natural Disaster
- Target Population Change  Other (Identify)
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**





## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation

**Measure:** Number of youths court ordered to probation supervision

### Action:

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
47,650	42,912	4,738	9.9%

### Factors Accounting for the Difference:

#### Internal Factors (check all that apply):

- Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

#### Explanation:

As a result of targeting staff development and fostering stakeholder relationships, there has been a marked improvement in the expeditious application of quality interventions with youth. The availability of new pre-arrest alternatives, such as civil citation programs, has also decreased the number of probation dispositions.

#### External Factors (check all that apply):

- Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

#### Explanation:

Due to the overall statewide reduction in crime, there have been fewer referrals received from municipal, county, and state law enforcement agencies.

#### Management Efforts to Address Differences/Problems (check all that apply):

- Training     Technology  
 Personnel     Other (Identify)

#### Recommendations:

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation

**Measure:** Number of youths received at intake

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
101,782	91,399	10,383	10.2%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

**Explanation:**

The availability of new pre-arrest alternatives, such as civil citation programs, has decreased the total number of youth referred to the Department.

**External Factors** (check all that apply):

- Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

Due to the overall statewide reduction in crime, there have been fewer referrals received from municipal, county, and state law enforcement agencies.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training                                       Technology  
 Personnel                                       Other (Identify)

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Residential Correction

**Measure:** Percentage of residential program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (calendar year)

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
85%	80%	5%	(5%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  Other (Identify)

**Explanation:**

“Deemed Status” reviews were eliminated during this review cycle. Historically programs on “deemed status” retained that rating for three years. With the elimination of the status, more programs were reviewed, and fewer performed at the same level.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

High rates of staff turnover continue to make residential programs difficult to stabilize.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology  
 Personnel  Other (Identify)

**Recommendations:**

RSMS has come on-line during this past year. With this new tool available to them, contract monitors can better identify and assess the weak areas of programs. The system includes a mechanism for the tracking and completion of corrective actions.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Non-Secure Residential

**Measure: Number of youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment**

### Action:

- Performance Assessment of Outcome Measure  Revision of Measure  
 Performance Assessment of Output Measure  Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
.13	.25	.12	(12%)

### Factors Accounting for the Difference:

#### Internal Factors (check all that apply):

- Personnel Factors  Staff Capacity  
 Competing Priorities  Level of Training  
 Previous Estimate Incorrect  Other (Identify)

#### Explanation:

Currently at many state run facilities there are not enough direct-care staff to man all the shifts to approved staffing guidelines. This results in staff working overtime and back-to-back shifts. Staff performance is not at the optimum level when working under such circumstances.

Eighty-five-percent of all programs are operated by private providers. These providers have not required their direct-care staff to complete the Juvenile Correctional Officer (JCO) pre-service training required for all state operated direct-care staff. Much of the same crucial training is required of provider programs, however the number of hours is greatly reduced.

#### External Factors (check all that apply):

- Resources Unavailable  Technological Problems  
 Legal/Legislative Change  Natural Disaster  
 Target Population Change  Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

#### Explanation:

#### Management Efforts to Address Differences/Problems (check all that apply):

- Training  Technology  
 Personnel  Other (Identify)

#### Recommendations:

Staffing levels have been increased at state halfway houses. Additionally an LBR has been submitted which requests 60 hours or an AA degree for all new direct care hires. The hope is that this request will allow the Department to stabilize its workforce.



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Non-Secure Residential

**Measure:** Average Daily Population of youth served in Non-Secure Residential Commitment by level (low & moderate)

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
Low=420	Low=294		
Moderate=3500	Moderate=3060	566	(14%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                                     Staff Capacity  
 Competing Priorities                                 Level of Training  
 Previous Estimate Incorrect                         Other (Identify)

**Explanation:**

During this fiscal year, commitments to non-secure residential decreased dramatically. Trends have shown a gradual decrease over the past several years, but this drastic decrease was unforeseen.

**External Factors** (check all that apply):

- Resources Unavailable                                 Technological Problems  
 Legal/Legislative Change                             Natural Disaster  
 Target Population Change                             Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

Juvenile Courts control the number of youth entering our facilities. That number decreased substantially during this fiscal year.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training     Technology  
 Personnel      Other (Identify)

**Recommendations:**

Adjustments are being made to the recommended measure to reflect a downward turn in commitments. This is not a problem, this means that courts are using other alternatives for this population. Rather, the problem was that the extent of the decrease was not predicted.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Non-Secure Residential

**Measure: Number of Non-Secure Residential Beds on-line**

### Action:

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4377	4181	196	(4%)

### Factors Accounting for the Difference:

#### Internal Factors (check all that apply):

- Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

#### Explanation:

Commitments have significantly decreased over this fiscal year. Several programs that went off-line for varying reasons were not rebid because of the Departments commitment to re-engineer through reinvestment, the commitment continuum.

#### External Factors (check all that apply):

- Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

#### Explanation:

#### Management Efforts to Address Differences/Problems (check all that apply):

- Training                                       Technology  
 Personnel                                       Other (Identify)

#### Recommendations:

Adjustments are being made to the recommended measure to reflect a downward turn in bed need. This is not a problem, this means that courts are using other alternatives for this population. Rather, the problem was that the extent of the decrease was not predicted.





## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential  
**Measure: Percentage of youth who remain crime free one year after release from secure residential commitment.**

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
63%	59%	4%	4%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                                     Staff Capacity  
 Competing Priorities                                 Level of Training  
 Previous Estimate Incorrect                         Other (Identify)

**Explanation:**

The department historically has set up a gradual progression to attain a rate of two-thirds (66.7 percent) of all released youth remaining crime free. Research has shown that no other states' juvenile justice system has obtained this level. Sixty-two percent is the current rate for the best performing states. We would recommend our measure be changed to show reasonable incremental progress from 60% to 61% with an ultimate goal of 62% in FY 09-10.

**External Factors** (check all that apply):

- Resources Unavailable                                 Technological Problems  
 Legal/Legislative Change                             Natural Disaster  
 Target Population Change                            Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training     Technology  
 Personnel      Other (Identify)

**Recommendations:**



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential

**Measure: Number of Secure Residential Beds on-line**

### Action:

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2063	1661	402	19%

### Factors Accounting for the Difference:

#### Internal Factors (check all that apply):

- Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

#### Explanation:

Commitments have significantly decreased over this fiscal year. Several programs that went off-line for varying reasons were not rebid because of the Departments commitment to re-engineer through reinvestment, the commitment continuum.

#### External Factors (check all that apply):

- Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

#### Explanation:

#### Management Efforts to Address Differences/Problems (check all that apply):

- Training                                       Technology  
 Personnel                                       Other (Identify)

#### Recommendations:

Adjustments are being made to the recommended measure to reflect a downward turn in bed need. This is not a problem, this means that courts are using other alternatives for this population. Rather, the problem was that the extent of the decrease was not predicted.

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential

**Measure:** **Number of youth receiving substance abuse treatment in secure residential commitment facilities.**

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1518	2071	-553	36.4%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                                     Staff Capacity  
 Competing Priorities                                 Level of Training  
 Previous Estimate Incorrect                         Other (Identify)

**Explanation:**

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**External Factors** (check all that apply):

- Resources Unavailable                                 Technological Problems  
 Legal/Legislative Change                             Natural Disaster  
 Target Population Change                             Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

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**Management Efforts to Address Differences/Problems** (check all that apply):

- Training     Technology  
 Personnel      Other (Identify)

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential

**Measure: Number of youth-on-staff batteries per every 1000 youth served daily in secure residential commitment**

### Action:

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
.28	.37	.09	32%

### Factors Accounting for the Difference:

#### Internal Factors (check all that apply):

- Personnel Factors                                     Staff Capacity  
 Competing Priorities                                 Level of Training  
 Previous Estimate Incorrect                         Other (Identify)

#### Explanation:

Currently at many state run facilities there are not enough direct-care staff to man all the shifts to approved staffing guidelines. This results in staff working overtime and back-to-back shifts. Staff performance is not at the optimum level when working under such circumstances.

Eighty-five-percent of all programs are operated by private providers. These providers have not required their direct-care staff to complete the Juvenile Correctional Officer (JCO) pre-service training required for all state operated direct-care staff. Much of the same crucial training is required of provider programs, however the number of hours is greatly reduced.

#### External Factors (check all that apply):

- Resources Unavailable                                 Technological Problems  
 Legal/Legislative Change                             Natural Disaster  
 Target Population Change                             Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

#### Explanation:

Currently at many state run facilities there are not enough direct-care staff to man all the shifts to approved staffing guidelines. This results in staff working overtime and back-to-back shifts. Staff performance is not at the optimum level when working under such circumstances

#### Management Efforts to Address Differences/Problems (check all that apply):

- Training     Technology  
 Personnel     Other (Identify)

**Recommendations:**

Capacity has been reduced at one large state operated program. Additionally an LBR has been submitted which requests 60 hours or an AA degree for all new direct care hires. The hope is that this request will allow the Department to stabilize its workforce.

### LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
Program: Residential and Correctional Facilities  
Service/Budget Entity: Secure Residential

**Measure: Average Daily Population of youth served in Secure Residential Commitment by level (high & maximum)**

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure
- Performance Assessment of Output Measure     Deletion of Measure
- Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
High=1,620 Max=120	High=1415 Max=117	High=205 Max=3	combined (11%)

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                                     Staff Capacity
- Competing Priorities                                 Level of Training
- Previous Estimate Incorrect                         Other (Identify)

**Explanation:**

During this fiscal year, commitments to non-secure residential decreased dramatically. Trends have shown a gradual decrease over the past several years, but this drastic decrease was unforeseen.

**External Factors** (check all that apply):

- Resources Unavailable                                 Technological Problems
- Legal/Legislative Change                             Natural Disaster
- Target Population Change                             Other (Identify)
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

**Explanation:**

Juvenile Courts control the number of youth entering our facilities. That number decreased substantially during this fiscal year.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training     Technology
- Personnel      Other (Identify)

**Recommendations:**

Adjustments are being made to the recommended measure to reflect a downward turn in commitments. This is not a problem, this means that courts are using other alternatives for this population. Rather, the problem was that the extent of the decrease was not predicted.

# LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential

**Measure: Number of Escapes from Secure Residential Commitment**

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure
- Performance Assessment of Output Measure  Deletion of Measure
- Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	9	9	NA

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity
- Competing Priorities  Level of Training
- Previous Estimate Incorrect  Other (Identify)

**Explanation:**

The Department continues to hold a zero tolerance for escapes from secure facilities. Training and retention of qualified staff is one of the largest contributing factors to program security. Direct care staff turnover in all facilities is approaching 100 per cent over an 18 month period.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems
- Legal/Legislative Change  Natural Disaster
- Target Population Change  Other (Identify)
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

While the department acknowledges that no escapes from secure residential commitment is a lofty measure, the department continues to set that as the standard. The Department continues to emphasize the importance of recruitment, training and retention of quality staff and see this as a key part in our effort to reduce/eliminate escapes.



