



FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Charlie Crist, Governor

Frank Peterman, Jr., Secretary

LONG RANGE PROGRAM PLAN

Department of Juvenile Justice

Tallahassee

September 27, 2010

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
221 Capitol
Tallahassee, Florida 32399-1300

David Coburn, 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 2011-12 through Fiscal Year 2015-16. This submission has been approved by Frank Peterman Jr., Secretary.

Sincerely,

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

Beth Davis, Director
Office 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 2011-12
through
FY 2015-16

Long Range Program Plan



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.

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	FY 2015-16 Projection
88%	93%	93%	94%	94%	95%	95%

Goal 2: Promote School-Based Prevention and Intervention Efforts

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

Outcome: 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	FY 2015-16 Projection
28,008	17,498	16,623	15,792	15,002	14,252	13,539

Goal 3: Provide Alternative Detention Settings

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

Outcome: 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 Projection	FY 2015-16 Projection
53,812	41,228	40,403	39,595	38,803	38,027	37,267

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	FY 2015-16 Projection
673	800	850	900	950	1,000	1,050

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: The number of first-time misdemeanors placed in secure detention.

Baseline FY 2007-08	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection
1,024	950	900	850	800	750	700

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	FY 2015-16 Projection
70	74	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 1997-98	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection
77%	100%	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 re-offend using objective criteria.

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

Baseline FY 1997-98	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection
2.64	2.80	2.75	2.70	2.65	2.60	2.55

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	FY 2014-15 Projection	FY 2015-16 Projection
100%	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	FY 2014-15 Projection	FY 2015-16 Projection
18%	14.5%	14.0%	13.5%	13.0%	12.5%	12.0%

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: Vocational Level 2, Career Exploration, in all Juvenile Justice education programs.

Baseline FY 2008-09	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection
53%	75%	85%	95%	100%	100%	100%

Outcome: Vocational Level 3, Certification, in all Residential programs

Baseline FY 2008-09	FY 2010-11 Projection	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection
14%	30%	40%	50%	60%	70%	80%

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	FY 2015-16 Projection
25.2%	13.0%	12.5%	12.0%	11.5%	11.0%	10.5%

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.

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, and are an integral part of the Department's Strategic Plan. 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

		GOVERNOR'S PRIORITIES						DJJ Goal on Governor's Priorities
Correlation Legend: 3 = High correlation 2 = Medium correlation 1 = Low correlation 0 = No correlation		1. Protecting our Communities	2. Strengthening Florida's Families	3. Keeping Florida's Economy Vibrant	4. Success for Every Student	5. Keeping Floridians Healthy	6. Protecting Florida's Natural Resources	
DEPARTMENT OF JUVENILE JUSTICE GOALS	Strengthen Prevention and Intervention Services	3	2	1	3	1	0	10
	Promote School-Based Prevention and Intervention Efforts	2	2	1	3	1	0	9
	Provide Alternative Detention Settings	1	2	0	2	1	0	6
	Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs	2	3	0	2	1	0	8
	Meet Health Needs of Youth in the Juvenile Justice System	2	2	2	3	3	0	12
	Ensure Gender-Specific Services are Provided	2	2	1	2	2	0	9
	End Racial Disparities	1	1	1	2	1	0	6
	Ensure Youth and Families have Access to Legal Representation	1	1	0	1	0	0	3
	Moving Away From Large Institutional Models	1	1	0	2	0	0	4
	Enhance Educational and Vocational Programs	2	2	3	3	2	0	12
	Stabilize and Professionalize the Juvenile Justice Workforce	3	2	2	3	3	0	13
	Provide an Accountable System that is Outcome Based	3	2	2	2	2	0	11
	Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal With the Issue of Juvenile Justice	3	3	1	3	2	0	12
Score	26	25	14	31	19	0		
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 more than 75,000 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

The goals listed here are those outlined in the Department's Strategic Plan. These goals were selected after review of the agency mission, vision, core values, and using a process that included a SWOT analysis to develop a set of goals for the 2011-12 / 2015-16 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 is \$40,697. 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:

