



# FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Charlie Crist, Governor

Frank Peterman, Jr., Secretary

---

## LONG RANGE PROGRAM PLAN

Department of Juvenile Justice  
Tallahassee  
9/29/2009

Jerry L. McDaniel, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 Capitol  
Tallahassee, Florida 32399-0001

JoAnne Leznoff, Council Director  
House Full Appropriations Council on General Government & Health Care  
221 Capitol  
Tallahassee, Florida 32399-1300

Skip Martin, Council Director  
House Full Appropriations Council on Education & Economic Development  
221 Capitol  
Tallahassee, Florida 32399-1300

Cynthia Kelly, Staff Director  
Senate Policy and Steering Committee on Ways and Means  
201 Capitol  
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, *Florida Statutes*, our Long Range Program Plan (LRPP) for the Department of Juvenile Justice is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2010-11 through Fiscal Year 2014-2015. This submission has been approved by Frank Peterman, Jr., Secretary of the Department of Juvenile Justice.

Sincerely,

A handwritten signature in blue ink, appearing to read "Beth Davis", is written over the word "Sincerely,".

Beth Davis  
Director of Program Accountability

2737 Centerview Drive • Tallahassee, Florida 32399-3100 • (850) 488-1850  
<http://www.djj.state.fl.us>

---

*The mission of the Department of Juvenile Justice is 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.*



# Florida Department of Juvenile Justice

FY 2010-11  
through  
FY 2014-15

## Long Range Program Plan



*Charlie Crist, Governor*

*Frank Peterman, Jr., Secretary*

# Table of Contents

Mission and Vision.....	1
Executive Summary .....	2
Goals, Objectives, Outcomes and Performance Projections .....	3
Linkage to Governor’s Priorities.....	7
Trends and Conditions.....	9
Potential Department Policy Changes.....	24
Potential Legislative Policy Changes.....	25
Task Forces and Studies.....	26
Glossary.....	27
Exhibit II:Performance Measures and Standards .....	37
Exhibit III:Performance Measure Assessments .....	42
Exhibit IV:Performance Measure Validity and Reliability .....	57
Exhibit V:Associated Activity Contributing to Performance .....	127
Exhibit VI:Agency Level Unit Cost Summary .....	134

# Florida Department of Juvenile Justice

## Mission

---

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

---

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

# Executive Summary

---

The development of the strategies in this Long Range Program Plan (LRPP) began in July 2007, when Governor Charlie Crist authorized creation of the Blueprint Commission as a time-limited workgroup charged with developing recommendations to reform Florida's juvenile justice system. "Florida's lifeblood is its children and young people, including those who may have gotten into trouble by taking a wrong turn," said Governor Crist in announcing the Commission. "We must always remember that we can never give up on our young people."

The Blueprint Commission's 25 members traveled the state, holding public hearings and receiving testimony from a host of stakeholders – community leaders, law enforcement and court officers, representatives of the public school systems, health and mental health officials, parents, youth, advocates, national experts in juvenile justice and Department staff.

Department of Juvenile Justice Secretary Frank Peterman, Jr. initiated our Strategic Plan by reviewing the Mission, Vision and Core Values of the agency, creating a foundation for its extension of the Blueprint Commission findings into tangible and measurable action. He established a Change Team drawn from all service and program areas of the Department to work with a facilitator in developing recommendations for improving the juvenile justice system throughout Florida. In addition, Secretary Peterman appointed an eight member steering committee whose mission was to provide guidance to the Department as it refines its objectives, establishes timelines and identifies benchmarks that will allow the agency to continue to achieve its mission and vision.

The Department of Juvenile Justice's LRPP is built upon its Strategic Plan for Fiscal Years 2008-09 through 2011-12, which contains 13 goals and 43 objectives. An Implementation Plan with detailed actions to be taken, including tasks, outcomes, partnering relationships, budgeting, resource allocations, and timelines also was created. The outcomes in the LRPP describe what is expected to be achieved through the implementation of our Strategic Plan.

Despite the impacts from the economy and its impact on the agency's budget, the Department has experienced many successes during FY 2008-09. We have implemented a statewide Volunteer Chaplaincy Program; conducted statewide workshops and training events in communities on Disproportionate Minority Contact; validated our Detention Risk Assessment Instrument to ensure fair assessment of youth being sent to secure detention; participated in a Gang Reduction Task Force; and played a leadership role in the passage of changes to the Zero Tolerance laws which significantly reduce the number of youth entering the juvenile justice system. These are just a few of the accomplishments achieved this year that align with our LRPP and Strategic Plan.

The Department has implemented a process of continual strategic thinking and planning to keep pace with the changing needs and priorities of juvenile justice in Florida. This process includes a strength-weakness-opportunity-threat (SWOT) analysis and drives the development of the LRPP and any changes to the Strategic Plan or Implementation Plan. As we move into FY 2009-10, the Department is assessing the key outcome results and progress made on tasks to determine where adjustments may be needed.

# Goals, Objectives, Outcomes and Performance Projections

---

## Goal 1: Strengthen Prevention and Intervention Services

*Objective:* Ensure family and community access to immediate and accurate information and services.

*Objective:* Provide effective tools and services to eliminate youth association with gangs.

*Objective:* Create a set of core services and resources targeting at-risk and justice-involved youth locally available to parents and youth throughout Florida.

*Objective:* Identify new sources for financing and funding prevention programs and alternatives to the DJJ system.

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

Baseline FY 1997-98	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection
88%	95%	96%	96%	96%	96%

## Goal 2: Promote School-Based Prevention and Intervention Efforts

*Objective:* Reduce the number of referrals to the Department for school behavior issues.

*Objective:* Amend Florida Statute 1006.13 to prevent over use and inappropriate application of zero tolerance.

*Outcome:* Decrease the number of school related referrals.

Baseline FY 2004-05	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection
28,008	18,252	17,340	16,473	15,649	15,000

## Goal 3: Provide Alternative Detention Settings

*Objective:* Develop and implement secure detention alternatives in the least restrictive environment for youth meeting detention criteria.

*Outcome:* Reduce the number of youth admitted to secure detention.

Baseline FY 2003-04	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projected
53,812	48,068	47,107	46,165	45,242	44,371

*Outcome:* Increase the number of youth served by detention alternatives programs.

Baseline FY 2007-08	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection
673	800	850	900	950	1000

**Goal 4: Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs**

*Objective:* Seek legislative change to decriminalize minor misbehavior to reduce the number of youth within the juvenile justice system.

*Objective:* Increase the use of Unified Family Courts

*Objective:* Identify new sources for financing and funding diversion programs and alternatives to the DJJ system.

*Objective:* Every circuit will have a full service Juvenile Assessment center to ensure a youth’s treatment needs are properly and timely identified.

*Objective:* Develop resources needed to divert youth from judicial handling to include community based substance abuse and mental health services.

*Outcome:* Reduce the number of first-time misdemeanors placed in secure detention.

Baseline FY 2003-04	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection
1,964	850	800	750	700	650

**Goal 5: Meet the Health Needs of Youth in the Juvenile Justice System**

*Objective:* All youth in our custody will receive a comprehensive medical, mental health and substance abuse assessment and treatment as needed.

*Objective:* Increase availability of and access to health insurance programs.

*Objective:* All youth referred to the Department will receive a mental health and substance abuse screening to determine need for further assessment or treatment.

*Objective:* Improve and enhance the nutritional wellness of youth detained in detention centers and residential programs through improved formal diet and exercise programs.

*Outcome:* Average residential program quality assurance mental health score.

Baseline FY 2007-08	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection
70	76	78	80	82	84

**Goal 6: Ensure Gender-specific Services Are Provided**

*Objective:* Develop and implement a train-the-trainer program for residential programs who serve girls to include training on behavioral, medical and mental health services.

*Objective:* Ensure gender specific services are defined and available to all girls.

*Objective:* Create a Department-wide trauma focused restraint-free policy for girls.

*Objective:* Develop and implement alternatives to arrest for non-compliant behavior.

*Objective:* Establish quality standards and an appropriate continuum of care specific to the needs of pregnant girls, mothers and their infants.

*Objective:* Provide gender specific services to communities in collaboration with the Juvenile Justice Boards and Councils, The Florida State Advisory Group, and other community resources.

*Outcome:* Percent of Detention centers that provide girl-specific programming.

Baseline FY 2007-08	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection
77%	100%	100%	100%	100%	100%

## Goal 7: End Racial Disparities

*Objective:* Validate the automated risk assessment tool to provide consistent youth screening and reduce potential unwarranted variation in scores.

*Objective:* Bring awareness to minority overrepresentation in the juvenile justice system, craft solution-driven strategies to address the issue and implement such strategies.

*Objective:* Aggressively reduce disproportionate minority contact.

*Objective:* Validate the Positive Achievement Change Tool to provide consistent youth assessment of risk to reoffend using objective criteria.

*Outcome:* Decrease the racial disparity ratio of referrals received by the Department.

Baseline 2007	2010 Projection	2011 Projection	2012 Projection	2013 Projection	2014 Projection
2.64	2.50	2.40	2.35	2.30	2.25

## Goal 8: Ensure Youth and Families Have Access to Legal Representation

*Objective:* Work in collaboration with judicial and law enforcement entities to address legal representation and juvenile records issues addressed by the Blueprint Commission.

*Outcome:* Percent of youth entering the juvenile justice system (at intake) that are informed of their rights to legal counsel and that such rights cannot be waived.

Baseline FY 2007-08	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY2014-15 Projection
100%	100%	100%	100%	100%	100%

*On May 1, 2008 the Florida Supreme Court issued ruling No. SC07-1162, which will require that youth be given the opportunity to consult with an attorney prior to entering into a plea agreement or waiving their right to counsel.*

## Goal 9: Moving Away From Large Institutional Models

*Objective:* Identify additional resources that will support the establishment and operation of small community based programs.

*Objective:* Redirect Department resources to develop community based alternatives to residential treatment.

*Objective:* Re-engineer existing bed capacity to create the economy of scale needed to support small community based programs.

*Outcome:* Percentage of total beds that are in programs with a capacity of 100 or more.

Baseline FY 2007-08	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY2014-15 Projection
18%	15%	14%	13%	12%	11%

*The Department's goal is to move towards smaller, community based programs. Small programs are more expensive to operate than large programs. In order to accomplish these goals, sufficient funding from the Legislature to implement smaller programs will be required.*



**Goal 10: Enhance Educational and Vocational Programs**

*Objective:* Develop and implement accountability measures to ensure that youth who are placed in the custody of the Department attain measurable academic improvement and when necessary acquire a vocational skill upon release from Department supervision.

*Objective:* All youth shall receive a comprehensive academic assessment upon entry in the juvenile justice system and when they leave the system.

*Objective:* Establish multi-agency collaboration in the delivery of education services for at-risk youth.

*Outcome:* Percent of youth showing meaningful gains on the Basic Achievement Skills Inventory (BASI) test.

FY 2007-08 Actual	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection
35% <sup>1</sup>	50%	55%	60%	65%	70%

**Goal 11: Stabilize and Professionalize the Juvenile Justice Workforce**

*Objective:* Develop a comprehensive training and certification program specific to direct care staff.

*Objective:* Establish a career ladder based on performance, education and experience.

*Objective:* Develop a progressive compensation structure.

*Objective:* Provide special risk retirement for direct care staff.