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Department of Juvenile Justice  
 Program: Prevention and Victim Services  
 Service/Budget Entity: 809000100

**Measure:** Number of youth served through delinquency prevention programs

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
35,000	31,961	3,039	8.6%

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                                     Staff Capacity  
 Competing Priorities                                 Level of Training  
 Previous Estimate Incorrect                         Other (Identify)

**Explanation:**

---

**External Factors** (check all that apply):

- Resources Unavailable                                 Technological Problems  
 Legal/Legislative Change                             Natural Disaster  
 Target Population Change                             Other (Identify)  
 This Program/Service Cannot Fix The Problem  
 Current Laws Are Working Against The Agency Mission

**Explanation:**

Prevention has funded fewer Legislative initiatives for the past two years. Hurricane damage to some of the contract sites has reduced the ability to serve greater numbers of youth. There was a Reduction in the number of referrals for grant programs.

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**Management Efforts to Address Differences/Problems** (check all that apply):

- Training     Technology  
 Personnel     Other (Identify)

**Recommendations:**



# Exhibit IV: Performance Measure Validity and Reliability

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## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Juvenile Justice
Program:	Detention Services
Service/Budget Entity:	Secure Detention
<b>Measure:</b>	<b>Percentage of Youth Who Remain Crime Free While in Secure Detention</b>

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The data sources are the Juvenile Justice Information System (JJIS) as reported by the Office of Research and Planning.

This is defined as the percentage of youth released from Secure Detention during the fiscal year that did not violate or commit a new offense resulting in an adjudication or adjudication withheld during their Secure Detention stay.

JJIS Secure Detention data records are extracted and examined by staff of the Office of Research and Planning using SPSS software. The referral (arrest) records of each youth placed in Secure Detention are extracted and matched to the Secure Detention records. If any of the offense dates for adjudicated (or adjudication withheld) offenses fall on or between the admission and release dates for the period the youth was in Secure Detention, the youth is considered unsuccessful.

To determine the percentage, the total number of youth released from Secure Detention during the fiscal year minus the number of unsuccessful youth is used as the numerator. The denominator is the total number of youth released from Secure Detention. The result is the percentage of completions from Secure Detention who remained crime-free while in Secure Detention.

### Validity:

The methodology compares youth released without an offense date during a fiscal year against youth released with an offense date and determines the percentage of those youth released without an offense date.

This calculation and its methodology provide an accurate reflection of the effectiveness of Detention services in the field. This methodology provides an accurate measure of the safety and security of detention centers. It also can be useful information for making comparisons between judicial circuits and detention units to improve effectiveness or reduce costs.

This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service. This outcome allows for evaluations of the Agency Mission (to reduce juvenile crime) and its Goals and Objectives.

**Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Secure Detention is entered into JJIS by field staff at intake and in each of the department's 26 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of the Detention Wizard and pull down menus.

The coding and syntax used to determine those youth whose placement dates are between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within the Bureau of Research and Planning. Definitions and analytical procedures are updated and documented in the FY 2004-05 Juvenile Justice Research and Evaluation Common Definitions published by the department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

The stability and accuracy of Secure Detention data is very good. Less than 1% of these records are problematic. It may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Juvenile Justice  
Program: Detention Services  
Service/Budget Entity: Secure Detention  
**Measure: Number of Escapes From Secure Detention**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The data source is the Central Communications Center (CCC).

An escape occurs and is reported by field staff to CCC. The information is forwarded to the Assistant Secretary or IG, and to the Assistant Chief of the Bureau of Investigations for review, classification and assignment. The incident report is then forwarded to Detention Services. CCC and Detention, as categorized by the incident reports, maintain a record of each escape occurring during the fiscal year.

All escapes occurring during the fiscal year are totaled by Detention Services.

### Validity:

Using a methodology that counts the number of escapes from Secure Detention provides a valid measure of the safety and security of detention centers.

This calculation and its methodology provide a valid measure of the safety and security of detention centers. This information and process is useful to determine the number of FTEs required to provide Detention services. It also can be useful information for making workload comparisons between judicial circuits and detention units to determine when new positions should be added or transfers are necessary due to workload inequities.

This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service. This outcome allows for evaluations of the Agency Mission (to reduce juvenile crime) and its Goals and Objectives.

### Reliability:

The number of escapes computed by Detention Services is compared to the number of escapes as reported by CCC. These are confirmed through COMSTAT conferences with the Detention Centers.

This measure is highly reliable as evidenced by two separate departmental programs obtaining the same result.

The stability and accuracy of Secure Detention data is very good. Less than 1% of these records are problematic. It may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Juvenile Justice  
Program: Detention Services  
Service/Budget Entity: Secure Detention

**Measure:** Number of Youth-on-Youth Batteries for Every 1,000 Youth Served  
**Daily in**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The data sources are the Central Communication Center (CCC) and the Juvenile Justice Information System (JJIS) as reported by the Office of Research and Planning.

Based upon criteria and professional discretion, field staff reports the incident to the CCC. The information is forwarded to the Assistant Secretary and the Assistant Chief, Bureau of Investigations for review and assignment, thus generating an official incident report. Youth-on-youth batteries may only be classified as such by the CCC. The incident report is forwarded to Detention Services for review or investigation. Detention Services maintains a database in which each youth-on-youth battery is entered. The number of youth-on-youth batteries is compiled at the end of the fiscal year. The figure for 1,000 youth served daily in Secure Detention is based on the average daily population for Secure Detention.

The number of batteries during the fiscal year is divided by 365 to obtain the average daily number of batteries for the numerator. The denominator is the average daily population for Secure Detention divided by 1,000. The resulting quotient is the average daily number of youth-on-youth batteries per 1,000 youth served daily in Secure Detention.

### Validity:

This calculation and its methodology provide an accurate reflection of the safety and security of detention centers. This information and process is useful to determine the number of FTEs required to provide Detention services safely. It also can be useful information for making workload comparisons between judicial circuits and detention units when new positions can be added or transfers are necessary due to workload inequities or safety and security considerations.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This outcome allows for evaluations of the department's effectiveness in meeting the Agency Mission, to reduce juvenile crime, and its Goals and Objectives.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Secure Detention is entered into JJIS by field staff at intake and in each of the department's 26 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of the Detention Wizard and pull down menus.

The number of youth-on-youth batteries that occurred during the fiscal year is counted by Detention Services and compared against the number reported by the CCC. This number is also reviewed during the COMSTAT process.

The coding and syntax used to determine those youth whose placement dates show them in Secure Detention between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within the Bureau of Research. Definitions and analytical procedures are updated and documented in the 2004-05 Juvenile Justice Research and Evaluation Common Definitions published by the department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

The stability and accuracy of Detention data is very good. Less than 1% of these records are problematic. This measure is highly reliable as evidenced by Detention's double counting to ensure accuracy. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Juvenile Justice  
Program: Detention Services  
Service/Budget Entity: Secure Detention  
**Measure: Number of Youth-on-Staff Batteries for Every 1,000 Youth Served Daily in Secure Detention**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The data sources are the CCC and the Juvenile Justice Information System (JJIS) as reported by the Office of Research and Planning.

Based upon criteria and professional discretion, field staff reports the incident to the CCC. The information is forwarded to the Assistant Secretary and the Assistant Chief, Bureau of Investigations for review and assignment, thus generating an official incident report. Youth-on-staff batteries may only be classified as such by the CCC. The incident report is forwarded to Detention Services for review or investigation. Detention Services maintains a database in which each youth-on-staff battery is entered. The number of youth-on-staff batteries is compiled at the end of the fiscal year. The figure for 1,000 youth served daily in Secure Detention is based on the average daily population for Secure Detention.

The number of batteries during the fiscal year is divided by 365 to obtain the average daily number of batteries for the numerator. The denominator is the average daily population for Secure Detention divided by 1,000. The resulting quotient is the average daily number of youth-on-staff batteries per 1,000 youth served daily in Secure Detention.

### Validity:

This calculation and its methodology provide an accurate reflection of the safety and security of detention centers. This information and process is useful to determine the number of FTEs required to provide Detention services safely. It also can be useful information for making workload comparisons between judicial circuits and detention units when new positions can be added or transfers are necessary due to workload inequities or safety and security considerations.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This outcome allows for evaluations of the department's effectiveness in meeting the Agency Mission, to reduce juvenile crime, and its Goals and Objectives.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Secure Detention is entered into JJIS by field staff at intake and in each of the department's 26 detention centers. Data Integrity Officers (DIOs), under the direction



of the agency's Office of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of the Detention Wizard and pull down menus.

The number of youth-on-staff batteries that occurred during the fiscal year is counted by Detention Services and compared against the number reported by the CCC. This number is also reviewed during the COMSTAT process.

The coding and syntax used to determine those youth whose placement dates show them in Secure Detention between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within the Office of Research and Planning. Definitions and analytical procedures are updated and documented in the 2004-05 Juvenile Justice Research and Evaluation Common Definitions published by the department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

The stability and accuracy of Detention data is very good. Less than 1% of these records are problematic. This measure is highly reliable as evidenced by Detention's double counting to ensure accuracy. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Juvenile Justice  
Program: Detention Services  
Service/Budget Entity: Secure Detention

**Measure: Average Daily Population for Secure Detention**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The data sources are the Juvenile Justice Information System (JJIS) as reported by the Office of Research and Planning.

JJIS Secure Detention data records are extracted for every youth served during the fiscal year. Admission dates and release dates are truncated at the beginning and end of the fiscal year. For example, if youth were placed into Secure Detention during the previous fiscal year, then July 1 is treated as the date in. Likewise, if youth are released after the fiscal year ends, then June 30 is treated as the date of release. Data records are checked for overlapping stays or other data anomalies to avoid double counting of resident days. The length of stay for each placement is computed as the number of days between the day placed into Secure Detention and the day released from Secure Detention plus one. Total resident days are the sum of the lengths of stay for all Secure Detention placements.

The average daily population for Secure Detention is the sum of resident days for all placements in Secure Detention during the fiscal year divided by 365.

### **Validity:**

This calculation and its methodology provide an accurate reflection of system utilization and demands on field staff, resources, and space. This information and process is useful to determine the number of FTEs required to provide Detention services. It also can be useful information for making workload comparisons between judicial circuits and detention units to determine when new positions should be added or transfers are necessary due to workload inequities.

This measure provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

### **Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Secure Detention is entered into JJIS by field staff at intake and in each of the department's 26 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are

scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of the Detention Wizard and pull down menus.

The coding and syntax used to determine those youth whose placement dates show them in Secure Detention between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within the Bureau of Data and Research. Definitions and analytical procedures are updated and documented in the 2004-05 Juvenile Justice Research and Evaluation Common Definitions published by the department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

The stability and accuracy of Detention data is very good. Less than 1% of these records are problematic. It may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Juvenile Justice  
Program: Detention Services  
Service/Budget Entity: Secure Detention

**Measure: Percentage of Successful Completions Without Committing a New Law or Contract Violation, Failure to Appear, an Abscond, or Contempt of Court**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The data sources are the Juvenile Justice Information System (JJIS) as reported by the Office of Research and Planning.

Percentage of successful completions from Home Detention committing a new law or contract violation, failure to appear, an abscond, or contempt of court is defined as the percentage of youth released during the fiscal year who did not violate or commit a new offense resulting in adjudication or adjudication withheld during their Home Detention stay.

JJIS Home Detention data records are extracted and examined using SPSS software. The referral (arrest) records of each youth placed on Home Detention are extracted and matched to Home Detention records. If any of the offense dates for adjudicated (or adjudication withheld) offenses fall on or between the admission and release dates for the period the youth was placed on Home Detention, the youth is considered unsuccessful.