- Advertised a Request for Information (RFI) for prevention based programming through Federal OJJDP funds.
- Developed contracts for a period of one year to providers that have historically provided successful programming to eliminate youth association with gangs.
- Developed and provided training to assist in the implementation of gang prevention services.
- Conducted a biopsy of current prevention services, resources and funding, for those services available for at-risk and justice-involved youth on a statewide basis. Evaluated report outcomes and the needs of the communities to ensure that high crime zip code areas are being served in the most effective manner.
- Engaged providers and community partners to support community-based prevention services. Conducted a search for funding to include federal grant opportunities. Developed and advertised an RFP for programs with specific community-based prevention services.
- Received and implemented a grant from the Annie E. Casey Foundation for \$150,000 to be used to provide training on how to assist youth in avoiding placement in secure detention.
- Received and implemented a grant from the Statewide Advisory Group for \$400,000 to provide services designed to keep youth out of secure detention. Program is being piloted in four sites, Duval, Hillsborough, Broward, and Palm Beach Counties.
- Received a Federal Stimulus grant for \$800,000 to provide services designed to keep youth out of secure detention. A portion of these funds has been used to implement a supervised home detention program in four sites, Duval, Hillsborough, Broward, and Palm Beach Counties. The remaining funds were used to implement programming designed to assist girls in avoiding secure detention. This program has been implemented in three detention centers, Orange, Palm Beach, and Southwest.

2. Promote School-Based Prevention and Intervention Efforts

During fiscal year 2009-10, 16,784 youth or 15.2% of the referrals to DJJ were school-related and 22% of youth referred had at least one school-related referral. Over half of the youth referred from schools (52%) were being arrested for the first time. A misdemeanor was the most serious charge for 68% of school-related referrals. Research shows that excluding children from school increases the odds of academic failure and dropping out.

In fiscal year 2009-10, the majority of school-related offenses were for misdemeanor assault and battery and disorderly conduct (21% and 15% respectively).

Fiscal Year	Delinquency Referrals Received ¹	Delinquent Youth Referred	School-Related Referrals Received	School-Related Youth Referred
2005-06	150,396	94,141	28,008	24,189
2006-07	146,999	91,340	25,708	23,070
2007-08	145,598	90,009	22,926	20,736
2008-09	138,308	85,221	21,289	19,362
2009-10	121,689	75,382	20,223	18,256
5-Year Change	-19%	-20%	-34%	-31%

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

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

Over the past six years, the Department has seen a 34% reduction in school-related referrals. The School referral rate for fiscal year 09-10 is down 9% compared to the prior fiscal year.

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: Prevent overuse and inappropriate application of zero tolerance.

Initiatives:

- Collaborated with the Department of Education to deliver seven regional workshops on the new Zero Tolerance Policy.
- DOE reviewed the SESIR definitions with Zero Tolerance Task Force Members in August, 2009.

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.

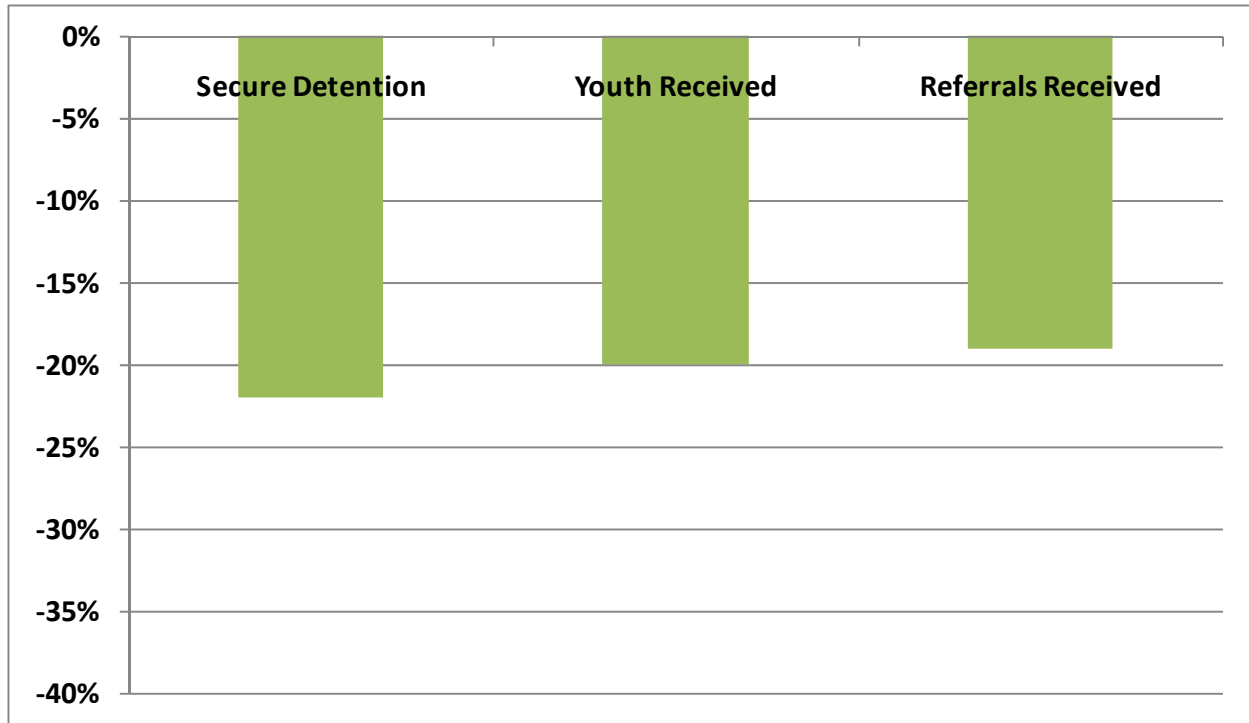
Initiatives:

- Continued to meet with stakeholders to develop and implement detention alternatives in the least restrictive environment for youth meeting detention criteria.
- Conducted JDAI Core Strategies training.
- Coordinated national conferences with JDAI and Nova University.
- Established the Alternative Detention Programs at four sites in the State. Recruited, hired and trained seven OPS positions. Collecting statistical data on selected program sites.
- Using funds provided by the Annie E. Casey Foundation, a training program has been implemented to educate local and state entities about how to keep youth out of secure detention.
- Using funds provided by the Statewide Advisory Group, services designed to keep youth out of secure detention are being developed. The program is being piloted in four sites, Duval, Hillsborough, Broward, and Palm Beach Counties.
- Using funds provided through a Federal Stimulus grant, a supervised home detention program has been implemented in four sites, Duval, Hillsborough, Broward, and Palm Beach Counties. 192 youth have completed the program with 93% of them complying with the conditions of release. The remaining funds were used to implement programming designed to assist girls in avoiding secure detention. This program has been implemented in three detention centers, Orange, Palm Beach, and Southwest. The program served 969 girls.

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

Since 2000-01, admissions to secure detention in Florida decreased by 54%, 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 2000-01 through 2009-10



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 2009-10, 7,111 youth were arrested with the only charge being domestic violence.

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:

- Funded nine (9) civil citation programs throughout the state.

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 problems¹.

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 disorder².

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:

- DJJ Health Services and Mental Health/Substance Abuse Services administrative rule authority was approved by the Florida Legislature and signed by Governor Crist. Draft administrative rules being developed.
- Electronic Commitment Package, which includes the most updated youth-specific medical history and physical examination, is uploaded for all DJJ youth committed to a residential program.
- Health Services and Mental Health and Substance Abuse Services desktop guide templates were drafted by the University of South Florida. OHS will utilize the templates to develop desktop guides for the Health Services and Mental Health and Substance Abuse Services Rule.
- Revisions to the Health Services Manual were posted for review and comment in April 2010.
- Developed standardized contracts for delivery of comprehensive medical, mental health and substance abuse assessment and treatment services.
- Provided technical assistance for detention centers and residential commitment programs to improve the delivery of health, mental health, and substance abuse services in DJJ facilities.
- OHS has met with Staff Development and Training to discuss the development of the CORE new employee training for health, mental health, substance abuse and development disability clinical providers. Developing a resource handout which can be provided by Probation staff to youth who lack health insurance.

¹ American Academy of Pediatrics (AAP) Committee on Adolescence.

² Office of Juvenile Justice and Delinquency Prevention Bulletin, April 2006.

medical, mental health, substance abuse and developmental disability treatment services based on the Department Health Services Manual and Mental Health and Substance Abuse Services Manual.