*Objective:* Establish policy, procedures and practices that support a restraint free approach and environment in all areas of operation.

*Outcome:* Agency turnover rate.

Baseline FY 2004-05	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection
25.2%	18%	18%	18%	17%	17%

**Goal 12: Provide an Accountable System that is Outcome Based**

*Objective:* Performance outcomes shall be established for all DJJ programs.

*Objective:* Develop and implement performance incentives to promote program accountability and quality.

*Objective:* Implement evidence based programs and services that are proven effective in achieving program performance outcomes.

**Goal 13: Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal with the Issue of Juvenile Justice**

*Objective:* Conduct an annual review of the agency’s strategic plan to assess what has been accomplished and what might need to be modified.

*Objective:* Continually evaluate how DJJ does what it does to identify innovations and best practices to achieve better results.

---

<sup>1</sup> Florida Department of Education

# Linkage to Governor's Priorities

---

Governor Crist and Lieutenant Governor Kottkamp have established a series of priorities to provide direction for state agencies under the Executive Branch in Florida. These priorities are:

- Protecting Our Communities
- Strengthening Florida's Families
- Keeping Florida's Economy Vibrant
- Success for Every Student
- Keeping Floridians Healthy
- Protecting Florida's Natural Resources

The Department took this direction and looked inward to determine how the agency's responsibilities contribute to these goals. In developing its Long Range Program Plan, the Department has established a series of agency and program-oriented goals that closely correlate to the Governor's priorities. The goals are based on the Secretary's vision, the agency mission and vision, as well as recommendations submitted by the Blueprint Commission. The table depicts a correlation between the agency's 13 goals and the Governor's priorities based on a "high" to "no" correlation scale. A "high" rating indicates a direct and significant impact on the Governor's priority if the Department is successful in achieving its goals. Those with "low" correlation, while still linked to the Governor's priority, will have less of an impact. As indicated by the total scores, DJJ's goals reflect the Governor's direction for the State of Florida.

## Linkage to Governor's Priorities Matrix

		<b>GOVERNOR'S PRIORITIES</b>						
<b>Correlation Legend:</b>		<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>	<b>5.</b>	<b>6.</b>	<b>DJJ Goal on Governor's Priorities</b>
3 = High correlation 2 = Medium correlation 1 = Low correlation 0 = No correlation		Protecting our Communities	Strengthening Florida's Families	Keeping Florida's Economy Vibrant	Success for Every Student	Keeping Floridians Healthy	Protecting Florida's Natural Resources	
<b>DEPARTMENT OF JUVENILE JUSTICE GOALS</b>	Strengthen Prevention and Intervention Services	3	2	1	3	1	0	<b>10</b>
	Promote School-Based Prevention and Intervention Efforts	2	2	1	3	1	0	<b>9</b>
	Provide Alternative Detention Settings	1	2	0	2	1	0	<b>6</b>
	Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs	2	3	0	2	1	0	<b>8</b>
	Meet Health Needs of Youth in the Juvenile Justice System	2	2	2	3	3	0	<b>12</b>
	Ensure Gender-Specific Services are Provided	2	2	1	2	2	0	<b>9</b>
	End Racial Disparities	1	1	1	2	1	0	<b>6</b>
	Ensure Youth and Families have Access to Legal Representation	1	1	0	1	0	0	<b>3</b>
	Moving Away From Large Institutional Models	1	1	0	2	0	0	<b>4</b>
	Enhance Educational and Vocational Programs	2	2	3	3	2	0	<b>12</b>
	Stabilize and Professionalize the Juvenile Justice Workforce	3	2	2	3	3	0	<b>13</b>
	Provide an Accountable System that is Outcome Based	3	2	2	2	2	0	<b>11</b>
	Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal With the Issue of Juvenile Justice	3	3	1	3	2	0	<b>12</b>
<b>Score</b>	<b>26</b>	<b>25</b>	<b>14</b>	<b>31</b>	<b>19</b>	<b>0</b>		
DJJ's Ability to Impact	Very High	Very High	Modest	Very High	High	None		

# Trends and Conditions

---

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 90,000 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 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 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.
5. 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 an effort to develop its strategic plan, the Department of Juvenile Justice along with key stakeholders, reviewed its mission, vision, core values, and the Blueprint Commission recommendations using a process that included a SWOT analysis to develop a set of goals for the 2010-11 through 2014-15 Long Range Program Plan. These goals were carefully selected and validated to ensure the agency was meeting its statutorily mandated responsibilities and complying with the Governor's priorities for the State of Florida. The goals are listed here in priority order with major consideration given to the understanding of the cause and effect relationships among goals. These priorities do not discard any goal. The higher ranked goals are so valued because they offer the most direct routes to the improvements sought in lower-ranked goals.

### **Department of Juvenile Justice Goals**

1. Strengthen Prevention and Intervention Services
2. Promote School-Based Prevention and Intervention Efforts
3. Provide Alternative Detention Settings
4. Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs
5. Meet Health Needs of Youth in the Juvenile Justice System
6. Ensure Gender-Specific Services are Provided
7. End Racial Disparities
8. Ensure Youth and Families have Access to Legal Representation
9. Moving Away from Large Institutional Models
10. Enhance Educational and Vocational Programs
11. Stabilize and Professionalize the Juvenile Justice Workforce
12. Provide an Accountable System that is Outcome Based
13. Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal With the Issue of Juvenile Justice

The smart strategy for the Department and ultimately the State of Florida is to invest in a continuum of services that can address the needs of low-risk offenders outside of secure and residential placements, while continuing to provide appropriate sanctions for youth involved in serious and violent crime. From a human-service perspective, from a community safety perspective and from a cost perspective, Florida and its youth are better served by a carefully planned, integrated model of graduated sanctions built upon a strong system of community prevention and intervention programs. Implementing the Department's strategic plan will develop better, community-based alternatives for low-risk juvenile offenders, improve the effectiveness of programs for those youth who are incarcerated, and improve the prospects for all youth in the state while improving public safety.

## **Addressing the Priorities**

### ***Strategic Approach***

Having set priorities and established goals and objectives, the leadership of the Department has established a 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.
2. Treat risk factors associated with re-offending behavior.
3. Employ evidence-based treatments.
4. Tailor treatments to meet special needs.
5. Monitor implementation quality and treatment fidelity.

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.

Further, by developing the agency's budget around this strategy the agency will be able to articulate to the taxpayers of Florida what their tax dollars are purchasing with integrity and accuracy from an 'outcome' based perspective. The agency will do this by:

- Examining prevention and intervention practices proven to reduce risk factors of offending behavior, offending likelihood, and recidivism rates (guided by research on proven programs/practices)
- Evaluating the cost associated with each evidence-based prevention and intervention program/practice option (training, implementation, fidelity adherence to the model design)
- Evaluating the benefits of each option (average percentage reduction in offending which allows for computation of reduction in costs to taxpayers based lower justice system costs, victimization costs, prison construction costs)
- Calculating "return on investment" for each option (costs-benefits)
- Implementing options that provide the greatest return on investment for each program area of the Department of Juvenile Justice (Prevention, Detention, Probation, Residential)

### ***Goal Specific Initiatives***

Outlined below are specific initiatives and projects that describe how the Department plans to address its priorities over the next five years. Most all of the items listed are already in progress and will continue to be applied over not only the next five years but for many years to come. Providing a positive path to help young people avoid, and rehabilitate from, delinquency while maintaining public safety cannot be achieved overnight. Rather it is an ongoing process affected by changes in population and the economy and dependent upon community support.

#### ***1. Strengthen Prevention and Intervention Services***

Today, the State of Florida spends \$2,128 per child for prevention services, while the amount spent per child committed to residential and detention facilities is \$42,606. Preventing problems saves the costs to society of victimization and intervention. It is better for everyone.

Youth violence costs the United States an estimated \$425 billion in direct and indirect costs each year. The most logical way to reduce these costs is to prevent violence altogether. Preventing a single violent crime not only averts the cost of incarceration, it also prevents the short- and long-term costs to victims, including materials losses and the costs associated with physical and psychological trauma.

From a juvenile justice perspective, investing in the provision of resources to so-called "at-risk" youth is a more affordable, less damaging and, ultimately more successful strategy than incurring the expense of youth misbehavior and violence

In view of these factors, the five-year priorities related to strengthening prevention and intervention services include the following:

**Objective 1:** Ensure family and community access to immediate and accurate information and services.

**Objective 2:** Provide effective tools and services to eliminate youth association with gangs.

**Objective 3:** Create a set of core services and resources targeting at-risk and justice-involved youth locally available to parents and youth throughout Florida.

**Objective 4:** Identify new sources for financing and funding prevention programs and alternatives to the DJJ system.

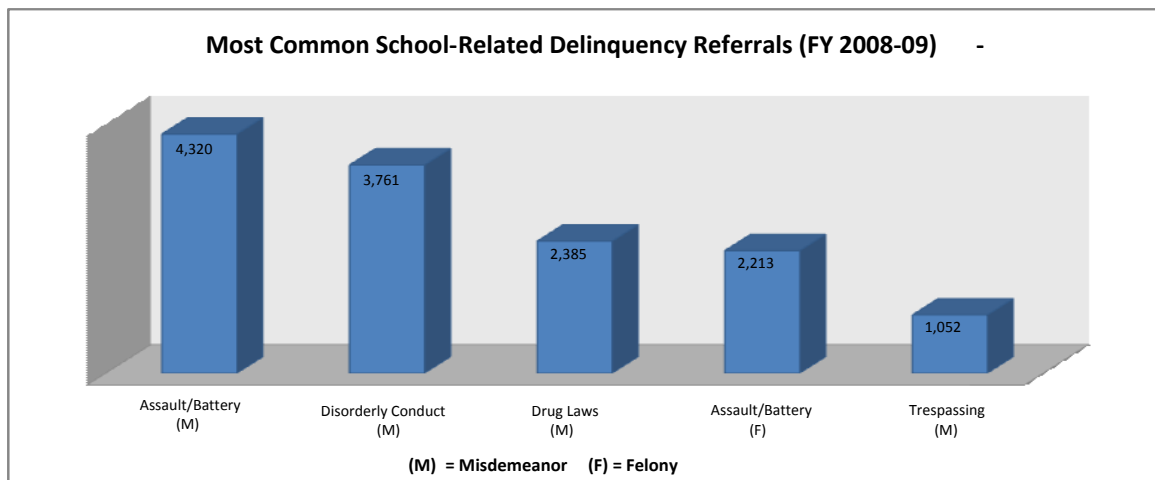
**Initiatives:**

- Developed and broadcasted “public service announcements” (PSAs) in designated target areas throughout the state to reach families and community members and provide them with information about prevention and intervention services provided by the Department and developed a toll-free Prevention help line for families and communities members to call with questions regarding programs or their children involved in the Department’s Prevention and Intervention Services.
- Coordinated the first meeting with the Juvenile Justice Circuit Boards and Councils and State Advisory Group (SAG) to communicate efforts in addressing juvenile delinquency.
- Began work to develop one-year contracts that have historically provided successful programming to eliminate youth association with gangs.
- Created a DJJ statewide Volunteer Chaplaincy Program currently consisting of are providing voluntary programs and services such as mentoring, tutoring, GED programs, parenting classes, after school programs, etc to youth and their families.
- Created a partnership with Trinity Broadcasting Network and Kenneth Copeland Ministries to provide faith and character-based programming in each of the department's Regional Juvenile Detention Centers and Residential programs through TBN's JCTV Youth Programming Network.