To determine the percentage, the total number of youth released from Home Detention during the fiscal year minus the number of unsuccessful youth is used as the numerator. The denominator is the total number of youth released from home detention. The result is the percentage of completions from Home Detention without committing a new law violation or contract violation, failure to appear, an abscond, or contempt of court.

### **Validity:**

This calculation and its methodology provide an accurate measure of the safety and security of Home Detention services in the field. This information and process is useful to determine the effectiveness of Detention services. It also can be useful information for making workload comparisons between judicial circuits and detention units to determine when new positions should be added or transfers are necessary due to workload inequities.

This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service. This outcome allows for evaluation of the Agency Mission (to reduce juvenile crime) and its Goals and Objectives. Specifically, the measure allows the department to evaluate Goal 1: Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime and Goal 5: Detain and monitor alleged juvenile offenders to enhance public safety.

### **Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Home Detention is entered into JJIS by field staff at intake and in each of the department's 26 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Bureau of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of the Detention Wizard and pull down menus.

The coding and syntax used to determine those youth whose placement dates are between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within the Bureau of Research and Planning. Definitions and analytical procedures are updated and documented in the 2004-05 Juvenile Justice Research and Evaluation Common Definitions published by the department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

The stability and accuracy of Detention data is very good. Less than 1% of these records are problematic. It may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Juvenile Justice  
Program: Detention Services  
Service/Budget Entity: Home Detention

**Measure: Average Daily Population for Home Detention**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The data sources are the Juvenile Justice Information System (JJIS) as reported by the Office of Research and Planning.

JJIS Home Detention data records are extracted for every youth served during the fiscal year. Admission dates and release dates are truncated at the beginning and end of the fiscal year. For example, if youth were placed into Home Detention during the previous fiscal year, than July 1 is treated as the date in. Likewise, if youth are released after the fiscal year ends, then June 30 is treated as the date of release. Data records are checked for overlapping stays or other data anomalies to avoid double counting of resident days. The length of stay for each placement is computed as the number of days between the day placed into Home Detention and the day released from Home Detention plus one. Total resident days are the sum of the lengths of stay for all Home Detention placements.

The average daily population for Home Detention is the sum of resident days for all placements in Home Detention during the fiscal year divided by 365.

### **Validity:**

Using a methodology that determines the average daily population of Home Detention in a given fiscal year provides a valid measure for system utilization and demands on field staff, resources, and space.

This measure provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

### **Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Home Detention is entered into JJIS by field staff at intake and in each of the department's 26 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data

elements. Errors in entering data are also minimized through the use of the Detention Wizard and pull down menus.

The coding and syntax used to determine those youth whose placement dates show them in Home Detention between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within the Bureau of Research and Planning. Definitions and analytical procedures are updated and documented in the 2004-05 Juvenile Justice Research and Evaluation Common Definitions published by the department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

The stability and accuracy of Home Detention data is very good. Less than 3% of these records are problematic. It may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: After Care Service / Conditional Release  
**Measure: Percentage of youth who remain crime free during Conditional Release supervision**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DC), and the DJJ Outcome Evaluation Report.

2. Describe the methodology used to collect the data and to calculate the result.

This figure is defined as the percentage of youth released from Conditional Release during the fiscal year that did not violate or commit a new offense resulting in an adjudication or adjudication withheld during their Conditional Release stay. Conditional Release includes youth under the supervision of a Department JPO as well as any contracted Conditional Release supervision or Conditional Release Day Treatment program. Post-Commitment Probation youth are not included among these youth.

"Youth released" is defined as all youths who are released from Conditional Release for any reason during the fiscal year. JJIS referral records of these youths are studied to determine whether they committed an offense for which they were adjudicated, convicted, or had a disposition of adjudication withheld during their Conditional Release stay.

3. Explain the procedure used to measure the indicator.

The percentage of youth who remain crime-free during Conditional Release is calculated by dividing the number of youth who are found not to have an adjudication or adjudication withheld for an offense that occurred during their Conditional Release stay by the number of youth released from Conditional Release during the fiscal year.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

This calculation and its methodology provide an accurate reflection of the effectiveness of JPOs and contracted providers conducting Conditional Release services in the field. This information and process is useful to determine the number of FTEs and contracted slots required to provide Conditional Release services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities. The design of the measure has changed to include those youth under the Conditional Release supervision of a Juvenile Probation Officer. The cost of this activity falls under the Aftercare / Conditional Release budget entity.



2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense while under the supervision of Aftercare / Conditional Release.

**Reliability:**

1.Explain the methodology used to determine reliability and the reason it was used.

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed on Conditional Release is entered into JJIS by Residential Services staff at transition and by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Data and sent to the DIOs concerning data entry error rates associated with entries at intake and by JPOs. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system.

The coding and syntax used to determine those youth whose placement dates show them on Conditional Release between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Results are reviewed by staff and compared to other data or counts to help establish reliability. In some cases, data reported by Day Treatment providers was used to help establish reliability of JJIS data.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The stability and accuracy of probation data is good and is improving. It may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: After Care Service / Conditional Release  
**Measure: Percentage of youth who remain crime free one year after release from Conditional Release**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DC), and the DJJ Outcome Evaluation Report.

2. Describe the methodology used to collect the data and to calculate the result.

This figure is defined as the statewide recidivism rate (percent adjudicated or convicted for a crime that occurred within one year of program completion) for youth that completed Conditional Release.

JJIS Conditional Release records are extracted and examined to select those cases that completed Conditional Release. "Youth that completed" is defined as all youth who satisfy requirements of Conditional Release and are released to the community, with or without further supervision, and who are not transferred to a residential program or adult jail or prison. Subsequent records of these youths are studied to determine whether they committed an offense within 12 months post-release for which they were adjudicated, convicted, or had a disposition of adjudication withheld as a juvenile or an adult. All youths who completed Conditional Release are matched with JJIS, FDLE, and DC databases to determine the number who remain crime-free.

3. Explain the procedure used to measure the indicator.

The total number of youths who are not found not to have a new adjudication, adjudication withheld, or conviction (crime-free) for a crime that was committed within 12 months of their release from Conditional Release is then divided by the total number of youths released from Conditional Release for that fiscal year. This quotient is the percentage that remains crime-free.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

This calculation and its methodology provide an accurate reflection of the effectiveness of JPOs and contracted providers conducting Conditional Release services in the field. This information and process is useful to determine the number of FTEs and contracted slots required to provide Conditional Release services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities. The design of the measure includes those youth under the

Conditional Release supervision of a Juvenile Probation Officer. The cost of this activity falls under the Aftercare / Conditional Release budget entity.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense after release from the supervision of Aftercare / Conditional Release.

**Reliability:**

1. Explain the methodology used to determine reliability and the reason it was used.

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed on Conditional Release is entered into JJIS by Residential Services staff at transition and by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Data and sent to the DIOs concerning data entry error rates associated with entries at intake and by JPOs. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Results are reviewed by staff and compared to other data or counts to help establish reliability. In some cases, data reported by Day Treatment providers was used to help establish reliability of JJIS data.

The coding and syntax used to determine those youth whose placement dates show them on Conditional Release between July 1 and June 30 of the fiscal year are written, reviewed and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Data matching procedures for FDLE and DC data utilize a tested algorithm with accuracy better than 95%. Results are reviewed by staff and compared to other data or counts to help establish reliability.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The stability and accuracy of probation data is good and is improving. It may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation  
**Measure: Percentage of youth who remain crime free one year after release from probation**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS) and the Outcome Evaluation Report.

2. Describe the methodology used to collect the data and to calculate the result.

The statewide recidivism rate (percent adjudicated or convicted for a crime that occurred within one year of program completion) for youth that completed Probation or Post-Commitment Probation.

3. Explain the procedure used to measure the indicator.

The number of youth placed on either Probation or Post-Commitment Probation is entered into JJIS by Juvenile Probation Officers in each of the 20 Judicial Circuits. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of the Office of Research and Data, according to placement information on JJIS offender records, extract Probation and Community Corrections data from JJIS.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

Using the methodology that counts both the youth who were placed on Probation and those on Post-Commitment Probation who then subsequently recidivated one year after release from that status. The design of the measure includes the Post-Commitment Probation population, as the cost of this activity falls under the Juvenile Probation entity. Although, Post-Commitment Probation is considered an Aftercare activity, it is completed by the Probation Officer and is not contracted to an outside entity.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense while under the supervision of Probation or Post-Commitment Probation.

### Reliability:

1. Explain the methodology used to determine reliability and the reason it was used.

Using the methodology that counts both the youth who completed their Probation or Post-Commitment Probation supervision during the fiscal year in question and then subsequently recidivate one year after release from that status. The data is then compiled and reviewed by the Office of Research and Data for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures to be reported in the Annual Outcome Evaluation Report.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the direction of the Department's Office of Research and Data. Staff of the Management Information Systems of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Intake and assessment**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Office of Research and Data, the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report were used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result.

This measure is defined as the average daily number of youth referred to the Department in the respective fiscal year, divided by the number of FTE allotted to handle the Intake functions of the Probation branch.

The average daily number of youth received by intake was drawn from the Delinquency Profile, using the total number of referrals for the fiscal year. The number of these referrals was divided by 365 or 366 to determine the daily average.

3. Explain the procedure used to measure the indicator.

The average daily population of youth at intake is computed by counting on each given day the number of youth assigned to the Intake status of the Department awaiting disposition.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

This calculation and its methodology assist in making an accurate reflection of workload capacity of JPOs handling intake cases in the field. This information and process is useful to determine the number of FTEs required to provide intake services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth processed by the Department.

### Reliability:

1. Explain the methodology used to determine reliability and the reason it was used.

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth at intake is entered into JJIS by field staff at intake and by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Data and sent to the DIOs concerning data entry error rates associated with entries at intake and by JPOs. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system.

The coding and syntax used to determine those youth whose placement dates show them on Intake between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The stability and accuracy of intake data is good and is improving. Data on the allocation of FTEs gathered through a survey of field staff is the most accurate available. The stability and accuracy of Profile data is excellent. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Direct probation supervision**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Office of Research and Data, the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report were used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result

This is a measure clarifies the previously approved measure and specifically distinguishes the measure to represent the average probation population. It is defined as the average daily number of youth under supervision statewide.

The average daily population of youth on supervision was drawn from the following group: youth referred to the Department and disposed to probation supervision. JJIS probation placement data was extracted and examined to identify the youth on probation supervision and under the supervision of a JPO during the fiscal year. The count included all those youth with open cases on July 1 of the fiscal year and included any cases opened during the remainder of the fiscal year. The number of these youth with open cases were counted for each day of the fiscal year, and averaged.

3. Explain the procedure used to measure the indicator.

The average daily population of youth on probation supervision (direct probation) is computed by counting on each given day the number of youth receiving Probation services.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

This calculation and its methodology provide an accurate reflection of workload capacity of JPOs conducting probation supervision services in the field. This information and process is useful to determine the number of FTEs required to provide supervision services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.