- Training conducted on gender specific services. The trainings included attending conferences to bring national best practices back to the state level.
- OHS/QA training was provided for 63 health and mental health certified QA peer reviewers on the medical and mental health and substance abuse services quality assurance standards from July 21-24, 2009 in Orlando, FL.
- OHS/Detention Forms Management (DFMS) and Juvenile Justice Information System (JJIS) Training was provided for contracted and state employed medical and mental health professionals in Tampa and Orlando in August, 2009.
- Conducted video tele-conference training for Residential contract monitors on mental health disorders, January 2009.
- OHA launched its Technical Assistance Bulletin. Each issue contains practical applications of medical, mental health, and substance abuse policies and procedures to help improve the quality of health care services provided to the youth in our care.
- Florida has been chosen by the National Association of State Mental Health Program Directors as a flagship state for implementing Trauma-Informed Care.
- DJJ policy and contracts modified to require that all youth receive physical health screening upon admission to a secure detention center or residential commitment program, and each youth receives a comprehensive physical health assessment within 7 days of admission, unless the youth has a current physical health assessment on file in the facility/program. Youth identified with health care needs must be referred for appropriate treatment.
- DJJ is currently developing contract requirements specifically for health screening and referral of youths in facility-based day treatment programs.
- Health education requirements are included in every DJJ residential commitment program contract.
- Medicaid continues to be utilized in low and moderate risk residential commitment programs designated by DJJ and the Florida Agency for Healthcare Administration (AHCA) to provide behavioral health overlay services (BHOS).
- Recent changes in Florida law allow AHCA to utilize Medicaid for reimbursement of claims for inpatient hospital services for youth who were Medicaid eligible prior to placement in a DJJ secure detention center or residential commitment program.
- DJJ provides a broad array of specialized treatment services and programs for committed youth such as programs designated specifically for delivery of intensive mental health treatment, residential substance abuse treatment, dual diagnosis treatment, mental health overlay services, substance abuse treatment overlay services and behavioral health overlay services. DJJ contracts require mental health and substance abuse treatment be based on evidenced-based or promising treatment models.
- DJJ provides a broad array of evidenced-based mental health treatment for youth placed in conditional release programs such as functional family therapy, multi-systemic therapy and brief strategic family therapy.
- The DJJ Gender Specific, Trauma-Informed Care Steering Committee was developed to provide all of the Department's programmatic areas with a common source of information, guidance and resources as it relates to the Gender Specific Services Initiative and the Trauma-Informed Care Initiative.
- DJJ is a member of the Interagency Trauma-Informed Care Work Group which includes state agencies, stakeholders and consumers. DJJ staff and Interagency Trauma-Informed Care Work

Group members made a presentation on Trauma-Informed Care to the Florida Children and Youth Cabinet in July 2009.

- DJJ provided a train-the-trainer course on the Girls Matter Curriculum for DJJ residential commitment program providers and staff.
- Trauma informed care training is provided in DJJ training academies for all new juvenile probation officers and direct care staff working in state operated facilities.
- Developed contract language regarding trauma-informed care for inclusion in DJJ contracts.
- Working with AHCA to establish electronic medical records in DJJ facilities.
- Ensure that the treatment plans for all youth with body mass indices in the obese and overweight range include and address this as a medical priority.

6. *Ensure Gender-specific Services are Provided*

For many years, Florida juvenile justice professionals have recognized the need for gender-specific services for youth in the state's juvenile justice system. Factors that contribute to the risk to re-offend are very different for girls than they are for boys, and programs that target interventions based on these specific factors have been proven to be more successful in reducing delinquency. This is very important since approximately one third of all youth referred to the Department are female.

To determine which factors may be influencing each youth's tendencies toward juvenile crime, the Department has created and adopted the Positive Achievement Change Tool (PACT). The PACT is an actuarial risk and needs assessment instrument that measures criminogenic needs (those 8 factors that are predictive of criminal behavior) and protective factors to identify a youth's risk to re-offend. The PACT provides a consistent unit of measurement from which to study the efficacy of subsequent casework and streamline information gathering. This assessment tool has been validated for use with both boys and girls and the data derived from it provides a picture of risk factors present in the juvenile justice population of youth.