## ***2. Promote School-Based Prevention and Intervention Efforts***

During fiscal year 2006-07, 22,926 youth or 16.1 % of the referrals to DJJ were school-related and 19% of youth referred had at least one school-related referral. Over half of the youth referred from schools were being arrested for the first time. A misdemeanor was the most serious charge for 67% of school-related referrals. Research shows that excluding children from school increases the odds of academic failure and dropping out.

In fiscal year 2008-09, the majority of school-related offenses were for misdemeanor assault and battery and disorderly conduct (20% and 18% respectively).



### Statewide Delinquency and School-Related Referral and Youth Trends

Fiscal Year	Delinquency Referrals Received <sup>1</sup>	Delinquent Youth Received	School-Related Referrals Received	School-Related Youth Received
2004-05	150,687	95,263	28,008	24,189
2005-06	150,104	94,244	25,708	23,070
2006-07	146,765	91,497	22,926	20,736
2007-08	144,705	89,776	21,289	19,362
2008-09	138,372	85,527	20,223	18,256
<b>5-Year Change</b>	<b>-8%</b>	<b>-10%</b>	<b>-28%</b>	<b>-25%</b>

Source: Florida Department of Juvenile Justice, Juvenile Justice Information System (JJIS)

<sup>1</sup>As reported in previous school referral studies; will not match current Delinquency Profile numbers.

Over the past five years, the Department has seen a 28% reduction in school-related referrals. This is a step in the right direction. With the change in Department priorities and strategies developed to increase school-related prevention and intervention, continuous reductions in school-related referrals are expected.

In view of these factors, the five-year priorities related to promoting school-based prevention and intervention efforts include the following:

**Objective 5:** Reduce the number of referrals to the Department for school-behavior issues.

**Objective 6:** Amend Florida Statutes 1006.13 to prevent overuse and inappropriate application of zero tolerance.

**Initiatives:**

- Hosted an Examining Zero Tolerance Summit paid for with federal grant funds and completed a summary report.
- Created a Zero Tolerance Task Force, which developed a vision for the 2009-10 year: “Protect public safety while reducing the number of school suspensions, expulsions and referrals to the criminal justice system”; and the mission, “Provide leadership and actionable recommendations to improve the application of the Zero Tolerance law in Florida.”
- Played a leadership role in the passage of changes to the Zero Tolerance laws as the Legislature passed Senate Bill 1540, and Governor Crist held a bill-signing event with DJJ.



### ***3. Provide Alternative Detention Settings***

Secure detention is analogous to jail in the criminal (adult) justice system. The primary goal of secure detention is to ensure that those youth who are the greatest risks to public safety are separated from their respective communities.

However, with research indicating that incarceration is the greatest predictor of future incarceration, there is clear legislative intent in the State of Florida for the Department of Juvenile Justice to identify alternatives to secure detention as evidenced by the following excerpts from F.S. 985:

- “detention should be used only when less restrictive interim placement alternatives prior to adjudication and disposition are not appropriate”;
- “develop and implement programs to divert children from the traditional juvenile justice system to intervene at an early stage of delinquency, to provide critically needed alternatives to institutionalization”;
- “the Department shall continue to identify alternatives to secure detention care and shall develop such alternatives”.

With secure detention disconnecting youth from their family members, home schools, community service providers, pro-social activities, and pro-social peers, it is imperative that an alternative program be provided that addresses the individualized needs of youth, is family-focused, and ensures community safety without the restrictive setting of secure detention.

In addition, the overall success of an alternative program will be adversely impacted if follow-up components/services are not made available to youth and their families following a youth’s release from detention status. Therefore, the incorporation of such services in the alternative program will be a key factor in ensuring that youth remain crime free and transition successfully back into the community.

In view of these factors, the five-year priority related to providing alternative detention settings is:

***Objective 7:*** Develop and implement secure detention alternatives in the least restrictive environment for youth meeting detention criteria.

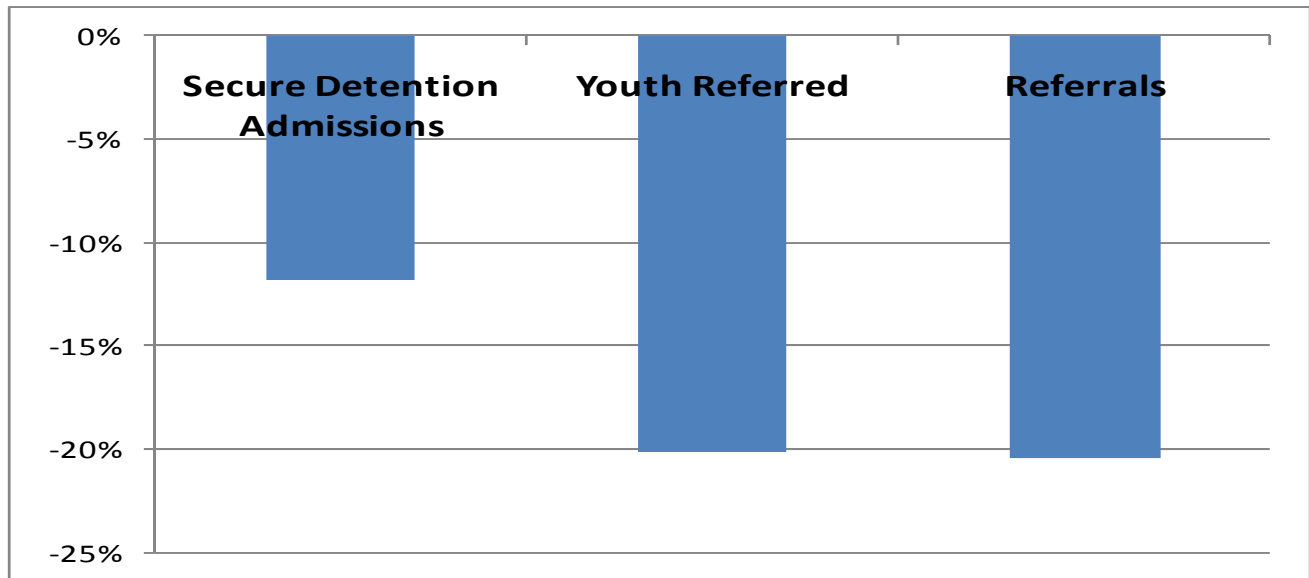
**Initiatives:**

- Developed and implemented Alternatives to Secure Detention “pilot” programs in Palm Beach, Duval, Broward and Escambia counties.
- Developed pilot sites in Broward, Palm Beach, Hillsborough, and Duval counties for the Juvenile Detention Alternative Initiative (JDAI) with funding from the Annie E. Casey Foundation.

#### 4. Divert Youth Who Pose Little Threat or Risk to Public Safety

Since 2000, admissions to secure detention in Florida decreased by 12%, while the volume of referrals declined by 20% and the number of youth referred to the Department of Juvenile Justice has declined by about 21%.

### Referral and Detention Trends from 2000 to 2009



Multiple factors contribute to the slower reduction in the use of secure juvenile detention in Florida when compared with referrals or youth referred. Among them:

- Use of secure detention in cases of domestic violence;
- Overuse of Zero Tolerance policies by school districts;
- Use of secure detention for low-risk youth and youth under court order.

Both male and female youth who come into contact with law enforcement because of domestic violence are at high risk of being placed in secure detention. In fiscal year 2008-09, 6,699 youth were arrested with the only charge being domestic violence. Of these, 88% were misdemeanor charges and yet 44% of these youth were subsequently placed in secure detention.

Juvenile detention is almost always more costly than providing social and health services in a non-detention setting – and it runs counter to the goal of redirecting youth away from future criminal activity. The best predictor of future incarceration for juveniles, controlling for seriousness and number of offenses and other variables, is being held in secure detention.

In view of these factors, the five-year priorities related to diverting youth include the following:

**Objective 8:** Seek legislative change to decriminalize minor misbehavior to reduce the number of youth within the juvenile justice system.

**Objective 9:** Increase the use of Unified Family Courts.

**Objective 10:** Identify new sources for financing and funding diversion programs and alternatives to the DJJ system.

**Objective 11:** Every circuit will have a full-service Juvenile Assessment Center to ensure a youth's treatment needs are properly and timely identified.

**Objective 12:** Develop resources needed to divert youth from judicial handling to include community based substance abuse and mental health services.

**Initiatives:**

- Began collaboration with the Department of Children and Families, the State Courts System, and local communities to identify and establish appropriate community-based health, mental health, and substance abuse programs for judicial placement.
- Developed integrated model of graduated sanctions for low-risk offenders.
- Began work on development of diversion programs using community-based intervention or treatment services.
- Began work to identify funds for the development of community based alternative services.

**5. Meet Health Needs of Youth in the Juvenile Justice System**

At all levels, across gender and race, the health, mental health and substance abuse service needs of youth in the juvenile justice system are extraordinary. Youth entering juvenile justice facilities are at high risk for a multitude of general health problems, including sexually transmitted diseases, drug use and abuse, pregnancy-related issues, HIV or AIDS, and pre-existing mental health problems<sup>2</sup>.

According to a 1999 survey conducted by the Department of Juvenile Justice, 49% of youth in DJJ programs had been diagnosed with some form of mental illness and another 14% demonstrated behaviors that suggested mental illness. Similarly, 65% of youth within the Department had a diagnosis of or behaviors suggesting a substance-abuse disorder<sup>3</sup>.

In view of these factors, the five-year priorities related to meeting medical, mental health and substance abuse needs of youth include the following:

**Objective 13:** All youth in our custody will receive a comprehensive medical, mental health and substance abuse assessment and treatment as needed.

**Objective 14:** Increase availability of and access to health insurance programs.

**Objective 15:** All youth referred to the Department will receive a mental health and substance abuse screening to determine need for further assessment or treatment.

**Objective 16:** Improve and enhance the nutritional wellness of youth detained in detention centers and residential programs through improved formal diet and exercise programs.

**Initiatives:**

- Began work to finalize DJJ rules 63M and 63N to reflect requirement for comprehensive medical and mental health and substance abuse assessment of all youth in DJJ custody.
- The Office of Health Services (OHS) provided the 3rd annual training on health services to 125 DJJ and provider staff involved in the delivery of medical, mental health and substance abuse services in DJJ facilities, Clinical Directors Training for the Detention North and Central Region healthcare provider's (Interim Health Care) nurse managers, a VTC training session on

---

<sup>2</sup> American Academy of Pediatrics (AAP) Committee on Adolescence.

<sup>3</sup> Office of Juvenile Justice and Delinquency Prevention Bulletin, April 2006.

health services for DJJ Administrative Review Specialists and VTC training on placement planning for youth with medical conditions for DJJ residential and probation staff.

- Initiated work with University of South Florida to develop a Health Services Desktop Guidebook and on-line training for Department's CORE training system on Health, Mental Health, Substance Abuse and Developmental Disability clinical providers. CORE training to also include new employee training on same subjects.
- Implemented HIV/AIDS health education in all 26 detention centers.
- Developed standardized contracts for delivery of comprehensive medical, mental health and substance abuse assessment and treatment.
- Initiated work to develop a resource guide of health insurance programs to be provided to parents of system involved youth.
- Conducted two meetings and several conference calls with the Department of Juvenile Justice, the Agency for Health Care Administration and the Department of Children and Families Medicaid office to discuss Medicaid options for youth without health insurance.
- Initiated work to develop pilot project "Improving Young Offender Behavior and Performance with Nutrition" at Desoto Juvenile Correctional Facility.
- Secured budget authorization to in-source food services in an attempt to improve caloric intake and content/caliber of food served in the Department's facilities and programs. Transition from contracting services targeted for January 1, 2010.