This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

**Reliability:**

1. Explain the methodology used to determine reliability and the reason it was used.

Determination of the reliability of data is an on-going process involving training, monitoring, careful definition of terms; business rules and steps in processing data and checking the results. Information on youth placed on probation is entered into JJIS by field staff at intake and by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Data and sent to the DIOs concerning data entry error rates associated with entries at intake and by JPOs. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The stability and accuracy of probation data is good and is improving. Data on the allocation of FTEs gathered through a survey of field staff is the most accurate available. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Direct Conditional Release supervision**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Office of Research and Data, the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report were used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result

This measure represents the average population supervised by a JPO under post-residential status, be it Post-Commitment Probation or Conditional Release. It is defined as the average daily number of youth under Direct Conditional Release or Post-Commitment Probation supervision statewide.

The average daily population of youth under this level of supervision was drawn from the following groups: youth referred to the Department and disposed to post commitment probation supervision, and youth released from commitment and placed under the supervision of a JPO for supervision. JJIS probation placement data was extracted and examined to identify the youth on PCP probation supervision and under the supervision of a JPO during the fiscal year. The count included all those youth with open cases on July 1 of the fiscal year and included any cases opened during the remainder of the fiscal year. The number of these youth with open cases were counted for each day of the fiscal year, and averaged.

3. Explain the procedure used to measure the indicator.

The average daily population of youth on PCP and CR is computed by counting on each given day the number of youth is receiving post residential supervision services.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

This calculation and its methodology provide an accurate reflection of workload capacity of JPOs conducting probation supervision services in the field. This information and process is useful to determine the number of FTEs required to provide supervision services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

**Reliability:**

1. Explain the methodology used to determine reliability and the reason it was used.

Determination of the reliability of data is an on-going process involving training, monitoring, careful definition of terms; business rules and steps in processing data and checking the results. Information on youth placed on probation is entered into JJIS by field staff at intake and by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Data and sent to the DIOs concerning data entry error rates associated with entries at intake and by JPOs. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The stability and accuracy of probation data is good and is improving. Data on the allocation of FTEs gathered through a survey of field staff is the most accurate available. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Contracted conditional release supervision**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Office of Research and Data, the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report were used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result

This measure represents the average population of youth in contracted programs who are also assigned to the supervision of a JPO. It is defined as the average daily number of youth under Contracted Conditional Release who attend a contracted Day Treatment or case management style program. Responsibilities of the JPO remain, yet the youth attends an outside program that works in conjunction to the role of the JPO.

The average daily population of youth on contracted Conditional Release supervision is drawn from youth released from commitment and placed under the supervision of a contracted provider. JJIS Conditional Release placement data would be extracted and examined to identify the youth on contracted Conditional Release supervision during the fiscal year. The count would include all those youth with open cases on July 1 of the fiscal year and include any cases opened during the remainder of the fiscal year. The number of these youth with open cases were counted for each day of the fiscal year, and averaged.

3. Explain the procedure used to measure the indicator.

The average daily population of youth on Contracted CR is computed by counting on each given day the number of youth is receiving post residential supervision services with a Provider.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

This calculation and its methodology provide an accurate reflection of workload capacity of JPOs conducting CR supervision services in the field. This information and process is useful to determine the number of FTEs required to provide supervision services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

**Reliability:**

1. Explain the methodology used to determine reliability and the reason it was used.

Determination of the reliability of data is an on-going process involving training, monitoring, careful definition of terms; business rules and steps in processing data and checking the results. Information on youth placed on probation is entered into JJIS by field staff at intake and by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Data and sent to the DIOs concerning data entry error rates associated with entries at intake and by JPOs. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The stability and accuracy of probation data is good and is improving. Data on the allocation of FTEs gathered through a survey of field staff is the most accurate available. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Residential commitment program**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Office of Research and Data, the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report were used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result.

This measure is defined as the average daily number of youth in commitment that are supervised by a probation officer.

The average daily number of youth in residential placement was drawn from the Juvenile Justice Information System, using the total number for the fiscal year. The number of these referrals was divided by 365 or 366 to determine the daily average.

3. Explain the procedure used to measure the indicator.

The average daily population of youth in residential is computed by counting on each given day the number of youth assigned to the residential status of the Department.

### **Validity:**

1. Explain the methodology used to determine validity and the reason it was used.

This calculation and its methodology assist in making an accurate reflection of workload capacity of JPOs handling commitment cases in the field. This information and process is useful to determine the number of FTEs required to provide supervision services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth processed by the Department.

### **Reliability:**

1. Explain the methodology used to determine reliability and the reason it was used.

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth at intake is entered into JJIS by field staff at intake and by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Data and sent to the DIOs concerning data entry error rates associated with entries at intake and by JPOs. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system.

The coding and syntax used to determine those youth whose placement dates show them on commitment between July 1 and June 30 of the fiscal year are written, reviewed and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The stability and accuracy of intake data is good and is improving. The stability and accuracy of Profile data is excellent. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation  
**Measure: Average number of youths served daily under intake status per Juvenile Probation Officer**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report will be used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result.

This information is collected by factoring the number of youth brought to the attention of the Department. That figure is then divided by the Juvenile Probation Officers that are assigned to the Intake function of Probation within the Probation and Community Corrections branch. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty.

3. Explain the procedure used to measure the indicator.

The number of youth received is entered into JJIS by Juvenile Probation Officers in each of the 20 Judicial Circuits. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of the Office of Research and Data, according to placement information on JJIS offender records, extract Probation and Community Corrections data from JJIS.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

Using the methodology that counts the number of youth received by the Department during the fiscal year and divided by the number of field staff that handle Intake cases. This is the best route at determining the caseload reflection.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

1. Explain the methodology used to determine reliability and the reason it was used.

Using the methodology that counts the youth brought to the Department's attention. The data is then compiled and reviewed by the Office of Research and Data for any abnormal exceptions and



shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the Direction of the Department's Office of Research and Data. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation  
**Measure: Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report will be used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result.

This information would be collected by factoring the number of youth brought to the attention of the Department and subsequently placed on Probation status by order of the Court. That figure is then divided by the Juvenile Probation Officers that are assigned to the supervision function of Probation within the Probation and Community Corrections branch. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty.

3. Explain the procedure used to measure the indicator.

The number of youth placed on Probation is entered into JJIS by Juvenile Probation Officers in each of the 20 Judicial Circuits. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of the Office of Research and Data, according to placement information on JJIS offender records, extract Probation and Community Corrections data from JJIS.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

Using the methodology that counts the number of youth placed under Probation supervision of the Department during the fiscal year and divided by the number of field staff that supervise Probation cases. This is the best route at determining the caseload reflection.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

1. Explain the methodology used to determine reliability and the reason it was used.

Using the methodology that counts the youth placed under the Department's supervision. The data is then compiled and reviewed by the Office of Research and Data for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the direction of the Department's Office of Research and Data. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Average number of youths served daily under State-Operated Conditional Release and Post-Commitment Probation per Juvenile Probation Officer**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report will be used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result.

This information is collected by factoring the number of youth placed on Conditional Release status with a Juvenile Probation Officer, or Post-Commitment Probation, rather than with a contracted agent. That figure will then be divided by the Juvenile Probation Officers that are assigned to the supervision function of Aftercare / Conditional Release within the Probation and Community Corrections branch under the Aftercare budget entity. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty

3. Explain the procedure used to measure the indicator.

The number of youth placed on Aftercare / Conditional Release, or Post-Commitment Probation, is entered into JJIS by Juvenile Probation Officers in each of the 20 Judicial Circuits. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of the Office of Research and Data, according to placement information on JJIS offender records, extract Probation and Community Corrections data from JJIS.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

Using the methodology that counts the number of youth placed on Aftercare / Conditional Release supervision of the Department during the fiscal year and divided by the number of field staff that supervise Aftercare / Conditional Release and / or Post-Commitment Probation cases.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

1. Explain the methodology used to determine reliability and the reason it was used.

Using the methodology that counts the youth placed on Aftercare / Conditional Release, or Post-Commitment Probation, under the Department's supervision. The data is then compiled and reviewed by the Office of Research and Data for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the Direction of the Department's Office of Research and Data. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Average number of youths served daily under Contracted Conditional Release per Juvenile Probation Officer charged with their case management**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report will be used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result.

This information is collected by factoring the number of youth placed on Conditional Release status with a contracted agent. That figure will then be divided by the Juvenile Probation Officers that are assigned to the supervision function of Aftercare / Conditional Release within the Probation and Community Corrections branch. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty

3. Explain the procedure used to measure the indicator.

The number of youth placed on Aftercare / Conditional Release with a provider is entered into JJIS by Juvenile Probation Officers in each of the 20 Judicial Circuits. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of the Office of Research and Data, according to placement information on JJIS offender records, extract Probation and Community Corrections data from JJIS.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

Using the methodology that counts the number of youth placed on Aftercare / Conditional Release supervision with a contracted provider of the Department during the fiscal year and divided by the number of field staff that supervise Conditional Release and Post-Commitment Probation cases.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

1. Explain the methodology used to determine reliability and the reason it was used.

Using the methodology that counts the youth placed on Aftercare / Conditional Release, or Post-Commitment Probation, under the Department's supervision. The data is then compiled and reviewed by the Office of Research and Data for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the Direction of the Department's Office of Research and Data. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Average number of youths served daily in Residential Commitment per Juvenile Probation Officer charged with their case management**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report will be used for information gathering.

2. Describe the methodology used to collect the data and to calculate the result.

It is proposed that this information would be collected by factoring the number of youth placed on Conditional Release status with a Juvenile Probation Officer, rather than with a contracted agent. That figure will then be divided by the Juvenile Probation Officers that are assigned to the supervision function of Aftercare / Conditional Release within the Probation and Community Corrections branch under the Aftercare budget entity.

3. Explain the procedure used to measure the indicator.

The number of youth placed on Aftercare / Conditional Release is entered into JJIS by Juvenile Probation Officers in each of the 20 Judicial Circuits. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of the Office of Research and Data, according to placement information on JJIS offender records, extract Probation and Community Corrections data from JJIS.

### **Validity:**

1. Explain the methodology used to determine validity and the reason it was used.

Using the methodology that counts the number of youth placed on Aftercare / Conditional Release supervision of the Department during the fiscal year and divided by the number of field staff that supervise Aftercare / Conditional Release cases

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### **Reliability:**

1. Explain the methodology used to determine reliability and the reason it was used.



Using the methodology that counts the youth placed on Aftercare / Conditional Release under the Department's supervision. The data is then compiled and reviewed by the Office of Research and Data for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the Direction of the Department's Office of Research and Data. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Number of youths court ordered to probation supervision**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DC), and the DJJ Outcome Evaluation Report.

2. Describe the methodology used to collect the data and to calculate the result.

This figure is defined as the number of youth who are disposed to court ordered probation supervision.

3. Explain the procedure used to measure the indicator.

The number of youth court ordered to probation supervision is calculated by analyzing disposition status in JJIS. The resulting number of youth receiving the aforementioned disposition status is summed to provide a total.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

Using the methodology that counts disposition status is the best route at determining the number of youth court ordered probation. Only youth who receive the appropriate disposition is reflected.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

1. Explain the methodology used to determine reliability and the reason it was used.

Using the methodology that counts the youth brought to the Department's attention for probation supervision. The data is then compiled and reviewed by the Office of Research and Data for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the Direction of the Department's Bureau of Data and Research. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research & Data then extract Probation and Community Corrections data according to placement dates shown on their JJIS Offender records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation  
**Measure: Number of youths received at intake**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DC), and the DJJ Outcome Evaluation Report.