In 2009-10, there were 12,150 girls initially screened using the PACT screening instrument and 20,136 boys. When the initial PACT screening indicates a need for a more in depth assessment, a full PACT is then completed. During the year, 3,214 girls received the full PACT and 11,397 boys received the full PACT assessment. From the data presented, we have found that just over 41% of the girls screened have some past or current drug or alcohol use. Girls referred to DJJ present emotional factors may have played a role in their delinquency. In FY 2009-10, 56% of the girls had some type of trauma history such as neglect, witnessing violence, or physical, emotional, or sexual abuse. In addition, across all mental health diagnoses, the proportion of girls exhibiting mental illness is significantly higher than for boys. Many of the girls in the juvenile justice system come from unstable environments, with 40% having parents who abuse substances and 21% living in -of-home placements. Sixty-five percent of the girls receiving the full PACT had incarcerated family members.

In addition to general health services, 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-informed 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:

- Conducted “Girls Matter” train-the-trainer training.
- Developed a Behavior Management System training curriculum.
- Hosted a Girls Circle pilot program in Miami.
- Awarded over a million dollars statewide for gender-specific programming.
- Using funds provided by a Federal Stimulus grant, programming designed to assist girls in avoiding secure detention has been implemented. This program has been implemented in three detention centers, Orange, Palm Beach, and Southwest. The program has served 969 girls.
- Participated on statewide trauma taskforce. The current Trauma-Informed Care Initiative represents an effort to coordinate this effort across agencies since the children and families we serve are often involved in multiple systems.
- The Florida Interagency Trauma-Informed Care Workgroup generated a list of strategies that could be employed immediately in order to increase trauma-informed care in their agencies or organizations. Trauma-Informed Care was presented to the Florida Children and Youth Cabinet on July 29th. Representatives from all of the state agencies participating in the Interagency Trauma-Informed Care Workgroup were present.
- The Interagency Trauma-Informed Care Workgroup continues to meet on a quarterly schedule and while not all attend, there are 98 individuals from over 20 different agencies and organizations on the e-mail distribution list.
- Trauma-informed care was presented to the DJJ Executive Leadership Team; convened a Trauma-Informed Care Workgroup at DJJ Headquarters; identified ‘Trauma Champions’ in all program areas (Prevention, Probation and Community Intervention, Detention, and Residential Services).
- The Effects of Childhood Trauma was presented to the Governor’s Office, Drug Policy Advisory Council; integrated Trauma-Informed Care training into DJJ’s training academies for all new probation and direct care staff in state-operated facilities; Trauma-Informed Care was presented at the Re-Investing in Youth Success Orlando Community Forum.
- A “Soft Room” was created at Marion Regional Juvenile Detention Center. The atmosphere of the room is immediately calming and is a positive environment to talk with youth and get them to calm down. Staff are able to utilize a variety of calming strategies such as music, games, journaling, and talking with the child. It is also a place for DJJ youth to visit with their children in an environment that is not traumatic for children of incarcerated children.
- The ACE Study was instituted at the Dove Academy (The ACE Study uses a simple scoring method to determine the extent of exposure to childhood trauma).
- Assessment of confinement policies and procedures in Detention Services resulted in proposing to eliminate mandatory confinement in the Department’s detention draft rule.
- Trauma-Informed Care language has been placed in DJJ contracts.
- Copies of “Behind Closed Doors” (the story of four women struggling to reconcile violence within the psychiatric system) were distributed to the 25 Regional Detention Centers;
- Contact was made with the State of Florida Employee Assistance Program (EAP) representative. A representative for EAP attended the TIC training in Tampa on 1/29/10. The

EAP contact information has been incorporated in all of the Department's Trauma-Informed Care Training information.

- DJJ submitted a grant application to the OJJDP Safe Start Grant. The purpose of the grant is to foster the prevention and reduction of negative consequences of exposure to violence. DJJ proposed to provide Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) to children and their parents/guardians, with the inception of Positive Paths to Healing Trauma and Violence (PPHTVV) program, which will be housed within an existing prevention program that offers residential and non-residential services to children/families in crisis.
- DJJ Hosted Trauma-Informed Care Training for over 350 individuals in Tampa on January 29th. Provided Trauma-Informed DJJ training to over 175 DJJ Headquarters personnel in Tallahassee, Florida and an additional 46 employees and stakeholders in Tampa, Florida during the months of June and July 2010. Developed a Trauma-Informed DJJ webpage for employees and stakeholders. Upon completion of the initial Trauma-Informed Care training, Department employees will be provided additional trauma training that will address the practical application of trauma-informed practices.
- The next step in the Department's Trauma-Informed Care initiative will be to teach the children about triggers, help them to identify their triggers, and assist them in developing calming and self soothing strategies when triggered. All children will participate in developing a safety plan prior to their discharge to the community.