## ***6. Ensure Gender-specific Services are Provided***

In 2004, the state adopted a law mandating gender-specific services for girls and boys in the state's juvenile justice system. Boys and girls are different, programs that recognize those differences and target actions for the best effect are more successful at turning around the lives of troubled youth.

About one-third of the youth referred to the Department of Juvenile Justice are female, bringing with them the unique health needs of adolescent girls. Compounding that challenge, 15% of girls in the juvenile justice system have a major illness, 35% have experienced a pregnancy and 46% have a history of substance abuse. For 79% of these girls, emotional factors have contributed to their delinquent behavior. Mental health issues are particularly acute for girls in the system, 68% of them have experienced some form of trauma: physical, emotional, sexual abuse, vicarious trauma, or a combination thereof. Across all diagnoses, the percent of girls exhibiting mental illness is significantly higher than that of boys. Girls in the juvenile justice system come from unstable home environments, with 40% having parents who abused substances and 21% living in out-of-home placements. Half have someone in their immediate family who is incarcerated.

In addition to the general health services described above, girls under care of DJJ receive gynecological services, obstetrical services (pre- and post-natal), and infant care. While the state has been proactive in adopting gender-specific programming for girls, effective girls programming has not yet been achieved.

Boys also have unique needs and respond differently to specific service approaches than girls. Customizing the approach for each gender will increase effectiveness.

In view of these factors, the five-year priorities related to ensuring gender-specific services are provided include the following:

***Objective 17:*** Develop and implement a train-the-trainer program for Residential programs that serve girls to include training on behavioral, medical and mental health services.

**Objective 18:** Ensure gender-specific services are defined and available to all girls.

**Objective 19:** Create a Department-wide trauma-focused restraint-free policy for girls.

**Objective 20:** Develop and implement alternatives to arrest for non-compliant behavior.

**Objective 21:** Establish quality standards and an appropriate continuum of care specific to the needs of pregnant girls, mothers, and their infants.

**Objective 22:** Provide gender-specific services to communities in collaboration with the Juvenile Justice Boards and Councils, the State Advisory Group (SAG) and other community resources.

**Initiatives:**

- Established a gender-specific workgroup to define and guide the provision of gender-specific services within the Department.
- Conducted a train-the-trainer course on the nationally developed Girl Matters curriculum for 26 participants from: Staff Development and Training; Martin Girls Academy; Sunshine Youth Services, Inc.; Global Youth Services, Inc.; Francis Walker Halfway House; Programming and Technical Assistance; Eckerd; HOPE; Desoto Dual Diagnostic Correctional Facility; Associated Marine Institute, OHS; North American Family Institute; Outward Bound; Milton Girls Academy, DOVE Academy; and Vision Quest-Madalyn.
- Established a workgroup to develop and implement alternatives to arrest for non-compliant behavior specific to girls, as well as develop clear and practical guidelines for a behavior management system.
- Convened a Trauma Informed Care Workgroup to identify the current trauma informed care practices being utilized within the Department. Activities to date include identifying ‘Trauma Champions’ in all program areas; integrating Trauma Informed Care training into academies for all new probation and direct care staff in state operated facilities; creating a “Soft Room” at Marion Regional Juvenile Detention Center; conducting an ACE Study at the Dove Academy; conducting an assessment of confinement policies and procedures in Detention Services; developing Trauma Informed Care language to be placed in contracts; distributing copies of “Behind Closed Doors” in Detention; and providing “Girl Matters” training delivering it to key personnel.
- Initiated work to determine areas in greatest need for gender-specific services and the types of services needed, including identifying services currently being performed, reviewing waiting list statistics for girls and collecting data for high-risk zip codes specific to girls.

## **7. End Racial Disparities**

The population of young people who enter Florida’s juvenile justice system reflects the diversity and unique characteristics of Florida’s rapidly growing, multicultural society. Nonetheless, the mix of faces that you see inside Florida’s juvenile facilities is startlingly different from those you might see in Florida’s communities.

Across Florida, there are 1.9 million young people, ages 10-17. Slightly more than half (53%) are white. Less than a quarter (21%) are black. Slightly more (22%) are Hispanic. But inside Florida’s juvenile residential programs, the population of young people is: 36% white, 51% black, and 10% Hispanic.

The FY 2008-09 school referral demographics look very similar to program demographics, with minorities continuing to be overrepresented. Of the 20,224 school-related referrals received at Intake during FY 2008-09, 6,800 or 34% were for black males and 5,195 or 26% were for white males. Black females accounted for 3,016 or 15% and white females accounted for 1,669 or 8% of all school related referrals. The tables below present demographics for referrals and youth received for a school related offense during FY 2008-09.

## Intake Demographics for Referrals Received (Fiscal Year 2008-09)

Demographic Group	School-Related Referrals	% of Total School-Related Referrals	Other Delinquency Referrals	% of Other Delinquency Referrals
White Males	5,195	26%	32,936	28%
White Females	1,669	8%	15,140	13%
Black Males	6,800	34%	36,165	31%
Black Females	3,016	15%	13,202	11%
Hispanic Males	2,291	11%	13,053	11%
Hispanic Females	650	3%	3,918	3%
Other Males	458	2%	2,813	2%
Other Females	144	1%	922	1%
<b>Total</b>	<b>20,223</b>	<b>100%</b>	<b>118,149</b>	<b>100%</b>

In view of these factors, the five-year priorities related to ending racial disparities include the following:

**Objective 23:** Validate the automated risk assessment tool to provide consistent youth screening and reduce potential unwarranted variation in scores.

**Objective 24:** Bring awareness to minority overrepresentation in the juvenile justice system, craft solution-driven strategies to address the issue and implement such strategies.

**Objective 25:** Aggressively reduce disproportionate minority contact.

**Objective 26:** Validate the Positive Achievement Change Tool to provide consistent youth assessment of risk to reoffend using objective criteria.

**Initiatives:**

- Automated and subsequently validated that the Detention Risk Assessment Instrument (DRAI) is race- and gender-neutral.
- Established a state Disproportionate Minority Contact (DMC) Task Force who conducted awareness training, community forums, and public service announcements in the seven counties with the highest number of juvenile arrests. In excess of 800 local leaders and stakeholders participated in the events.
- Began monitoring Prevention services to ensure those services are being provided to high referral zip code locations.
- Acquired approximately 50% of funding needed to pay for validation study of the Positive Achievement Change Tool (PACT).

### 8. *Ensure Youth and Families Have Access to Legal Representation*

Florida statutes require that a child be represented by legal counsel at all stages of court proceedings, that the court appoint counsel to represent a child at a detention hearing, and that the court advise the child of his or her rights if s/he appears before the court without counsel.

Some child advocates contend, however, that children fail to get appropriate legal counsel either because parents are lax in seeking legal counsel, court-provided counsel are more focused on expediency than the unique needs of the individual child, or because parents do not understand the implications of the charges against their child.

In the absence of adequate legal counsel, youth can plead guilty to charges without realizing the life-long implications of the criminal record. Failure to provide legal representation results in more youth in the DJJ system who could have been diverted.

In view of these factors, the five-year priority related to ensuring legal representation is:

**Objective 27:** Work in collaboration with judicial and law enforcement entities to address legal representation and juvenile records issues addressed by the Blueprint Commission.

**Initiatives:**

- The General Counsel was invited to speak at the 2008 Conference of Circuit Judges. The new Supreme Court Rule was addressed in the presentation to the circuit judges.
- Initiated conversations with Barry University to participate in their MacArthur Foundation grant efforts to help improve indigent juvenile defense in Florida. Department's involvement would be to provide locations to distribute the University flyers to juveniles and provide statistical information on representation of juveniles at no cost to the Department.

## **9. Moving Away from Large Institutional Models**

All things being equal, treatment programs run in community settings are likely to be more effective in reducing recidivism than similar programs provided in institutions," according to research by the Rand Corporation. Smaller community-based programs are preferable.

It is widely accepted that large, lock-up facilities have many disadvantages. Among them: reduced opportunities for trusting, personal relationships between staff and youth; a tendency for youth in large facilities to splinter into subgroups and hierarchies, and promote "delinquent contagion"; they require more controls; increase the incidence of problems and reduce the time spent on each one; they tend to be more overcrowded; more violence; gang involvement and worse conditions of confinement. Large institutions teach behavior that has little relevance to life outside the institution.

Conversely, facilities that house smaller groups and are located closer to communities are thought to have many advantages: staff are more willing to become involved with the personal situations of youth in their care; youth make interpersonal connections more easily; a more home-like environment is more conducive to good behavior during and after the residential portion of intervention; smaller groups have a more positive effect on education; there is less need for staff controls and more emphasis on preparing youth for life after release.

In view of these factors, the five-year priorities related to moving away from large institutional models include the following:

**Objective 28:** Identify additional resources that will support the establishment and operation of small community-based programs.

**Objective 29:** Redirect department resources to develop community based alternatives to residential treatment.

**Objective 30:** Re-engineer existing bed capacity to create the economy of scale needed to support small community based programs.

**Initiatives:**

- Collaborated with the Agency for Healthcare Administration and the Department of Children and Families to develop a scope of service for a 12-bed therapeutic group home to serve low and moderate risk delinquent youth with significant mental health treatment needs in a community residential setting.

- Procured two current 48-bed specialized programs utilizing a portion of funds previously allocated to a 224-bed facility.
- Reduced the capacity in three current programs to 30 or below and enhanced services to increase connections to the community for youth.
- Reduced the capacity in two current programs from 98 and 100 to 50 in each. The remaining funds will be used to support the per diems in future procurement for small community-based programs.

## ***10. Enhance Educational and Vocational Programs***

Educational services are a key component of the juvenile justice system. Youth in the juvenile justice system typically have failed in the public school system and are two grade levels behind their same-aged peers.

Youth referred to the Department of Juvenile Justice continue their education in a variety of settings, depending on the nature and consequences of their offenses. Some continue to attend public schools, others attend alternative schools, and some participate in prevention or intervention programs in separate, self-contained schools where education is provided either through public school teachers or contracted educational services. On any given day in Florida, about 12,200 students are attending one of approximately 200 separate juvenile justice education programs. More than 4,000 of these youth aged 16 and over, receive services directly from the Department.

In view of these factors, the five-year priorities related to enhancing educational and vocational programs include the following:

***Objective 31:*** Develop and implement accountability measures to ensure that youth who are placed in the custody of the department attain measurable academic improvement and when necessary acquire a vocational skill upon release from department supervision.

***Objective 32:*** All youth shall receive a comprehensive academic assessment upon entry in the juvenile justice system and when they leave the system.