2. Describe the methodology used to collect the data and to calculate the result.

This figure is defined as the unduplicated number of youth who referred to the Department of Juvenile Justice.

3. Explain the procedure used to measure the indicator.

The number of youth received at intake is calculated by analyzing the number of unduplicated youth in JJIS who received a new referral during the fiscal year. The resulting number of unduplicated youth referrals is summed to provide a total.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

Using the methodology that counts unduplicated youth is the best route at determining the number of youth received at intake. This methodology only counts youth a single time, regardless of the number of referrals they may receive.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised or processed by the Department through intake.

### Reliability:

1. Explain the methodology used to determine reliability and the reason it was used.

The data is then compiled and reviewed by the Office of Research and Data for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the Direction of the Department's Bureau of Data and Research. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research & Data then extract Probation and Community Corrections data according to placement dates shown on their JJIS Offender records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation

**Measure: Number of youth served by the Redirection Program**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Annual Outcome Evaluation Report will be used for information gathering. This is a new measure generated from the establishment of the Redirection pilot project. The Office of Public Policy and Government Accountability (OPPAGA) has been given the responsibility for conducting an evaluation of this project. The data collection methodology designed by OPPAGA will also become a resource for the Department.

### **Validity:**

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth served in the Redirection Program.

### **Reliability:**

The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the Direction of the Department's Office of Research and Data. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records. In addition the OPPAGA evaluation will ensure an even higher level of reliability.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation  
**Measure: Percentage of youth who remain crime free one year after release from the Redirection program**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The information systems from the Departments of Juvenile Justice, Florida Department of Law Enforcement, and the Department of Corrections, and both the Department of Juvenile Justice Delinquency Profile and the Annual Outcome Evaluation Report will be used for information gathering. This is a new measure generated from the establishment of the Redirection pilot project. The Office of Public Policy and Government Accountability (OPPAGA) has been given the responsibility for conducting an evaluation of this project. The data collection methodology designed by OPPAGA will also become a resource for the Department. This figure is defined as the statewide recidivism rate (percent adjudicated or convicted for a crime that occurred within one year of program completion) for youth that completed Conditional Release. JJIS records are extracted and examined to select those cases that completed the Redirection program. "Youth that completed" is defined as all youth who satisfy requirements for Redirection and are released to the community, and who are not transferred to a residential program or adult jail or prison for 6 months. Subsequent records of these youths are studied to determine whether they committed an offense within 6 months post-release for which they were adjudicated, convicted, or had a disposition of adjudication withheld as a juvenile or an adult. All youths who completed Redirection are matched with JJIS, FDLE, and DC databases to determine the number who remain crime-free.

### **Validity:**

This calculation and its methodology provide an accurate reflection of the effectiveness of the Redirection pilot. This information and process is useful to determine the whether Redirection is a valid alternative to residential commitment for sanctioning non-law violations. This calculation provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth served in the Redirection Program.

### **Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in the Re-direction program is entered into JJIS by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry. The information is entered into the Information System by field staff. Field staff are trained by Data Integrity Officers under the Direction of the Department's Office of Research and Data. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to

placement dates shown on JJIS youth records. In addition the OPPAGA evaluation will ensure an even higher level of reliability.



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Non-Resident Delinquent Rehabilitation  
**Measure: Percent of youths who remain crime free one year after release from diversion or probation day treatment**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

1. List and describe the data source(s) for the measure.

The Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DC), contracted providers, and the DJJ Outcome Evaluation Report.

2. Describe the methodology used to collect the data and to calculate the result.

This measure is defined as the statewide recidivism rate (percent adjudicated or convicted for a crime that occurred within one year of program completion) for youth that completed Diversion services.

JJIS Non-Residential Delinquency Rehabilitation records (Diversion) are extracted and examined to select those cases that completed these services. In some cases, records of youth provided by the contracted programs are matched to JJIS records and relevant data is extracted. "Youth that completed" is defined as all youth who satisfy requirements of Non-Residential Delinquency Rehabilitation services and are released to the community, with or without further supervision, and who are not transferred to a residential program or adult jail or prison. Subsequent records of these youths are studied to determine whether they committed an offense within 12 months post-release for which they were adjudicated, convicted, or had a disposition of adjudication withheld as a juvenile or an adult. All youths who completed Conditional Release are matched with JJIS, FDLE, and DC databases to determine the number who remain crime-free.

3. Explain the procedure used to measure the indicator.

The total number of youths who are not found not to have a new adjudication, adjudication withheld, or conviction (crime-free) for a crime that was committed within 12 months of their release from Diversion is then divided by the total number of youths released from Diversion for that fiscal year. This quotient is the percentage that remains crime-free.

### Validity:

1. Explain the methodology used to determine validity and the reason it was used.

Percentage of youth who remain crime-free one year after being diverted and its methodology provides an accurate reflection of the outcome of this service, and of JPOs and contracted providers conducting services in the field. This information and process is useful to determine the number of FTEs and contracted slots required to provide diversion services. It also can be useful information for making workload comparisons between judicial circuits and probation units when

new positions can be added or transfers are necessary due to workload inequities. The cost of this service falls under the Non-Resident Delinquent Rehabilitation budget entity.

2. State the appropriateness of the measuring instrument in relation to the purpose for which it is being used.

This count provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense while under the supervision of contracted programs by the Department.

**Reliability:**

1. Explain the methodology used to determine reliability and the reason it was used.

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed on Diversion is entered into JJIS by Residential Services staff and by Juvenile Probation Officers (JPOs). Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Data and sent to the DIOs concerning data entry error rates associated with entries at intake and by JPOs. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system.

The coding and syntax used to determine those youth whose placement dates show them on Non-Residential Delinquency Rehabilitation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the Annual Juvenile Justice Research and Evaluation Common Definitions published by the Department. Data matching procedures for FDLE and DC data utilize a tested algorithm with accuracy better than 95%. Results are reviewed by staff and compared to other data or counts to help establish reliability.

2. State the reliability of the measure (the extent to which the measuring procedure yields the same results on repeated trials, and data are complete and sufficiently error free for its intended purposes).

The information is entered into the Information System by field staff and providers. Field staff and providers are trained by Data Integrity Officers under the Direction of the Department's Office of Research and Data. Staff of the Management Information Systems Bureau of the Department trains the DIOs. The Office of Research and Data then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Non-Resident Delinquent Rehabilitation  
**Measure: Average number of youths served daily in Minimum-Restrictiveness Non-Residential Commitment programs**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The data source for this measure is the Juvenile Justice Information System (JJIS). The average daily population (ADP) of youth served in Minimum-Risk Commitment is the sum of placement days for all youth placements in Minimum-Risk Commitment during the fiscal year, divided by 365 or 366.

The ADP of youth under this level of supervision is drawn from the following group: youths referred to the Department and disposed to Minimum Risk Commitment. JJIS commitment placement data is extracted and examined to identify the youth on Minimum-Risk Commitment during the fiscal year. The count includes all those youth with current placements on July 1 of the fiscal year plus any placements made during the remainder of the fiscal year. Placement days are the sum of the lengths of stay for all Minimum-Risk Commitment placements. The length of stay for each placement is computed as the number of days between the day placed in Minimum-Risk Commitment and the day released from Minimum-Risk Commitment, plus one.

### Validity:

Utilization of the Minimum Risk Commitment slots on line is an important measure for management. That utilization is reflected through the ADP. Although this measure is not useful for calculation of unit costs, ADP in comparison to system capacity represents a direct measure of resource utilization. This information and process is useful in determining the number of FTEs required to provide supervision services in these settings. It also can be useful information for making workload comparisons between judicial circuits and counties to determine when new slots should be added or shifts of capacity are necessary due to workload inequities.

### Reliability:

Determination of the reliability of data is an on-going process involving training, monitoring, careful definition of terms, business rules and steps in processing data and checking the results. Information on youth placed in Minimum-Risk Commitment is entered into JJIS after disposition by JPOs and Commitment Managers. Data Integrity Officers (DIOs), under the direction of the agency's Office of Research and Data, train and monitor field staff with regard to accuracy of JJIS data entry.

Data are monitored at several levels. At least quarterly, regional staff pull the census for each program in their region and reconciles the data. This includes doing an actual on-site head count, as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Regional Director for review, approval, and signature. Headquarters commitment staff check daily utilization for each level, including Minimum-Risk Commitment, using automated reports. A monthly exception report is generated

by the staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at disposition and placement. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports. In addition, the Department is establishing a Comstat process to continuously review the validity of data elements. Errors in entering data are also minimized through the use of the new bed management system. These checks help to ensure reliability of the data.

The coding and syntax used to determine those youths whose placement dates show them on Minimum-Risk Commitment between July 1 and June 30 of the fiscal year are written, reviewed and double-checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the 2004-05 Juvenile Justice Research and Evaluation Common Definitions published by the Department. Results are reviewed by staff and compared to other data or counts to help establish reliability.

The stability and accuracy of probation data is good and is improving. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Secretary/Assistant Secretary Administrative Services  
Service/Budget Entity: Executive Direction and Support Services  
**Measure: Total collections of statutorily mandated maintenance fees**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Data collection of statutorily mandated maintenance fees is actual receipts that are recorded into the Florida Accounting Information Resource (FLAIR) system. The FLAIR system is reconciled to the Department of Financial Services' records. Field staff enters offender information into the Juvenile Justice Information System (JJIS). The Bureau of Finance and Accounting extracts that information and create an account for each selected parent/guardian. A monthly billing is submitted to the parents/guardians for costs incurred during the billing cycle. Subsequent billings reflect balance forward, payments received, new charges, and ending balance. Revenue received is recorded in the FLAIR system and payments are posted to the parent/guardian account. Parents/guardians may submit payments to the Bureau of Finance and Accounting or to the local Clerk of the Court, who in turn submits revenue to the department on a monthly basis.

### **Validity:**

Effective July 1, 2000, law requires parents/guardians to pay for a portion of the cost of care for their children in DJJ programs. Effective July 1, 2004, SB2632 amending Florida Statutes 985.215 and 985.233 and creating Florida Statute 985.2311 was enacted to add supervision to the requirement to pay cost of care for children in DJJ programs.

### **Reliability:**

The Department of Financial Services' reconciliation process ensures accuracy and is reliable. In addition, feedback from parents/guardians allows for correcting data in the JJIS. A monthly invoice is submitted to parents/guardians for costs incurred during the billing cycle. Subsequent billings reflect balance forward, payments received, new charges and ending balance. As revenue is received, it is recorded in FLAIR. At the end of each month FLAIR is reconciled to the Department of Financial Services' revenue accounts.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Secretary/Assistant Secretary Administrative Services  
Service/Budget Entity: Executive Direction Support Services, Information Technology  
**Measure: Timeliness (in seconds) of process information requests for juvenile offender criminal history reports**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Juvenile Justice Information System (JJIS) and system response time feedback from the Management Information Systems (MIS) staff is the data source for this information. Staff analyzes the time to process information requests for juvenile offender and criminal history reports (in seconds) obtained from the JJIS. The response time is the number of elapsed seconds between the request for a juvenile face sheet and the availability of the face sheet on the computer screen. A stopwatch is used each month from the same location to measure the time it takes from selecting an Expanded Face Sheet until the report is displayed on the screen. This ensures that the network delays are the same from month to month.