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 (52%) are white. Less than a quarter (21%) are black. Slightly more (23%) are Hispanic. But inside Florida's juvenile residential programs, the population of young people is: 36% white, 50% black, and 11% Hispanic.

The FY 2009-10 school referral demographics look very similar to program demographics, with minorities continuing to be overrepresented. Of the 18,467 school-related referrals received at Intake during FY 2009-10, 6,195 or 34% were for black males and 4,778 or 26% were for white males. Black females accounted for 2,458 or 13% and white females accounted for 1,588 or 9% of all school related referrals. The tables below present demographics for referrals and youth received for a school related offense during FY 2009-10.

Intake Demographics for Referrals Received (Fiscal Year 2009-010)

Demographic Group	School-Related Referrals	% of Total School-Related Referrals	Other Delinquency Referrals	% of Other Delinquency Referrals
White Males	4,778	26%	28,413	28%
White Females	1,588	9%	12,817	12%
Black Males	6,195	34%	31,459	30%
Black Females	2,458	13%	11,194	11%
Hispanic Males	2,182	12%	11,652	11%
Hispanic Females	547	3%	3,730	4%
Other Males	584	3%	3,019	3%
Other Females	135	1%	938	1%
Total	18,467	100%	103,222	100%

Source: Florida Department of Juvenile Justice (DJJ), Juvenile Justice information System (JJIS).

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 re-offend using objective criteria.

Initiatives:

- Prepared for a PACT validation study to roll out in July 2010. Funds have been secured and language for RFP exclusionary criteria is being written to competitively bid to have PACT tool validated.
- Efforts are underway to have the Casey Foundation provide technical assistance in the Department's DRAI validation efforts.
- Conducted a law enforcement symposium.
- Developed a high-risk zip code targeting policy to be used for targeting DMC priorities.
- Identified the degree of DMC throughout the Department's continuum of services.
- Established a juvenile justice research institute at FAMU to focus on the issue of DMC.
- Awarded \$700,000 for direct services to address the issue of DMC.

- DMC Community Forums were held in all 20 judicial circuits.
- Media attention given to DMC.

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:

- Continue to work in collaboration with judicial and law enforcement entities to address legal representation.

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:

- Developed a community based treatment model for youth who are low/moderate risk to re-offend but are residentially committed because they are high need.
- Continue to contract with community-based alternatives to residential placement.
- Continue to re-engineering bed capacity to accommodate special youth needs within small community-based programs.
- Applied for grant to supply funding for pilot site.

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:

- DJJ is working with DOE to update the quality assurance process.
- \$450,000 in Perkins grants were awarded to 7 programs for educational resource development.
- 156 Standard HS Diplomas earned; 653 FHS Diplomas; 24 Special Diplomas.
- 18 Level 3 Programs, 33 DJJ Programs approved as GED test sites.
- 289 Ready to Work credentials were earned by DJJ students in 09-10.
- 16% of DJJ youth scored at level 3 or above on FCAT.
- Students in all DJJ programs are administered the Basic Achievement Skills Inventory (BASI). The BASI is a multi-level assessment that is norm referenced and was developed to help identify a student's academic strengths and weaknesses. The BASI covers grades 3-12 and content areas of reading, language arts, and math. During the 2009-2010 school year, 44 students were enrolled in college education with 180 credits being earned while in a DJJ facility.