***Objective 33:*** Establish multi-agency collaboration in the delivery of education services for at-risk youth.

### **Initiatives:**

- Facilitated process resulting in \$350,000 Strengthening Youth Partnership Award from Workforce Florida, Inc. to benefit up to 300 youth returning to communities throughout Florida from commitment programs in Jackson, Liberty & Madison counties.
- Facilitated process resulting in \$450,000 in Department of Education (DOE) Perkins Funding to seven DJJ educational programs for vocational credentialing capacity providing for vocational education and/or training toward industry-recognized credentialing to approximately 250 youth.
- Facilitated change in DOE rule allowing DJJ documentation to be included in determination of committed youth eligibility for in-state college tuition to any public community college or university.
- Assisted in writing of a grant that served 129 youth with Eckerd Family Foundation in partnership with the Florida Juvenile Justice Foundation. Sixty nine percent (69%) of these youth are African American. Nine different committed students earned up three or more college credits for a total of 39 credit hours, most of whom were the first in their family to attend college.



- 286 youth in DJJ programs earned the Ready to Work certificate available from seventy-six different juvenile justice educational programs with funding and training available from the Florida Department of Education.

## ***11. Stabilize and Professionalize the Juvenile Justice Workforce***

In fiscal year 2008-09, 16% of state direct-care employees left their positions. High turnover costs the state and the youth in the system.

Turnover increases caseloads and the costs associated with providing adequate supervision. Overtime payments average \$14 million annually. Turnover raises training costs and results in \$500-\$2,400 investments that are lost and must be replaced when employees leave.

<b>Required Training Hours for State Direct Care Staff</b>	
Residential	240 hours
Non-Residential	295 hours

Staff shortages have a large impact on the safety and security of youth and staff. Staff inexperience makes it challenging to control the sometimes volatile population of young people in the system.

In view of these factors, the five-year priorities related to stabilization and professionalization of the Juvenile Justice workforce include the following:

**Objective 34:** Develop a comprehensive training and certification program specific to direct care staff.

**Objective 35:** Establish a career ladder based on performance, education and experience.

**Objective 36:** Develop a progressive compensation structure.

**Objective 37:** Provide special risk retirement for direct care staff.

**Objective 38:** Establish policy, procedures and practices that support a restraint free approach and environment in all areas of operation.

### **Initiatives:**

- Delivered revised version of the Juvenile Justice Detention and Residential officer certification curriculum and began revision of the Juvenile Probation Officer certification curriculum. Revisions were based on a job task analysis and included, but not limited to, furthering the concepts of trauma-informed care and gender-specific programming.
- Delivered revised version of the Protective Action Response (PAR) certification curriculum. Revisions were done to further emphasize the restraint-free approach promoted by the Department.
- Amended PAR Administrative Rule to emphasize restraint- free approach and created a white-paper to be distributed to all staff emphasizing a restraint-free approach.

## ***12. Provide an Accountable System that is Outcome Based***

The phrase “evidence-based” is widely used in policy discussions to describe programs that are rooted in research and evaluation. “Outcome-based” refers to programs designed with the desired outcome in mind. The two approaches complement one another, and both require careful attention to underlying science, desired outcomes, disciplined program implementation, and appropriate assessments and evaluations. An accountable

system uses data to show what is happening and why, in this way it promotes good results by doing the right things well.

Strategic planning identifies the goals, objectives, targets and tactics to achieve the right outcomes. Implementation of those outcomes touches different programs and jurisdictions. To assure that the desired outcomes are achieved in all areas and programs, data needs to be gathered, analyzed and reported in a way that makes sense and communicates success or failure as well as root cause. This results in accountability, implementation consistency and the ability to address problems early and improve end results.

In view of these factors, the five-year priorities related to providing an accountable system that is outcome based include the following:

**Objective 39:** Performance outcomes shall be established for all DJJ programs.

**Objective 40:** Develop and implement performance incentives to promote program accountability and quality.

**Objective 41:** Implement evidence based programs and services that are proven effective in achieving program performance outcomes.

**Initiatives:**

- Established Evidence-Based Steering Committee workgroup, including provider representatives, to look at existing performance-based standards and incentives as well as seek out opportunities to establish new ones where applicable.
- Examined the Long Range Program Plan and Comprehensive Accountability Report and identified current performance-based outcomes. Added new outcome measures for Probation program area.
- Developed an automated system as part of the Juvenile Justice Information System database (JJIS) to track evidence-based and best practices services at the individual class level provided to youth within the Department.
- Provided continued training opportunities throughout the state to 92 employees and provider staff in evidence-based practices. Developed the ability to track the training of trainers in evidence-based and best practices in the Learning Management System (LMS) CORE. Currently 12 Instructor Certifications are included.
- Developed and began to pilot at North Region Detention Centers the Teaching Alternative to Gangs (TAG) Detention curricula.
- Developed Motivational Interviewing (MI) Qualified Trainer curriculum and established a 2-day basic MI curriculum in the Probation officer academy. 1,017 staff were trained in the 2-day Basic MI Curriculum and 12 staff were trained as Motivational Interviewing Qualified Trainers.

13. ***Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal with the Issue of Juvenile Justice.***

**Objective 42:** Conduct an annual review of the agency's Strategic Plan to assess what has been accomplished and what might need to be modified.

**Objective 43:** Continually evaluate how DJJ does what it does to identify innovations and best practices to achieve better results.

\*Work on this goal by the nature of its intent will be initiated in FY 2009-10.

## Potential Department Policy Changes

---

**Central Communications Center (CCC) Reporting** – A draft revision to the CCC policy has been completed. A number of reportable incidents were eliminated including minor injury or illness and those that result in outside medical evaluation. Revising the medical incidents reporting requirement could reduce the number of Residential Services incidents. The final draft CCC policy revision will be used to begin the rule making process.

**Administrative Efficiency Initiative** – The Department has established a single Administrative Review Unit that includes all areas of operation within the Department. This unit will identify areas where potential assignment overlap may occur and clarify categories for assignments.

**Quality Assurance Reviews for Evidence-Based Practices** – The Department will review the scoring matrix for the Tier II standards prior to the 2011 review cycle to determine the inclusion of promising practices.

**Requiring Hard Copy Contracts and Amendments** – The Department’s Contract Administration has recently revised its process for sending out hardcopy documents for initial signature as well as providing a final copy to provider. These documents will now be sent via email. An interagency workgroup will be established to look at this issue.

**Targeting Youth With Highest Risk and Needs** – The program areas will focus on Prevention, Intake, Detention and Supervision levels and on targeting services and supervision to those youth designated as highest risk to offend or 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 offending or 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.

**Detention Cost Sharing** – The Department worked 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 Detention Cost Sharing. Currently, DJJ bills 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 new process will bill counties monthly with a monthly reconciliation done in conjunction with the billing. The Department will pilot the project with two counties. Full implementation is expected to take place on July 1, 2010. Modifications to the Detention Cost Share rule (63-G) are being reviewed through the workshop process to incorporate the billing and reconciliation changes and to provide clarification of some terms and calculations. In addition, a potential legislative remedy is being evaluated by the Office of Policy and Budget. Since September 2007, the Department has been involved in various challenges filed by Hillsborough County with the Division of Administrative Hearings regarding the detention cost share process. Three cases have been resolved and two are currently pending.

## Potential Legislative Policy Changes

---

**Medical Rule Authority** – This proposal amends portions of chapter 985 to provide the Department with rulemaking authority to promulgate administrative rules governing the procedure by which youths within the juvenile justice continuum are provided ordinary medical care, mental health, substance abuse and developmental disability services.

**Detention Cost Sharing** – This proposal clarifies the responsibilities of the State and the counties as it relates to providing for the operation of detention centers.

**Deleting and Updating Obsolete Agency Reports, Programs and Functions** – This proposal amends the reporting requirements for DJJ to coordinate dates between reports, conforms statute to current practice and removes outdated references and duplicative language.

**Continuation of Blueprint Recommendations** – This proposal codifies several recommendations made by the Blueprint Commission on Juvenile Justice, including the diversion of youth age 9 years old and younger, authorization of a mother-infant program and the creation of a Disproportionate Minority Contact Task Force.

**Decriminalizing Possession of Alcohol** – Recommendation from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to ensure Florida is in compliance with the Deinstitutionalization of Status Offenders (DSO) as prescribed in the OJJDP Act of 2002.

**Reduction of Comprehensive Evaluations** – Clarifies when the a comprehensive evaluation should be conducted and defines DJJ and the Court as the responsible entity for requesting a comprehensive evaluation.

**Adult Transition Service** – Requires DJJ to provide age-appropriate activities to be included in the individualized case plan for youth age 16 and older. This will allow the Department to contract for transition to adulthood programs, which may include residential services and assistance.

**Expanding the Expunction of Juvenile Records**– Expands the eligible offenses qualifying for a pre- and post-arrest diversion program and allows for an additional expungment of records for youth who have a one-time non-violent act of delinquency.

## **Task Forces and Studies In Progress**

---

***Gender Specific Services*** – Working to identify best practices and approaches to offering gender specific services.

***Disproportionate Minority Contact*** – Working to identify best practices and means to reduce the high level of minority youth who are in contact with the Department of Juvenile Justice.

***Quality Assurance Improvement*** – Working to identify better and more efficient means to assure the quality of services provided.

***Data Integrity Workgroup*** – Working to maintain the integrity of the data used to manage the Department

***Zero Tolerance*** – Working to reduce the impact of Zero Tolerance.

***Gang Reduction*** – Working to reduce the impact/influence of gangs.

***Alternatives to Arrest*** – Working to identify and implement alternatives to arrest for non compliant behavior.

***Trauma Informed Care*** – Identifying the current trauma informed care practices being utilized within the Department.

***Evidence-Based Steering Committee*** - Looking at existing performance-based standards and incentives as well as seek out opportunities to establish new ones where applicable.

***Administrative Efficiencies Workgroup*** – Looking at current administrative processes and procedures within the Department to improve efficiency, eliminate duplication and reduce costs when possible.

## **Glossary of Terms and Acronyms**

---

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.

**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.

**ADP:** Average Daily Population

**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 the Department 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."

**ART:** Aggression Replacement Training

**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**

**Basic Achievement Skills Inventory (BASI) - A** comprehensive entry and exit assessment given to DJJ youth in detention and commitment education programs. This assessment measures academic progress and is coordinated by the Florida Department of Education.

**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.

**BHOS:** Behavioral Health Overlay Services

**BSFT:** Brief Strategic Family Therapy

## 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 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.

**CBIS:** Community-Based Intervention Services

**CCC:** Central Communications Center

**Charge** – When a juvenile commits a law violation or a technical violation of supervision, 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 Families, 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.

**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.

**Circuit** – See *Judicial Circuit*.

**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.

**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.

**CNR:** Committed Non-Residential (also Minimum-Risk Commitment)

**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.

**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.

**COOP:** Continuity of Operations Plan

**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.

**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.

**CR:** Conditional Release

**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 physical 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 by which Department staff calculate the risk posed by the youth to himself or the community, assess for mental health and substance use needs, and determine if the youth will be securely or non-securely detained..

**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

**EBP:** Evidence-Based Practice

**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.

**EM:** Electronic Monitoring

**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 secure residential program or a detention center, leaves the facility grounds or boundaries of a non-secure program and is no longer under the continuous sight supervision of staff, or leaves the custody of facility staff when outside the facility. **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.

**FCO:** Fixed Capital Outlay

**FFT:** Functional Family Therapy

**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.

**F.S.:** Florida Statutes

## 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.”

**HD:** Home Detention

**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.

**HIPAA:** Health Insurance Portability and Accountability

Act

**Home Detention** — 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

**ICJ:** Interstate Compact on Juveniles

**IDDS:** Intensive Delinquency Diversion Services

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

**IT:** Information Technology

**ITN:** Intrastate Transportation Network

## J

**JAC:** Juvenile Assessment Center

**JDO:** Juvenile Detention Officer

**JJIS** Juvenile Justice Information System

**JPO:** Juvenile Probation Officer

**JPOS:** Juvenile Probation Officer Supervisor

**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 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, facilitate the completion of court-ordered sanctions, and provide/refer for intervention services.