During the past 2 fiscal years, the timeliness of processing information requests for juvenile offender criminal history reports has been consistently faster than the 6-second performance measure. Therefore, this request is to reduce the performance measure to 4 seconds.

### **Validity:**

The methodology to log on to the JJIS at a central point and select a youth from the face sheet screen and use a stopwatch to measure the time it takes from selecting an Expanded Face Sheet until the report is displayed on the screen allows for collecting data in real time. The face sheet is the most frequently requested report in JJIS. The department, other agencies, criminal justice partners, and department providers use this report.

### **Reliability:**

If a data point is significantly out of normal range of 4 seconds, technical staff research to determine if there are extenuating circumstances causing the variances. Variances in the manual process of using a stopwatch have not yielded significant differences in response times.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure and Non-Secure Residential Commitment

**Measure: Percent of Residential Commitment Program Reviews Conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (calendar year)**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The Bureau of Quality Assurance publishes an annual report that lists the scores earned by each individual program. The reported data comes directly from that published report.

The total number of programs receiving reviews is counted and the total number receiving a score of at least satisfactory is counted. The number of programs receiving scores of satisfactory or better (this includes the programs that are on “deemed status” and not receiving a full review) is then divided by the total number of programs.

### **Validity:**

The DJJ Leadership Agenda list (8) Evaluate The Effectiveness of Programs.

Quality Assurance measures overall performance of programs and focuses on best practices. In an effort to continually “raise the bar” of residential program performances the Quality Assurance process provides a comprehensive evaluation of program practices, performance, and compliance with standards. Quality Assurance reviews include both educational services as well as those services provided directly by DJJ staff or their contracted providers. This information is useful when evaluating the past performance of bidders for a new program as well as in evaluation of whether an existing contract should be terminated. It is also an indicator of the overall quality of the administration of juvenile justice programs.

### **Reliability:**

Mandates that anyone serving as a peer reviewer on a review team must complete three days of training and pass three examinations in order to become certified in the process. Teams consist of between three and ten or more professionals who must arrive at consensus on every key indicator rating. The use of standardized interview questions, file review checklists, and observation guides helps ensure consistent and appropriate ratings. In addition, the Bureau uses an extensive database which breaks down what rating each team gave each key indicator for every program reviewed during the year. These spreadsheets are analyzed by headquarters staff to determine if some teams may be rating outside the norm. Finally, an informal challenge program is in place whereby the team leader, while on-site, may e-mail or call the Quality Assurance Bureau Chief for interpretations or guidance on any of the ratings. If the advice or interpretation may affect other reviews, after being verified with the appropriate Department branch interpretations and advice are put on the Department’s QA web site under “clarifications” which QA team leaders are instructed to review prior to each QA visit.

The measures described above result in a high degree of consistency and inter-rater reliability in Quality Assurance reviews, and scores may be relied upon as a basis for management decisions.



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Department of Juvenile Justice
Program:	Residential Services
Service/Budget Entity:	Non-Secure Residential Commitment
<b>Measure:</b>	<b>Percentage of youth who remain crime free one-year after release from non-secure commitment</b>

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

This is defined as the percentage of youths who are not adjudicated, or do not have adjudication withheld, or are not convicted in adult criminal court for an offense that occurred within one year of the youth's release from residential commitment. This measure is compiled using JJIS, the Florida Department of Law Enforcement (FDLE) database, and the Department of Corrections (DC) database. Youth released is defined as all youth who complete residential treatment and are released to the community, with or without conditional release supervision or post-commitment probation, and are not transferred to another residential program or adult jail or prison. These youths are followed to determine whether they commit an offense within 12 months post-release for which they are adjudicated, convicted, or have a disposition of adjudication withheld. All youths who complete residential treatment are matched with DJJ, FDLE, and DC databases to determine the number who remain crime-free. The total number of youths who are not found not to have a new adjudication, adjudication withheld, or conviction (crime-free) is then divided by the total number of youths released from residential commitment for that year. This quotient is the percentage who remain crime free. The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions published by the department.

### Validity:

The primary mission of the department is to reduce juvenile crime, thereby making the citizens of Florida safer. This outcome measure serves as a direct indicator of program success that contributes to advancement of the Department's mission. This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluation of offenders brought back to the department for a subsequent offense.

### Reliability:

Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by Data Integrity Officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for



review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. has drafted policy and procedure and developed facility report cards on critical data elements, admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions document published by the department. Data matching procedures for FDLE and DC data utilize a tested algorithm with accuracy better than 95%. Results are reviewed by staff and compared to other data or counts to help establish reliability.

Multiple checks of the accuracy of data regarding youth placement admissions, releases, and release reasons are performed at various levels within the department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Department of Juvenile Justice
Program:	Residential Services
Service/Budget Entity:	Non-Secure Residential Commitment
<b>Measure:</b>	<b>Number of Escapes from Non-Secure Residential Commitment Programs</b>

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

All residential programs are strictly required to immediately contact the Department's Central Communications Center to report escape incidents. Escape information is then entered into the Inspector General's database. For each escape, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch.

This data is sent out to the Residential Regional Directors quarterly for review and verification.

### **Validity:**

This measure is valid because it directly relates to protecting the citizens of Florida from potential harm. The Department's Leadership Agenda (1) is to Improve Public, Staff and Offender Safety. This measure clearly identifies problem programs or providers and thus provides useful information during the procurement process. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of escapes from their facilities. It also provides an indicator of the effectiveness of security instrument and procedures throughout the system.

### **Reliability:**

Each quarter a Residential & Correctional Facilities staff person reviews all incident reports received by the Inspector General's office for residential commitment programs. This includes not just reviewing the classification but also reading the narratives. All incidents involving an escape are then cut and pasted onto a separate document. This document is sorted by secure and non-secure programs quarterly. The information is then provided to the Residential Regional Directors for review and verification.

This data is directly collected from programs and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. It may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Non-Secure Residential Commitment  
**Measure: Number of youth-on-youth batteries per every 1,000 youth served daily in non-secure residential commitment**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The data sources for this measure are the incident database maintained by the Residential Services branch and the Juvenile Justice Information System. Youth placement information used to derive resident days is extracted from JJIS. All residential programs are strictly required to immediately contact the Department's Central Communication Center to report battery incidents. Incident information is then entered into the Inspector General's database. For each battery incident, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch, where a staff member reviews the report and enters specific data elements from the report into a database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000.

### Validity:

Safety for the citizens of Florida is one of the goals of this administration. That right applies not only to citizens on the street, but also to youth in programs operated by the Department. This measure appears to be the appropriate way to determine progress in providing a safe environment for youth residing in programs operated by the department.

This measure serves as a direct indicator of program success and contributes to advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

### Reliability:

The number of youth served daily in non-secure residential commitment is provided to Residential Services staff by the Office of Research and Data. Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by DIOs who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries.

In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. The Office of Research and Data extracts and analyzes JJIS data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions Document published by the Department. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff.

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-youth batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Non-Secure Residential Commitment  
**Measure: Number of youth-on-staff batteries per every 1,000 youth served daily in non-secure residential commitment**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The data sources for this measure are the incident database maintained by the Residential Services branch and the Juvenile Justice Information System. Youth placement information used to derive resident days is extracted from JJIS. All residential programs are strictly required to immediately contact the Department's Central Communication Center to report battery incidents. Incident information is then entered into the Inspector General's database. For each battery incident, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch, where a staff member reviews the report and enters specific data elements from the report into a database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000.

### Validity:

Safety for the citizens of Florida is one of the goals of this administration. That right applies not only to citizens on the street, but also to youth in programs operated by the Department. This measure appears to be the appropriate way to determine progress in providing a safe environment for youth residing in programs operated by the department, and the staff employed in these programs.

This measure serves as a direct indicator of program success and contributes to advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

### Reliability:

The number of youth served daily in non-secure residential commitment is provided to Residential Services staff by the Office of Research and Data. Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by DIOs who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data.

The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. The Office of Research and Data extracts and analyzes JJIS data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions Document published by the Department. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff.

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-youth batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Department of Juvenile Justice
Program:	Residential Services
Service/Budget Entity:	Non-Secure Residential Commitment
<b>Measure:</b>	<b>Total Number of Youth Served in Non-Secure Residential Commitment Facilities</b>

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

Data contained in the Juvenile Justice Information System (JJIS) is used to determine this measure. Any youth served in a non-secure residential program for at least one day during the fiscal year under analysis is included in this measure. Youth placements are entered into the Juvenile Justice Information System by field staff and providers in the three residential regions. The Management Information Systems employees of the department train the Data Integrity Officers. The Office of Research and Data's Data Integrity Officers train both field staff and providers. Residential commitment data from the Juvenile Justice Information System is then extracted by the Office of Research and Data and entered into SPSS, a statistical analysis program, for analysis of the number of youths served in non-secure residential commitment, and these numbers are provided to the branch.

### Validity:

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. It provides a measure that can be compared to the cost associated with providing this necessary service to youth in non-secure commitment. Using this methodology that counts every youth that is served in non-secure residential commitment at least one day during the fiscal year provides an accurate data count of the demand on the departments resources.

### Reliability:

Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by Data Integrity Officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. The Office of Research and Data extracts and

analyzes JJIS data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions Document published by the Department.

Multiple checks of the accuracy of data regarding youth placement, admissions, releases, and release reasons are performed at various levels with the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Non-Secure Residential Commitment

**Measure: Average Daily Population of Youth Served in Non-Secure Residential Commitment by Level (Low and Moderate)**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The Juvenile Justice Information System. Youth placement data are kept up to date by field staff in three residential regions. These staff are trained to maintain up-to-date records on youths movements in and out of residential facilities.

### Validity:

Utilization of the residential beds on line is an important measure for management. Although this measure is not useful for calculation of unit cost, Average Daily Population in comparison to system capacity represents a direct measure of resource utilization.

### Reliability:

Youth names and identifying information are verified prior to program placement. Records are reviewed by the agency's Data Integrity Officers (DIOs) to identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-sit head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services has drafted policy and procedure and developed a facility report card on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. The Office of Research and Data extracts and analyzes JJIS data. Definitions and analytical procedures are updated and documented in the annual Common Definitions document published by the Department. Multiple check of the accuracy of data regarding youth placement, admissions, releases, and release reasons are performed at various levels within the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Non-Secure Residential Commitment

**Measure: Number of Non-Secure Residential Commitment Beds On-line**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Monthly, a headquarters residential staff tracks and updates the commitment beds on line. This is coordinated with staff from central placement and the contracts unit to assure that all changes are captured. This report is then disseminated throughout the agency for verification. Upon completion it is mailed monthly to identified staff at the Governor's Office, the House and the Senate.

The numbers from the end of June 2006 were reported.

### **Validity:**

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

This measure serves as a direct indicator of program success that contributes to advancement of the Department's mission.

### **Reliability:**

Although the reliability of this data is hard to qualify, the stability and accuracy of the data is good. The data may be relied upon with a high degree of confidence as the basis of management decisions

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Non-Secure Residential Commitment  
**Measure: Number of youth receiving Substance Abuse Treatment in Non-Secure Residential Commitment**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

Each non-secure residential commitment program that provides substance abuse treatment sends a report monthly of the youth who began treatment during that month to the residential headquarters office. They provide the DJJ ID #, the youths name and the funding source for the treatment. A definition of treatment was provided so that reporting was consistent. These reports are compiled onto a spreadsheet monthly and totaled to provide the number of youth receiving service annually.