- During the 2009-2010 academic year, DJJ worked in collaboration with 43 counties to provide quality education for DJJ involved youth. Of the 151 educational programs, 25 were housed in a detention center, approximately 100 were in a residential facility and 42 were day treatment.
- Office of Education personnel have provided on-site training to youth and faculty in topics ranging from use of technology, vocational certification, accessing regional workforce board services, mentoring services, Youth Investment Awards, the Transition Education Network, interagency collaboration and Ready to Work at over 35 sites during 2009-10. Alan Crotzer also spoke to over 3,000 DJJ youth in 80 programs and at the 2010 Juvenile Justice Education Institute about his decisions as a youth which contributed to his 24 year long wrongful incarceration.
- DOE/DJJ Technical Assistance paper published on “Offering Career Education Courses in Department of Juvenile Justice Education Programs.”
- Partnerships with Workforce Florida, Inc. have resulted in over \$4 million in funds specific to the needs of court-involved youth including academic remediation, pre-employability skill development, resume completion and workplace readiness. Approximately 559 students received services from regional workforce boards or Workforce Florida, Inc grants during 2009-10. 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.

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.

Required Training Hours for State Direct Care Staff	
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:

- Implemented the revised Juvenile Justice Detention & Residential officer Certification Program curriculum.

- Developed and implemented the revised Protective Action Response certification Program Curriculum.
- Validated job task analysis and determined program objectives for the Juvenile Probation Academy curriculum. This included identifying existing and needed content, designing instructional strategies, as well as creating and determining delivery methods. Coordinated and conducted Certified Public Manager training through the Florida State University, Center for Professional Development to 20 DJJ employees.
- Conducted statewide trauma-informed care training webinars and live classes for all DJJ employees.
- Worked with the Technology and Professional Programs Department at Tallahassee Community College (TCC) to create a certificate in Juvenile Justice Administration. This is an 18 credit program that includes a Detention/Residential Academy and 5 courses offered through TCC.
- Created an online Trauma Informed Care course for DJJ employees as well as private providers.
- Created and posted the “Promoting a Restraint-Free Environment” booklet on the DJJ Internet.
- Conducted a presentation at the Juvenile Justice Education Institute on how the Department and our private providers are promoting 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:

- Contract workgroup continues to meet to look at performance measures and past performance for awarding of contracts.
- Revised evidence-based Sourcebook (2010) to incorporate additional qualifying programming services.
- JJIS Evidence-based Practices Delinquency Interventions Module developed; Probation Business Rules Workgroup was established to and draft business rules have been developed.

- Began preparations to combine Tier I and Tier II standards for implementation in FY 11-12.
- Eighty-five staff were trained to facilitate Thinking For a Change groups and 50 staff were trained to facilitate LifeSkills Training
- 1,433 staff were trained in Motivational Interviewing; Motivational Interviewing curriculum currently delivered in JPO academy since January 2008.
- Five additional provider staff were trained as became certified as DJJ Motivational Interviewing Qualified Trainers bringing the statewide total to 25 staff.
- Completed the Teaching Alternatives to Gangs (TAG) Detention Pilot Project with all North Region Detention Centers. Highlights include a decrease in the rate of level 2 Protective Action Responses (PAR).
- The implementation of the Secretary's Agency Safety Campaign resulted in DJJ earning the Gold Award of Excellence from the Department of Financial Services, Division of Risk Management.
- Implementation of the Agency Safety Campaign resulted in a 14% reduction in Worker's Compensation First Reports of Injury, a 30% reduction of actual claims filed, a 5% reduction of incurred costs (\$70,465.15) and a reduction in work hours lost by returning ill or injured employees to the workplace sooner compared to figures for fiscal year 07-08.

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.

- Began steps to review year's activities and draft Annual Report for 09-10.
- Published the train-the-trainer curriculum that allows providers to have in-house staff available to train JJIS users.
- Central Communications Center administrative rule workshops continued. Anticipated completion July 2010.
- Draft Administrative and Program Review rule developed.
- Contract monitoring integrated into the Quality Assurance review to eliminate duplicative monitoring visits.

Potential Department Policy Changes

Administrative Review Unit – The Department has drafted an Administrative Review policy to include program reviews. Anticipate final rule to be published in December, 2010.

Quality Assurance Reviews for Evidence-Based Practices – The Department is currently working to merge Tier I and Tier II quality assurance standards into one set of standards. All programs will be reviewed on evidence-based programming beginning with the fiscal year 2011-12 review cycle.

County and Municipal-Operated Detention Centers – The Department is working with county representatives to develop a certifications process that will allow counties and municipalities to operate their own detention centers. A task force comprised of Department and county representatives has been established to develop criteria and examine the impact on the current billing process.