**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**

**LBR:** Legislative Budget Request

**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.

**LOS:** Length of Stay

**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.

**LRPP:** Long-Range Program Plan

**LST:** LifeSkills Training

## **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.

**MST:** Multisystemic Family Therapy

## N

**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

**ODS:** Offenses During Supervision

**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 and in the community, for youth on supervision, 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.”

**Performance 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.

**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 – 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 (if commitment is recommended), 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

**Racial disparity ratio** – The rate of minority referrals to DJJ is divided by the rate of white referrals to DJJ. These rates are derived using Florida population statistics and Department referral counts.

**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 follows: 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.

**RSMS:** Residential Services Monitoring System

## 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.

**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.

# Exhibit II: Performance Measures and Standards

Florida Department of Juvenile Justice

Dept. # 80

<b>Detention</b>	<b>Approved Prior Year Standard FY 2008-09</b>	<b>Prior Year Actual FY 2008-09</b>	<b>Approved Standards FY 2009-10</b>	<b>Requested FY 2010-11 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%	99.27%	98%	98%
Number of escapes from secure detention facilities	0	2	0	0
Number of youth-on-youth batteries per every 1000 youths served daily in secure detention	0.3	.26	0.3	.3
Number of youth-on-staff batteries per every 1000 youth served daily in secure detention	0.3	.17	0.3	.3
Average daily population for secure detention	1,910	1,510	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%	98.6%	97%	97%
Average daily population for home detention	1,650	1,744	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%	78%	80%	80%
Percentage of youth who remain crime free one year after release from conditional release	67%	66%	67%	67%



<b>Probation and Community Corrections Continued</b>	<b>Approved Prior Year Standard FY 2008-09</b>	<b>Prior Year Actual FY 2008-09</b>	<b>Approved Standards FY 2009-10</b>	<b>Requested FY 2010-11 Standard</b>
<b>80700200 Juvenile Probation</b>				
Percentage of youth who remain crime free one year after release from probation	81%	79%	81%	81%
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Intake and assessment	43,951	30,223	42,958	41,987
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct probation supervision	23,500	18,930	22,348	21,252
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct conditional release supervision	2,365	1,280	3,197	3,197
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Contracted conditional release supervision	2,501	2,734	1,669	1,669
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Residential commitment program	4,714	4,436	4,714	4,714
Average number of youths served daily under intake status per Juvenile Probation Officer	103	76	103	90
Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer	34	37	42	40
Average number of youths served daily under State- Operated Conditional Release and Post Commitment Probation per Juvenile Probation Officer	70	61	80	60
Average number of youths served daily under Contracted Conditional Release per Juvenile Probation Officer charged with their case management	136	114	83	114
Average number of youths served daily in Residential Commitment per Juvenile Probation Officer charged with their case management	117	111	117	110
Number of youths court ordered to probation supervision	47,650	36,271	45,395	40,833
Number of youths received at intake	101,782	85,377	97,813	93,999
Number of youth served by the Redirection Program	925	993	1125	1125

<b>Probation and Community Corrections Continued</b>	<b>Approved Prior Year Standard FY 2008-09</b>	<b>Prior Year Actual FY 2008-09</b>	<b>Approved Standards FY 2009-10</b>	<b>Requested FY 2010-11 Standard</b>
Percentage of youth who remain crime free one year after release from the Redirection program.	65%	58%	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	165	175	175
<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	1,868,444	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	3	6	6
<b>Secure and Non-Secure Residential Services</b>				
<b>80800000 Program: Residential Correction Program</b>				
<b>80800100 Non-Secure Residential Commitment</b>				
Percentage of residential commitment program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (calendar year)	85%	75%	85%	80%
Percentage of youth who remain crime free one year after release from non-secure commitment	60%	57%	60%	59%

<b>Secure and Non-Secure Residential Services Continued</b>	<b>Approved Prior Year Standard FY 2008-09</b>	<b>Prior Year Actual FY 2008-09</b>	<b>Approved Standards FY 2009-10</b>	<b>Requested FY 2010-11 Standard</b>
Number of escapes from non-secure residential commitment programs	139	59	139	132
Number of youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.11	0.13	0.11
Number of youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment	0.23	0.12	0.23	0.21
Total number of youth served in non-secure residential commitment	6,410	7,936	6,143	6,325
Average daily population of youth served in non-secure residential commitment by level (low and moderate)	Low = 220 Mod= 3,174	Low=178 Mod=3,030	Low = 220 Mod= 3,174	Low=200 Mod=3,060
Number of non-secure residential commitment beds on line	3,732	3,187	3,516	3,300
Number of youth receiving substance abuse treatment in non-secure residential commitment	2,100	2,555	2,100	2,300
Percentage of youth who remain crime free one year after release from secure residential commitment	63%	56%	63%	59%
Total number of youth served in secure residential commitment	1,857	2,420	1,757	1,900
Number of secure residential commitment beds on line	1,548	1,283	1,467	1,300
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,518	1,815	1,518	1,670
Number of youth-on-youth batteries per 1000 youth, based on average daily population in secure environment	0.13	0.01	0.13	0.11
Number of youth-on-staff batteries per 1000 youth, based on average daily population in secure environment	0.28	0.16	0.28	0.25
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=1,200 Max=120	High=1,098 Max=130	High=1,200 Max=120	High=1,150 Max=130

	Approved Prior Year Standard FY 2008-09	Prior Year Actual FY 2008-09	Approved Standards FY 2009-10	Requested FY 2010-11 Standard
<b>Secure and Non-Secure Residential Services Continued</b>				
Number of escapes from secure residential commitment programs	0	3	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%	87%
Number of youth served through delinquency prevention programs	35,000	29,533	35,000	27,500

# 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	2	+2	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 two in FY 2008-09. A zero standard represents an ideal state; however, only two escapes of the 47,614 admissions in secure detention for FY 2008-09 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 and delivery of training programs for Juvenile Detention staff. A continued focus will be on the security and direct supervision.

### LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Dept. of Juvenile Justice

Program: Cost of Care Recovery

Service/Budget Entity: Finance and Accounting

Measure: Amount of fees collected

Online.

**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
2,000,000	1,868,444	(131,556)	(0.94%)

**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:**

0.96% decrease in amount billed for Fiscal Year 08-09  
Lack of adequate staffing to perform in-house collection efforts

**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:**

Current economy

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

Request to fill vacancies in the unit  
Utilizing outside collection agent

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Dept. of Juvenile Justice

**Program:** Residential and Correctional Facilities

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

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
85%	75%	(18)	(10%)

**Factors Accounting for the Difference:**

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

- |  |  |
|--|--|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity              |
| <input type="checkbox"/> Competing Priorities        | <input type="checkbox"/> Level of Training           |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

**Explanation:**

A change in the standards may have had some impact on the scores.

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

- |  |  |
|--|--|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems      |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster            |
| <input type="checkbox"/> Target Population Change                            | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |  |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |  |

**Explanation:**

High turn-over rates in direct care positions continues to be a challenge to improving program performance.

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

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> Training  | <input checked="" type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify)      |

**Recommendations:**

RSMS has continued to have some programming issues. Hopefully the corrections have been made and state wide use will begin this fiscal 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: Dept. of Juvenile Justice

Program: Residential and Correctional Facilities

Service/Budget Entity: Non-Secure Residential Commitment

Measure: Percentage of youth who remain crime free one year after release from non-secure 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
60%	57%	under	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:**

Implementation of the PACT (Positive Achievement Change Tool) has helped identify those youth who are at low risk to re-offend and kept them out of residential commitment. That means that the youth who are coming to residential commitment are moderate and moderate high risk to re-offend. Even though it looks like we didn't meet a standard, in reality it's a success because the correct youth are now being identified who need residential placement.

**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:** Dept. of Juvenile Justice

**Program:** Residential and Correctional Facilities

**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:**

- |   |  |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure           | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                    |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
Low = 220 Mod = 3,174	Low = 178    Mod = 3,030	Low = 42 Mod = 144	Low = (19%) Mod = (4%)

**Factors Accounting for the Difference:**

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

- |   |  |
|---|--|
| <input type="checkbox"/> Personnel Factors                      | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities                   | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

Previous estimates did not accurately project the impact of the bed reductions.

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

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

Many beds were taken off line this past year because of the budget shortfall.

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

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Dept. of Juvenile Justice

**Program:** Residential and Correctional Facilities

**Service/Budget Entity:** Non-Secure Residential Commitment

**Measure:** Number of Non-Secure Residential Commitment Beds

**Online.**

**Action:**

- |   |  |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure           | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                    |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
3732	3187	(545)	(15%)

**Factors Accounting for the Difference:**

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

- |   |  |
|---|--|
| <input type="checkbox"/> Personnel Factors                      | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities                   | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

Previous estimates did not accurately project the impact of the bed reductions.

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

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

Many beds were taken off line this past year because of the budget shortfall.

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

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**



## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Dept. of Juvenile Justice

**Program:** Residential and Correctional Facilities

**Service/Budget Entity:** Secure Residential Commitment

**Measure:** Number of Secure Residential Commitment Beds online.

**Action:**

- |   |  |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure           | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                    |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1548	1283	(265)	(17%)

**Factors Accounting for the Difference:**

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

- |   |  |
|---|--|
| <input type="checkbox"/> Personnel Factors                      | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities                   | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

Previous estimates did not accurately project the impact of the bed reductions.

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

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

Many beds were taken off line this past year because of the budget shortfall.

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

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Dept. of Juvenile Justice

**Program:** Residential and Correctional Facilities

**Service/Budget Entity:** Secure Residential Commitment

**Measure:** Average daily population of youth served in secure residential commitment by level (high and max)

**Action:**

- |   |  |
|---|--|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure           | <input type="checkbox"/> Revision of Measure |
| <input checked="" type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                    |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
High = 1200 Max = 120	High = 1098 Max = 130	High = (102) Max = 10	High = (8%) Max = 9%

**Factors Accounting for the Difference:**

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

- |   |  |
|---|--|
| <input type="checkbox"/> Personnel Factors                      | <input type="checkbox"/> Staff Capacity    |
| <input type="checkbox"/> Competing Priorities                   | <input type="checkbox"/> Level of Training |
| <input checked="" type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation:**

Previous estimates did not accurately project the impact of the bed reductions.

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

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Resources Unavailable                    | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

Many beds were taken off line this past year because of the budget shortfall.

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

- |                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

**Recommendations:**

## LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Department of Juvenile Justice

**Program:** Residential and Correctional Facilities

**Service/Budget Entity:** Secure Residential Commitment

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

**Action:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure             | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards                     |  |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	3	(3)	N/A

**Factors Accounting for the Difference:**

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

- |  |   |
|--|---|
| <input type="checkbox"/> Personnel Factors           | <input type="checkbox"/> Staff Capacity               |
| <input type="checkbox"/> Competing Priorities        | <input checked="" type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> 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):

- |  |   |
|--|---|
| <input type="checkbox"/> Resources Unavailable                               | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change                            | <input type="checkbox"/> Natural Disaster       |
| <input type="checkbox"/> Target Population Change                            | <input type="checkbox"/> Other (Identify)       |
| <input type="checkbox"/> This Program/Service Cannot Fix The Problem         |   |
| <input type="checkbox"/> Current Laws Are Working Against The Agency Mission |   |

**Explanation:**

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

- |                                    |  |
|------------------------------------|--|
| <input type="checkbox"/> Training  | <input type="checkbox"/> Technology                  |
| <input type="checkbox"/> Personnel | <input checked="" type="checkbox"/> Other (Identify) |

**Recommendations:**

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.