### Validity:

This measure is tied to the Departments Goal #3, Participate in the Governor's Drug Control Strategy. It is further addressed in the DJJ Leadership Agenda (5) Allocate Programs and Bed Capacities to Special Needs including Substance Abuse Treatment.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

This measure serves as a direct indicator of program success that contributes to advancement of the Department's mission.

### Reliability:

Although the reliability of this data is hard to qualify, the stability and accuracy of the data is good. The data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure Residential Commitment

**Measure: Percentage of youth who remain crime free one year after release from secure residential commitment**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

This is defined as the percentage of youths who are not adjudicated, or do not have adjudication withheld, or are not convicted in adult criminal court for an offense that occurred within one year of the youth's release from residential commitment. This measure is compiled using JJIS, the Florida Department of Law Enforcement (FDLE) database, and the Department of Corrections (DC) database. Youth released is defined as all youth who complete residential treatment and are released to the community, with or without conditional release supervision or post-commitment probation, and are not transferred to another residential program or adult jail or prison. These youths are followed to determine whether they commit an offense within 12 months post-release for which they are adjudicated, convicted, or have a disposition of adjudication withheld. All youths who complete residential treatment are matched with DJJ, FDLE, and DC databases to determine the number who remain crime-free. The total number of youths who are not found not to have a new adjudication, adjudication withheld, or conviction (crime-free) is then divided by the total number of youths released from residential commitment for that year. This quotient is the percentage who remain crime free. The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions published by the department.

### **Validity:**

The primary mission of the department is to reduce juvenile crime, thereby making the citizens of Florida safer. This outcome measure serves as a direct indicator of program success that contributes to advancement of the Department's mission. This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluation of offenders brought back to the department for a subsequent offense.

### **Reliability:**

Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by Data Integrity Officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for

review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. has drafted policy and procedure and developed facility report cards on critical data elements, admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double checked within the Office of Research and Data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions document published by the department. Data matching procedures for FDLE and DC data utilize a tested algorithm with accuracy better than 95%. Results are reviewed by staff and compared to other data or counts to help establish reliability.

Multiple checks of the accuracy of data regarding youth placement admissions, releases, and release reasons are performed at various levels within the department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure Residential Commitment

**Measure: Total Number of Youth Served in Secure Residential Commitment**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Data contained in the Juvenile Justice Information System (JJIS) is used to determine this measure. Any youth served in a secure residential program for at least one day during the fiscal year under analysis is included in this measure. Youth placements are entered into the Juvenile Justice Information System by field staff and providers in the three residential regions. The Management Information Systems employees of the department train the Data Integrity Officers. The Office of Research and Data's Data Integrity Officers train both field staff and providers. Residential commitment data from the Juvenile Justice Information System is then extracted by the Office of Research and Data and entered into SPSS, a statistical analysis program, for analysis of the number of youths served in secure residential commitment, and these numbers are provided to the branch.

### **Validity:**

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. It provides a measure that can be compared to the cost associated with providing this necessary service to youth in non-secure commitment. Using this methodology that counts every youth that is served in non-secure residential commitment at least one day during the fiscal year provides an accurate data count of the demand on the departments resources.

### **Reliability:**

Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by Data Integrity Officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. The Office of Research and Data extracts and analyzes JJIS data. Definitions and analytical procedures are updated and documented in the

annual Juvenile Justice Research and Evaluation Common Definitions Document published by the Department.

Multiple checks of the accuracy of data regarding youth placement, admissions, releases, and release reasons are performed at various levels with the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

**LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY LRPP EXHIBIT IV:**

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure Residential Commitment

**Measure: Number of Secure Residential Commitment Beds On-line**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

Monthly, a headquarters residential staff tracks and updates the commitment beds on line. This is coordinated with staff from central placement and the contracts unit to assure that all changes are captured. This report is then disseminated throughout the agency for verification. Upon completion it is mailed monthly to identified staff at the Governor's Office, the House and the Senate.

The numbers from the end of June 2006 were reported.

**Validity:**

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

This measure serves as a direct indicator of program success that contributes to advancement of the Department's mission.

**Reliability:**

Although the reliability of this data is hard to qualify, the stability and accuracy of the data is good. The data may be relied upon with a high degree of confidence as the basis of management decisions



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure Residential Commitment

**Measure: Number of youth receiving Substance Abuse Treatment in Secure Residential Commitment**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Each secure residential commitment program that provides substance abuse treatment sends a report monthly of the youth who began treatment during that month to the residential headquarters office. They provide the DJJ ID #, the youths name and the funding source for the treatment. A definition of treatment was provided so that reporting was consistent. These reports are compiled onto a spreadsheet monthly and totaled to provide the number of youth receiving service annually.

### **Validity:**

This measure is tied to the Departments Goal #3, Participate in the Governor's Drug Control Strategy. It is further addressed in the DJJ Leadership Agenda (5) Allocate Programs and Bed Capacities to Special Needs including Substance Abuse Treatment.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

This measure serves as a direct indicator of program success that contributes to advancement of the Department's mission.

### **Reliability:**

Although the reliability of this data is hard to qualify, the stability and accuracy of the data is good. The data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure Residential Commitment

**Measure: Number of youth-on-youth batteries per every 1,000 youth, based on average daily population in secure environment**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

The data sources for this measure are the incident database maintained by the Residential Services branch and the Juvenile Justice Information System. Youth placement information used to derive resident days is extracted from JJIS. All residential programs are strictly required to immediately contact the Department's Central Communication Center to report battery incidents. Incident information is then entered into the Inspector General's database. For each battery incident, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch, where a staff member reviews the report and enters specific data elements from the report into a database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000.

### **Validity:**

Safety for the citizens of Florida is one of the goals of this administration. That right applies not only to citizens on the street, but also to youth in programs operated by the Department. This measure appears to be the appropriate way to determine progress in providing a safe environment for youth residing in programs operated by the department.

This measure serves as a direct indicator of program success and contributes to advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

### **Reliability:**

The number of youth served daily in non-secure residential commitment is provided to Residential Services staff by the Office of Research and Data. Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by DIOs who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries.

In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. The Office of Research and Data extracts and analyzes JJIS data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions Document published by the Department. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff.

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-youth batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure Residential Commitment

**Measure: Number of youth-on-staff batteries per every 1,000 youth, based on average daily population in secure environment**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The data sources for this measure are the incident database maintained by the Residential Services branch and the Juvenile Justice Information System. Youth placement information used to derive resident days is extracted from JJIS. All residential programs are strictly required to immediately contact the Department's Central Communication Center to report battery incidents. Incident information is then entered into the Inspector General's database. For each battery incident, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch, where a staff member reviews the report and enters specific data elements from the report into a database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000.

### Validity:

Safety for the citizens of Florida is one of the goals of this administration. That right applies not only to citizens on the street, but also to youth in programs operated by the Department. This measure appears to be the appropriate way to determine progress in providing a safe environment for youth residing in programs operated by the department, and the staff employed in these programs.

This measure serves as a direct indicator of program success and contributes to advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

### Reliability:

The number of youth served daily in secure residential commitment is provided to Residential Services staff by the Office of Research and Data. Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by DIOs who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data.

The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. The Office of Research and Data extracts and analyzes JJIS data. Definitions and analytical procedures are updated and documented in the annual Juvenile Justice Research and Evaluation Common Definitions Document published by the Department. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff.

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-youth batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure Residential Commitment

**Measure: Average Daily Population of Youth Served in Secure Residential Commitment By Level (High and Maximum)**

### Action (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### Data Sources and Methodology:

The Juvenile Justice Information System. Youth placement data are kept up to date by field staff in three residential regions. These staff are trained to maintain up-to-date records on youths movements in and out of residential facilities.

### Validity:

Utilization of the residential beds on line is an important measure for management. Although this measure is not useful for calculation of unit cost, Average Daily Population in comparison to system capacity represents a direct measure of resource utilization.

### Reliability:

Youth names and identifying information are verified prior to program placement. Records are reviewed by the agency's Data Integrity Officers (DIOs) to identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-sit head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services has drafted policy and procedure and developed a facility report card on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. The Office of Research and Data extracts and analyzes JJIS data. Definitions and analytical procedures are updated and documented in the annual Common Definitions document published by the Department. Multiple check of the accuracy of data regarding youth placement, admissions, releases, and release reasons are performed at various levels within the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Residential Services  
Service/Budget Entity: Secure Residential Commitment

**Measure: Number of Escapes from Secure Residential Commitment Programs**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure

**Data Sources and Methodology:**

All residential programs are strictly required to immediately contact the Department's Central Communications Center to report escape incidents. Escape information is then entered into the Inspector General's database. For each escape, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch.

This data is sent out to the Residential Regional Directors quarterly for review and verification.

**Validity:**

This measure is valid because it directly relates to protecting the citizens of Florida from potential harm. The Department's Leadership Agenda (1) is to Improve Public, Staff and Offender Safety and permits zero tolerance for escapes. This measure clearly identifies problem programs or providers and thus provides useful information during the procurement process. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of escapes from their facilities. It also provides an indicator of the effectiveness of security instrument and procedures throughout the system.

**Reliability:**

Each quarter a Residential & Correctional Facilities staff person reviews all incident reports received by the Inspector General's office for residential commitment programs. This includes not just reviewing the classification but also reading the narratives. All incidents involving an escape are then cut and pasted onto a separate document. This document is sorted by secure and non-secure programs quarterly. The information is then provided to the Residential Regional Directors for review and verification.

This data is directly collected from programs and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. It may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Prevention and Victim Services  
Service/Budget Entity: 80900100

**Measure: Percentage of youth remain crime free six months after completing prevention programs**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Data on youth served in delinquency prevention programs is entered into the DJJ Juvenile Justice Information System by provider staff. The Florida Network of Youth and Family Services provides a data extract from NETMIS, a proprietary database. The DJJ Office of Research and Data conducts the outcome evaluation of these data. Crime-free is defined as not being adjudicated or having an adjudication withheld for a delinquency charge that took place within six months of release from a delinquency prevention program.

### **Validity:**

The outcome measure is consistent with the other recidivism data reported by the other DJJ divisions except that the time period is six months for delinquency prevention programs as compared to the one year time period reported by other DJJ divisions. The data and methodology provide a valid indicator of the quality of treatment and programming provided and the resultant effect on delinquent behavior

### **Reliability:**

Reliability is obtained through oversight and technical assistance to the provider. A monthly report is generated by the DJJ Office of Research and Data to help monitor data integrity. Department staff notify and assist the provider to correct or clarify any discrepancies. The stability and accuracy of the data provided varies from year to year due to staff turnover and program changes. It may be relied upon with a medium degree of confidence as the basis of management decisions.

Reliability of Florida Network's data is obtained through oversight and technical assistance to the agencies. A series of monthly performance measurement reports are generated by the manager of data and research to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The manager will also notify and assist the agencies that have potential data problems to correct or clarify any logical inconsistency and discrepancies. The stability and accuracy of the data provided are very good. It may be relied upon with a high degree of confidence as the basis of management decisions.

The percentage of youth remaining crime free after completing delinquency prevention programs appears to be a consistent measure of program performance.