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
35,000	29,533	(5,467)	15.62%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

---

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

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

**Explanation:**

In Fiscal Year 2007-08 Legislature approved a recurring fund shift from the Community Partnership Trust Fund that resulted in a significant reduction in available funding for existing Community Partnership Grant awards.

The decrease of this funding for these community-based prevention programs reduced the services being provided to youth and their families in targeted high crime delinquency communities. Therefore we were unable to meet current standard number of youth to be served by prevention programs.

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

- Training
- Personnel
- Technology
- 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: Percentage of youth who remain crime free one year after release from probation**

**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
81%	79%	under	2.6%

**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:**

Legislative reductions in appropriations during special session C led to a reduction in Officers to be assigned cases. In anticipation of these cuts management made the decision to hold positions vacant in order to avoid lay-offs.

**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:**

Probation continues to adjust statewide deployment of staff in response to legislative budget reductions. Policy changes have also been implemented to standardize requirements for the supervision of youth who remain in the community, allowing staff to focus on the delivery of evidence-based programming for all youth.



# Exhibit IV: Performance Measure Validity and Reliability

---

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

**Measure: Percentage of Youth Who Remain Crime Free While 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 source for this measure is the Juvenile Justice Information System (JJIS) as reported by DJJ 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 DJJ 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 the JJIS database 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 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. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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 for this measure is the Central Communications Center (CCC). Escapes are reported by field staff to CCC and 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 tracked 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 information and process is useful to determine the number of FTEs required to provide Detention services. It can also 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. 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
<b>Measure:</b>	<b>Number of Youth-on-Youth Batteries for Every 1,000 Youth Served Daily 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 for this measure are the Central Communication Center (CCC) and the Juvenile Justice Information System (JJIS) as reported by DJJ 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 the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's 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 technology and information systems that minimize opportunity for human error.

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. The coding and syntax used to determine those youth with placement dates in Secure Detention between July 1 and June 30 of the fiscal year are written, reviewed and double checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:  
[http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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 dual-monitoring 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
<b>Measure:</b>	<b>Number of Youth-on-Staff Batteries for Every 1,000 Youth Served Daily 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 for this measure are the CCC and the Juvenile Justice Information System (JJIS) as reported by DJJ 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 the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of DJJ 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 anomalous 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 technology and information systems that minimize opportunity for human error.

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. The coding and syntax used to determine those youth with placement dates in Secure Detention between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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 dual-monitoring 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 source for this measure is the Juvenile Justice Information System (JJIS) as reported by DJJ 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 the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's 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 anomalous 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 technology and information systems that minimize opportunity for human error.

The coding and syntax used to determine those youth with placement dates in Secure Detention between July 1 and June 30 of the fiscal year are written, reviewed and double checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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
<b>Measure:</b>	<b>Percentage of Successful Completions without Committing a New Law or Contract Violation, Failure to Appear, an Abscond, or Contempt of Court</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 source for this measure is the Juvenile Justice Information System (JJIS) as reported by DJJ 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 by DJJ Research and Planning. 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, 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.

### 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 the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning staff, 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 anomalous 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 has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

The coding and syntax used to determine those youth with placement dates between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

[http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html).

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 source for this measure is the Juvenile Justice Information System (JJIS) as reported by DJJ 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, 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 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 the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning staff, 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 anomalous 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 and facility report cards have been developed on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

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 DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The stability and accuracy of Home 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: 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:**

The data sources for this measure are the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), and the Comprehensive Accountability Report (CAR).

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 during their Conditional Release stay resulting in an adjudication, adjudication withheld or adult conviction. Conditional Release includes youth under the supervision of a JPO or contracted case manager. Post-Commitment Probation youth are not included among these youth.

"Youth released" is defined as all youth who are released from Conditional Release for any reason during the fiscal year. JJIS referral records of these youth 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 supervision.

The percentage of youth who remain crime-free during Conditional Release is calculated by dividing the number of youth found not to have an adjudication, adjudication withheld or adult conviction for an offense that occurred during their Conditional Release supervision by the number of youth released from Conditional Release during the fiscal year.

### **Validity:**

This calculation and its methodology provide an accurate reflection of the effectiveness of Juvenile Probation Officers (JPO's) 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, including overlay services, such as counseling. 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.

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:**

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 the JJIS database by Residential Services staff at transition and by Juvenile Probation Officers (JPO's). Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry.

The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports.

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 DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. In some cases, data reported by providers was used to help establish reliability of JJIS data. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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:**

The data sources for this measure are the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), and the Comprehensive Accountability Report (CAR).

JJIS 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 DOC databases to determine the number who remain crime-free.

The total number of youth 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:**

This calculation and its methodology provide an accurate reflection of the effectiveness of intervention services. This information and process is useful to determine the amount of resources required to provide Conditional Release services, including overlay services, such as counseling. The design of the measure includes those youth under the Conditional Release supervision of a Juvenile Probation Officer or contracted case manager. The cost of this activity falls under the Aftercare / Conditional Release budget entity.

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 Conditional Release supervision.

### **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 on Conditional Release is entered into the JJIS database by Residential Services staff at transition and by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the

direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

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 Research and Planning. In some cases, data reported by contracted providers was used to help establish reliability of JJIS data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

[http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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
<b>Measure:</b>	<b>Percentage of youth who remain crime free one year after release from probation</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 sources of information for this measure are the Juvenile Justice Information System (JJIS) and the Comprehensive Accountability Report (CAR).

This figure is defined as the percentage of youth released from Probation or Post-Commitment Probation during the fiscal year that did not violate or commit a new offense during their stay resulting in an adjudication, adjudication withheld or adult conviction.

The number of youth placed on either Probation or Post-Commitment Probation is entered into the JJIS database by Juvenile Probation Officers (JPO's) and contracted case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of DJJ Research and Planning, extract Probation and Community Corrections data from JJIS for analysis.

### Validity:

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.

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 after release from Probation or Post-Commitment Probation supervision.

### Reliability:

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 DJJ Research and Planning 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 Comprehensive Accountability Report.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of the DJJ Research and Planning. DJJ Research and Planning then extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records. 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: 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:

The sources of information for this measure are the Juvenile Justice Information System (JJIS), DJJ Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR). 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 FTEs allotted to handle the intake functions of the Probation and Community Corrections branch.

The average daily number of youth received through 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 to determine the daily average.

The average daily population of youth at intake is computed by counting on each given day the number of unduplicated youth assigned to the Intake status awaiting disposition.

### Validity:

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.

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:

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 received by the Department is entered into the JJIS database by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

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 DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile

Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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:**

The sources of information for this information are the Juvenile Justice Information System (JJIS), DJJ Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

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 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 or contracted case manager 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.

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:**

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.

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:**

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 supervision is entered into the JJIS database by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.



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 by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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:

The sources of information for this measure are the Juvenile Justice Information System (JJIS), DJJ Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This measure represents the average population supervised by a Juvenile Probation Officer (JPO) under 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 Conditional Release or Post-Commitment 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.

The average daily population of youth on Post-Commitment Probation and Conditional Release is computed by counting on each given day the number of youth is receiving post residential supervision services.

### Validity:

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.

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:

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 supervision is entered into the JJIS database by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

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 by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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:**

The sources of information for this measure are the Juvenile Justice Information System (JJIS), Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This measure represents the average population of youth under Conditional Release or Post-Commitment Probation who are assigned to the supervision of a contracted case manager. It is defined as the average daily number of youth under Contracted Conditional Release who attend a contracted day treatment or community-based supervision program.

The average daily population of youth on contracted Conditional Release or Post-Commitment Probation supervision is drawn from youth released from commitment and placed under the supervision of a contracted case manager. JJIS Conditional Release placement data is extracted and examined to identify the youth on contracted Conditional Release or Post-Commitment Probation 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.

The average daily population of youth on Contracted Conditional Release or Post-Commitment Probation is computed by counting on each given day the number of youth is receiving post residential supervision services with a Provider.

### **Validity:**

This calculation and its methodology provide an accurate reflection of workload capacity of contracted case managers conducting Conditional Release or Post-Commitment 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.

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:**

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 supervision is entered into the JJIS database by Juvenile Probation Officers (JPOs) and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

The coding and syntax used to determine those youth whose placement dates show them on Conditional Release or Post-Commitment Probation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:  
[http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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:**

The sources of information for this measure were the Juvenile Justice Information System (JJIS), DJJ Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

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 JJIS, using the total number of youth for the fiscal year. The number of these youth was divided by 365 to determine the daily average.

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:**

This calculation and its methodology assist in making an accurate reflection of workload capacity of Juvenile Probation Officers (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.

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:**

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 committed youth is entered into the JJIS database by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

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 by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in

Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The stability and accuracy of intake and residential 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:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

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 (JPOs) 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.

The number of youth received by the Department is entered into the JJIS database by JPOs and contracted case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of DJJ Research and Planning extract Probation and Community Corrections data from JJIS.

### Validity:

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 methodology for determining the caseload reflection.

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:

The data is then compiled and reviewed by DJJ Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. DJJ Research and Planning 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
<b>Measure:</b>	<b>Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer</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 sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

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 number of Juvenile Probation Officers (JPOs) and contracted case managers 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.

The number of youth placed on Probation is entered into the JJIS database by JPOs and contracted case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of Research and Planning extract Probation and Community Corrections data from JJIS.

### Validity:

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 methodology for determining caseload reflection.

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:

The data is compiled and reviewed by DJJ Research and Planning for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning 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:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This information is collected by factoring the number of youth placed on Conditional Release or Post-Commitment Probation status with a Juvenile Probation Officer (JPO). That figure is then divided by the number of Juvenile Probation Officers that are assigned to the supervision function of Conditional Release or Post-Commitment Probation 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

The number of youth placed on Conditional Release or Post-Commitment Probation is entered into the JJIS database by JPOs and contracted case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of DJJ Research and Planning extract Probation and Community Corrections data from JJIS.

### Validity:

Using the methodology that counts the number of youth placed on Conditional Release or Post-Commitment Probation supervision of the Department during the fiscal year and divided by the number of field staff that supervise Conditional Release or Post-Commitment Probation cases is an appropriate methodology.

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:

The data is compiled and reviewed by Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning 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:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This information is collected by factoring the number of youth placed on Conditional Release or Post-Commitment Probation status with a contracted case manager. That figure is then divided by the contracted case managers that are assigned to the supervision function of Conditional Release or Post-Commitment Probation supervision within the Probation and Community Corrections branch. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty.

The number of youth placed on Conditional Release or Post-Commitment Probation with a provider is entered into the JJIS database by Juvenile Probation Officers (JPOs) and provider case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of Research and Planning extract Probation and Community Corrections data from JJIS.

### Validity:

Using the methodology that counts the number of youth placed on Conditional Release or Post-Commitment Probation 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 is an appropriate methodology for this measure.

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:

The data is compiled and reviewed by DJJ Research and Planning for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of the Department's Office of Research and Planning. Research and Planning extracts 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:**

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This information is collected by factoring the number of youth placed on Commitment status under the supervision of a Juvenile Probation Officer (JPO) or contracted case manager. That figure is then divided by the number of JPO's that are assigned to the supervision function of Commitment within the Probation and Community Corrections branch under the Aftercare budget entity.

The number of youth placed on Commitment is entered into the JJIS database by JPOs and provider case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of DJJ Research and Planning extract Probation and Community Corrections data from JJIS.

### **Validity:**

Using the methodology that counts the number of youth placed on Commitment status under the Department during the fiscal year and divided by the number of field staff that supervise Commitment cases is an appropriate methodology for this measure.

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:**

The data is compiled and reviewed by DJJ Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the Information System by field staff who are trained by Data Integrity Officers under the direction of the Department's Office of Research and Planning. DJJ Research and Planning extracts 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 youth 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:**

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), and the Comprehensive Accountability Report (CAR).

This figure is defined as the number of youth who are disposed to court-ordered probation supervision. 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:**

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.

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:**

The data is compiled and reviewed by DJJ Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the Information System by field staff who are trained by Data Integrity Officers under the direction of the DJJ Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on their JJIS 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 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:**

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), and the Comprehensive Accountability Report (CAR).

This figure is defined as the unduplicated number of youth who referred to the Department of Juvenile Justice.

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:**

Using the methodology that counts unduplicated youth is the best route at determining the number of youth received by the Department. This methodology only counts youth a single time, regardless of the number of referrals (charges) they may receive.

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:**

The data is compiled and reviewed by DJJ Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on their JJIS 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 sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR). This is a new measure generated from the establishment of the Redirection project. The Office of Public Policy and Government Accountability (OPPAGA) has been given the responsibility for conducting an evaluation of this project.

### **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 JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records. This information is provided to OPPAGA for further analysis and assessment, which provides an additional 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
<b>Measure:</b>	<b>Percentage of youth who remain crime free one year after release from the Redirection program</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 sources of information for this measure were the Juvenile Justice Information System (JJIS), Florida Department of Law Enforcement (FDLE), the Department of Corrections, and both the Department of Juvenile Justice Delinquency Profile and the Comprehensive Accountability Report (CAR). This is a new measure generated from the establishment of the Redirection project. The Office of Public Policy and Government Accountability (OPPAGA) has been given the responsibility for conducting an evaluation of this project.

This figure is defined as the statewide recidivism rate (percent receiving adjudication, adjudication withheld or an adult conviction for a crime that occurred within one year of program completion) for youth that completed the Redirection program. 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 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 youth who completed Redirection are matched with JJIS, FDLE, and DOC 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 program. This information and process is useful to determine whether Redirection is a valid alternative to residential commitment to address 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) and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning, train and monitor field staff with regard to accuracy of data entry. The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning extracts 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: Non-Resident Delinquent Rehabilitation  
**Measure: Percent of youth who remain crime free one year after release from 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:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), contracted providers, and the Comprehensive Accountability Report (CAR).

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 day treatment programs.

JJIS records 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, 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 received adjudication, adjudication withheld or an adult conviction as a juvenile or an adult. All youth who completed day treatment programs are matched with JJIS, FDLE, and DOC databases to determine the number who remain crime-free.

The total number of youth who remain "crime-free" is divided by the total number of youth released from day treatment for that fiscal year. This quotient is the percentage that remains crime-free.

### Validity:

Percentage of youth who remain crime-free one year after being released from day treatment and its methodology provides an accurate reflection of the outcome of this service. This information and process is useful to determine the amount of resources required to provide day treatment 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-Residential Delinquent Rehabilitation budget entity.

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:**

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 for youth placed on Diversion is entered into the JJIS database by Residential Services staff and by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning, train and monitor field staff with regard to accuracy of data entry.

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 DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

[http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The information is entered into the JJIS database by field staff and providers who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning extracts 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
<b>Measure:</b>	<b>Average number of youth served daily in Minimum-Restrictiveness Non-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:

The data source for this measure was 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.

The ADP of youth under this level of supervision is drawn from youth 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 is an important measure for management and 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 the JJIS database after disposition by Juvenile Probation Officers (JPOs), contracted case managers, and commitment managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning, train and monitor field staff with regard to accuracy of JJIS data entry.

Data is monitored at several levels. At least quarterly, contract management staff analyze 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 contract manager for review, approval, and

signature. Residential Services headquarters staff check daily utilization for each level, including Minimum-Risk Commitment, using automated reports. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

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 DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

[http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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:**

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

**Measure: Percentage of youth who remain crime free one-year after release from non-secure 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 release from residential commitment. This measure is compiled using information from the Juvenile Justice Information System (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 youth 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 youth who complete residential treatment are matched with DJJ, FDLE, and DC databases to determine the number who remain crime-free. The total number of youth who are not found not to have a new adjudication, adjudication withheld, or conviction (crime-free) is then divided by the total number of youth 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 by DJJ Research and Data.

### **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 youth 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, 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 by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

**Measure: Number of Escapes from Non-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. 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 summarized in a separate document, which 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 (JJIS). 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 then 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 methodology is the most appropriate means 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 DJJ Research and Planning. 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. 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. Research and Planning extracts and analyzes JJIS data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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 the Juvenile Justice Information System (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 methodology is the best means 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 Research and Planning. 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 data integrity officers (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. Research and Planning extracts and analyzes JJIS data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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: Total Number of Youth Served in Non-Secure Residential Commitment Facilities**

### 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.

### 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 Department's 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. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html).

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 source of information for this measure is the Juvenile Justice Information System (JJIS). Youth placement data are kept up to date by field staff in three residential regions who are trained to maintain up-to-date records on youth movements in and out of residential facilities.

### Validity:

Utilization of the residential beds is an important measure for management. Although this measure is not useful for calculation of unit cost, average daily population (ADP) 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-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 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. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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, 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.

### 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
<b>Measure:</b>	<b>Percentage of youth who remain crime free one year after release from secure residential 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 release from residential commitment. This measure is compiled using information from the Juvenile Justice Information System (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 youth 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 youth 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.

### 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 youth brought back to the Department for a subsequent offense.

### Reliability:

Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers (JPO's) 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.

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 by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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. Residential commitment data from the Juvenile Justice Information System is then extracted by Research and Planning 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 ensures 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. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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, 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.

**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 (JJIS). 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 then 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 methodology is the best means 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 DJJ Research and Planning. 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. 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. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

[http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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 derived from the incident database maintained by the Residential Services branch and the Juvenile Justice Information System (JJIS). 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 methodology is the best means 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 DJJ Research and Planning. 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. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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 source of information for this measure was the Juvenile Justice Information System (JJIS). Youth placement data are kept up to date by field staff in three residential regions who are trained to maintain up-to-date records on youth movements in and out of residential facilities.

### Validity:

Utilization of the residential beds is an important measure for management. Although this measure is not useful for calculation of unit cost, average daily population (ADP) 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-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 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. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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 summarized in a separate document and 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 related to youth served in delinquency prevention programs is entered into the DJJ Juvenile Justice Information System (JJIS Prevention Web) by provider staff. The Florida Network of Youth and Family Services provides a data extract from NETMIS, a proprietary database. DJJ Research and Planning conducts the outcome evaluation of these data. Crime-free is defined as not being adjudicated or having an adjudication withheld or an adult conviction for an offense 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 DJJ Research and Planning 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 high 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 (JJIS Prevention Web) 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). DJJ Research and Planning 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 DJJ research and Planning 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 high 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 2008-09 (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
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
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
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 2008-09 (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 ACT0600 Counseling and Supervision – Cont.
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 2008-09 (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 2008-09 (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 ACT0750-Sexual Offender Treatment ACT0600 Counseling and Supervision – Contracted
19	Average number of youths served daily in Minimum-Restrictiveness Non-Residential Commitment programs	ACT0600 Counseling and Supervision – Contracted ACT0750-Sexual Offender Treatment
<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 ACT0520- Health Services
5	Number of Youth on Staff batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2008-09 (Words)	Associated Activities Title
<b>80800100 Non-Secure Resident Commitment, Cont.</b>		
6	Total number of youth served in non-secure residential commitment.	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
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 2008-09 (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 ACT0520- Health Services
13	Number of Youth on Staff batteries per every 1000 youth served daily in secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
14	Total number of youth served in secure residential commitment.	ACT0790-Care and Custody
15	Average Daily Population of Youth Served in secure residential commitment by level. (high and maximum)	ACT0790-Care and Custody
16	Number of secure residential commitment beds on-line.	ACT0790-Care and Custody
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 2008-09 (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 2008-09			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			640,784,398	2,056,244	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			-14,385,908	0	
FINAL BUDGET FOR AGENCY			626,398,490	2,056,244	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
<i>Executive Direction, Administrative Support and Information Technology (2)</i>					2,029,656
Secure Supervision * Number of cases served.		47,614	2,440.68	116,210,392	
Health Services * Number of cases served		57,970	149.30	8,654,798	
Mental Health Services * Number of cases served		47,614	58.49	2,784,740	
Food Services * Number of resident days food services are provided		522,345	16.98	8,871,507	
Transportation * Number of Miles Youths Transported		557,105	3.14	1,747,514	
Facilities, Repair Maintenance * Square feet maintained		1,019,953	3.05	3,114,275	
Counseling And Supervision - Contracted * Number of youths served		9,842	5,535.49	54,480,283	
Counseling And Supervision - State Provided * Number of youths served		39,806	1,413.31	56,258,097	
Apprehension * Number of youths served		1,645	503.60	828,428	
Juvenile Assessment Center Administration * Number of youths served		78,908	51.35	4,051,733	
Intake And Screening * Number of cases served		137,717	245.75	33,843,678	
Diversion * Number of youths served		33,943	161.07	5,467,272	
Sex Offender Treatment * Number of youths served		616	19,588.18	12,066,319	
Independent Living * Number of youths served		155	2,822.34	437,462	
Mental Health Treatment * Number of youths served		1,924	1,973.47	3,796,949	
Substance Abuse Treatment * Number of youths served		4,370	1,109.39	4,848,049	
Care And Custody * Number of youths served		10,356	18,087.44	187,313,577	
Behavioral Training And Life Skills * Number of youth served		10,356	2,056.92	21,301,420	
Vocational Training * Number of youths served		9,881	488.38	4,825,678	
Secure Mental Health Treatment Facility * Number of youth served		755	29,301.89	22,122,928	
Secure Children-in-need-of-services /Families-in-need-of-services * Number of youths served		11	3,181.82	35,000	
Non-secure Children-in-need-of-services / Families-in-need-of-services * Number of youths served		13,703	2,522.86	34,570,721	
Female Diversion Programs * Number of youths served		1,770	6,167.14	10,915,831	
School Attendance * Number of youths served		3,752	490.55	1,840,549	
Employment Services * Number of youth served		250	707.40	176,851	
Violence Reduction * Number of youth served		8,749	187.93	1,644,232	
Afterschool Programming * Number of youths served		1,548	1,145.58	1,773,365	
Central Communications Center * Number of incidents reported		2,329	175.46	408,646	
TOTAL				604,390,294	2,029,656
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					
REVERSIONS				22,008,196	26,588
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				626,398,490	2,056,244
<b>SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY</b>					

(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.