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Prevention and Victim Services  
Service/Budget Entity: 80900100

**Measure: Number of youth served through delinquency prevention programs**

**Action** (check one):

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

### **Data Sources and Methodology:**

Data on youth served in delinquency prevention programs is entered into the DJJ Juvenile Justice Information System by provider staff. The Florida Network of Youth and Family Services provides a data extract from NETMIS, a proprietary database. The number of youth served by delinquency prevention programs is based on an unduplicated count of youth served during the fiscal year (July 1-June 30). The DJJ Office of Research and Data conducts the outcome evaluation of these data.

### **Validity:**

The number of youth served provides an appropriate indicator that delinquency prevention programs are providing services pursuant to their grant or contract proposal. It is also an appropriate indicator of the quantity of services provided and an indicator of the efficient use of funds.

### **Reliability:**

Reliability is obtained through oversight and technical assistance to the provider. A monthly report is generated by the DJJ Office of Research and Data to help monitor data integrity. Department staff notify and assist the provider to correct or clarify any discrepancies. The stability and accuracy of the data provided varies from year to year due to staff turnover and program changes. It may be relied upon with a medium degree of confidence as the basis of management decisions.

Reliability of Florida Network's data is obtained through oversight and technical assistance to the agencies. A series of monthly performance measurement reports are generated by the manager of data and research to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The manager will also notify and assist the agencies that have potential data problems to correct or clarify any logical inconsistency and discrepancies. The stability and accuracy of the data provided are very good. It may be relied upon with a high degree of confidence as the basis of management decisions.

# Exhibit V: Associated Activity Contributing to Performance Measure

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures		
Measure Number	Approved Performance Measures for FY 2006-07 (Words)	Associated Activities Title
<b>80400000 Program: Juvenile Detention Programs 80400100 Detention Centers</b>		
1	Percentage of youth who remain crime free while in secure detention.	ACT0510 Secure Supervision ACT0530 Mental health services
2	Number of escapes from secure detention facilities	ACT0510 Secure Supervision ACT0010 Executive Direction
3	Number of youth-on-youth batteries per every 1000 youth served in secure detention.	ACT0510 Secure Supervision ACT0530 Mental Health Services ACT0520 Health Services ACT0010 Executive Direction
4	Number of youth-on-staff batteries per every 1000 youth served daily in secure detention	ACT0510 Secure Supervision ACT0530 Mental Health Services ACT0520 Health Services ACT0010 Executive Direction
5	Average Daily Population for secure detention.	ACT0510 Secure Supervision ACT0530 Mental Health Services ACT0560 Transportation Services ACT0540 Food Services
6	Percentage of successful completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court.	ACT0510 Secure Supervision ACT0530 Mental Health Services
7	Average Daily Population for home detention	ACT0010 Executive Direction

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2006-07 (Words)	Associated Activities Title
<b>80700000 Program: Probation And Community Corrections Program 80700100 After Care Service / Conditional Release</b>		
1	Percentage of youth who remain crime free during Conditional Release supervision	ACT0600 Counseling and Supervision. – Cont., ACT0610 Counseling and Supervision – state provided
2	Percentage of youth who remain crime free one year after release from conditional release	ACT0600 Counseling and Supervision. – Cont., ACT0610 Counseling and Supervision – state provided
<b>80700200 Juvenile Probation</b>		
3	Percentage of youth who remain crime free one year after release from probation	ACT0610 Counseling and Supervision. – State Provided
4	Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Intake and assessment	ACT0710 Intake and Screening, ACT0610 Counseling and Supervision. – State Provided, ACT0700 Juvenile Assessment Centers
5	Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct probation supervision	ACT0610 Counseling and Supervision. – State Provided
6	Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct conditional release supervision	ACT0610 Counseling and Supervision. – State Provided
7	Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Contracted probation or conditional release supervision	ACT0600 Counseling and Supervision. – Contracted
8	Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Residential commitment program or supervision in another state	ACT0610 Counseling and Supervision. – State Provided

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2006-07 (Words)	Associated Activities Title
<b>80700200 Juvenile Probation cont.</b>		
9	Average number of youths served daily under intake status per Juvenile Probation Officer	ACT0710 Intake and Screening
10	Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer	ACT0620 Intensive Supervision
11	Average number of youths served daily under State- Operated Conditional Release and Post Commitment Probation per Juvenile Probation Officer	ACT0610 Counseling and Supervision – state provided
12	Average number of youths served daily under Contracted Conditional Release per Juvenile Probation Officer charged with their case management	ACT0600 Counseling and Supervision – Contracted
13	Average number of youths served daily in Residential Commitment per Juvenile Probation Officer charged with their case management	ACT0610 Counseling and Supervision – state provided
14	Number of youths court ordered to probation supervision	ACT0610 Counseling and Supervision – state provided
15	Number of youths received at intake	ACT0710 Intake and Screening
16	Number of youth served by the Redirection Program	ACT0600 Counseling and Supervision – Contracted
17	Percentage of youth who remain crime free one year after release from the Redirection program.	ACT0600 Counseling and Supervision – Contracted

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2006-07 (Words)	Associated Activities Title
<b>80700300 Non-Resident Delinquent Rehabilitation</b>		
18	Percent of youths who remain crime free one year after release from diversion or probation day treatment	ACT0720 Diversion
19	Average number of youths served daily in Minimum-Restrictiveness Non-Residential Commitment programs	ACT0600 Counseling and Supervision – Contracted
<b>80750000 Program: Office Of The Secretary/Assistant Secretary For Administrative Services</b>		
1	Total collections of statutorily mandated maintenance fees	ACT0100 Finance and Accounting
2	Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	ACT0320 Information Technology--Application Development
<b>80800000 Program: Residential Correction Program</b>		
1	Percentage of Residential Commitment program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (calendar year).	ACT0010-Executive Direction
<b>80800100 Non-Secure Resident Commitment</b>		
2	Percentage of youth who remain crime free one year after release from non-secure commitment.	ACT0800-Behavior Training and Life Skills ACT0750-Sexual Offender Treatment ACT0820-Vocational Training
3	Number of escapes from non-secure residential commitment programs.	ACT0790-Care and Custody
4	Number of Youth on Youth batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment
5	Number of Youth on Staff batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2006-07 (Words)	Associated Activities Title
<b>80800100 Non-Secure Resident Commitment, Cont.</b>		
6	Total number of youth served in non-secure residential commitment.	ACT0520-Health Services ACT0790-Care and Custody
7	Average Daily Population of Youth Served in non-secure residential commitment by level. (low and moderate)	ACT0790-Care and Custody ACT0520-Health Services
8	Number of non-secure residential commitment beds on-line.	ACT0790-Care and Custody
9	Number of youth receiving substance abuse treatment in non-secure residential commitment.	ACT0780-Substance Abuse Treatment

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2006-07 (Words)	Associated Activities Title
<b>80800200 Secure Resident Commitment</b>		
10	Percentage of youth who remain crime free one year after release from secure commitment.	ACT0750-Sexual Offender Treatment ACT0820-Vocational Training ACT0800-Behavior Training and Life Skills
11	Number of escapes from secure residential commitment programs.	ACT0790-Care and Custody
12	Number of Youth on Youth batteries per every 1000 youth served daily in secure residential commitment.	ACT0770-Mental Health Treatment
13	Number of Youth on Staff batteries per every 1000 youth served daily in secure residential commitment.	ACT0770-Mental Health Treatment
14	Total number of youth served in secure residential commitment.	ACT0520-Health Services ACT0790-Care and Custody
15	Average Daily Population of Youth Served in secure residential commitment by level. (low and moderate)	ACT0790-Care and Custody
16	Number of secure residential commitment beds on-line.	ACT0010-Executive Direction
17	Number of youth receiving substance abuse treatment in secure residential commitment.	ACT0780-Substance Abuse Treatment

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2006-07 (Words)	Associated Activities Title
<b>80900000 Program: Prevention and Victim Services 80900100 Delinquency Prevention and Diversion</b>		
1	Percentage of Youth Served through delinquency prevention programs	ACT 910 Secure CINS/FINS ACT920 Non-Secure CINS/FINS ACT930- Female Diversion Programs ACT940-School Attendance ACT950-Employment Services ACT960-Violence Reduction ACT970-After School Programming
2	Number of Youth that remain crime free six months after completing Prevention Programs	ACT 910 Secure CINS/FINS ACT920 Non-Secure CINS/FINS ACT930- Female Diversion Programs ACT940-School Attendance ACT950-Employment Services ACT960-Violence Reduction ACT970-After School Programming



# Exhibit VI: Agency Level Unit Cost Summary

JUVENILE JUSTICE, DEPARTMENT OF		FISCAL YEAR 2006-07			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			684,374,444	25,215,735	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			969,880	0	
FINAL BUDGET FOR AGENCY			685,344,324	25,215,735	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					25,215,735
Secure Supervision * Number of cases served.		54,947	2,141.08	117,645,996	
Health Services * Number of cases served		65,666	205.64	13,503,722	
Mental Health Services * Number of cases served		54,947	54.94	3,018,617	
Food Services * Number of resident days food services are provided		669,280	8.83	5,909,423	
Transportation * Number of Miles Youths Transported		557,105	3.36	1,873,646	
Facilities, Repair Maintenance * Square feet maintained		1,013,453	2.90	2,936,716	
Counseling And Supervision - Contracted * Number of youths served		11,925	4,386.33	52,306,983	
Counseling And Supervision - State Provided * Number of youths served		41,874	1,277.92	53,511,675	
Intensive Supervision * Number of youths served		1,472	5,667.30	8,342,260	
Apprehension * Number of youths served		2,888	378.60	1,093,407	
Juvenile Assessment Center Administration * Number of youths served		88,134	67.92	5,985,805	
Intake And Screening * Number of cases served		145,926	264.16	38,547,492	
Diversion * Number of youths served		35,351	147.81	5,225,073	
Sex Offender Treatment * Number of youths served		960	7,008.34	6,728,009	
Independent Living * Number of youths served		55	8,148.16	448,149	
Mental Health Treatment * Number of youths served		3,020	761.51	2,299,762	
Substance Abuse Treatment * Number of youths served		7,177	1,236.41	8,873,679	
Care And Custody * Number of youths served		10,719	22,796.30	244,353,514	
Behavioral Training And Life Skills * Number of youth served		10,719	2,436.28	26,114,448	
Vocational Training * Number of youths served		10,219	385.92	3,943,754	
Secure Mental Health Treatment Facility * Number of youth served		847	10,992.07	9,310,282	
Secure Children-in-need-of-services / Families-in-need-of-services * Number of youths served		3	69,569.33	208,708	
Non-secure Children-in-need-of-services / Families-in-need-of-services * Number of youths served		15,632	2,126.08	33,234,806	
Female Diversion Programs * Number of youths served		1,982	5,993.44	11,878,997	
School Attendance * Number of youths served		4,178	1,018.61	4,255,771	
Employment Services * Number of youth served		745	747.47	556,867	
Violence Reduction * Number of youth served		6,734	1,071.51	7,215,515	
Afterschool Programming * Number of youths served		3,432	661.13	2,269,004	
Central Communications Center * Number of incidents reported		2,168	192.39	417,098	
TOTAL				672,009,178	25,215,735
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					
REVERSIONS				13,335,216	168,381
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				685,344,394	25,384,116
SCHEDULE XI: AGENCY-LEVEL UNIT COST SUMMARY					

(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.

(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.

(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.

(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.