Medical Rule Authority – Chapter 985 has been updated 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. The Department is currently working on draft policies. Rule workshops to begin early in fiscal year 2010-11.

Detention Facility Management System (DFMS) to Juvenile Justice Information System (JJIS) Integration - All 25 juvenile detention facilities currently utilize the DFMS for all of their routine paperwork. DFMS is an MS Access based system. Data is entered into the system using forms and collected into data files which are stored on the facility's local network. The collected data is used to provide on demand reports for management and quality assurance. Forms and reports are standardized statewide and provide consistent and comprehensive data on the detention facility to maximize operational effectiveness. The existing DFMS system which is utilized by all 25 juvenile detention facilities is currently maintained by one employee.

Integration of the DFMS system with the statewide JJIS will eliminate duplicate data entry and allow all facilities to view the youth's detention history. Utilization of unbound forms and a central server will reduce the network bandwidth required and allow transfer of youth detention data to occur with transfer of the youth. Standardized paperwork allows for standardized training of officers on facility paperwork and allows for easier transfer of officers between facilities. Better informed facility staff allow for a safer and more secure facility and informed management decisions.

MIS Network User Accounts Procedure and Provider Access to JJIS Procedure – The new Administrative Rule 71A-1 (Florida Information Technology Resource Security Policies and Standards) which is waiting to be signed by the governor will have to be incorporated into our existing policies/procedures or a new policy/procedure will have to be written to address the components of the rule; this includes Access Controls, Configuration Management, Multi-Function Devices, and more.

As a result of the AG Review # 2010 the following statements will be added to the Network User Accounts Procedure document (FDJJ - 1205.50P) and the Provider Access to JJIS Procedure document (FDJJ - 1205.60P) which requires periodic reviews of access privileges to the Department's network and IT systems:

- **Network Accounts Procedure:** Section III.RESPONSIBILITY AND DUTIES, B. DJJ Supervisors:
 - 7. Shall be responsible for consulting with supporting MIS staff to periodically review the network and systems access privileges for employees under their direct supervision. Managers/Supervisors shall submit a Network User Account Request form and other applicable forms to MIS in order to modify the network and systems access privileges of their employees when necessary.
- **JJIS Access Procedure Document:** Section III. RESPONSIBILITY AND DUTIES, E. Data Integrity Officers:
 - 9. Shall be responsible for consulting with the Provider Director and Contract/Grant Managers to periodically review and reassign JJIS user permissions as applicable for provider staff.

Anticipate final procedure published in October, 2010

- **Central Communications Center (CCC) Reporting** – The Department has completed the hearing process to move the CCC procedure to Rule (63F-11). A number of reportable incidents were eliminated and significant changes were made regarding the reporting of medical incidents. The final draft CCC policy revision will be used to begin the rule-making process.

Potential Legislative Policy Changes

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 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 expungement 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.

County-Operated Juvenile Detention Taskforce – Workgroup established to develop certification process and operational standards to be used when counties or municipalities desire to operate their own juvenile detention facility as allowed through Florida Statute 985.688.

Performance Measures and Standards – LRPP Exhibit II

Exhibit II: Performance Measures and Standards

Detention	Approved Prior Year Standard FY 2009-10	Prior Year Actual FY 2009-10	Approved Standards FY 2010-11	Requested FY 2011-12 Standard
80400000 Program: Juvenile Detention Programs				
80400100 Detention Centers				
Percentage of youth who remain crime free while in secure detention	98%	98%	98%	98%
Number of escapes from secure detention facilities	0	1	0	0
Number of youth-on-youth batteries per every 1000 youths served daily in secure detention	0.3	.002	0.3	.002
Number of youth-on-staff batteries per every 1000 youth served daily in secure detention	0.3	.002	0.3	.002
Average daily population for secure detention	1,910	1,247	1,750	1,650
Percentage of successful completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court	97%	96%	97%	97%
Average daily population for home detention	1,650	1,642	1,724	1,650

Exhibit II: Performance Measures and Standards

Probation and Community Corrections	Approved Prior Year Standard FY 2009-10	Prior Year Actual FY 2009-10	Approved Standards FY 2010-11	Requested FY 2011-12 Standard
80700000 Program: Probation And Community Corrections Program				
80700100 After Care Service / Conditional Release				
Percentage of youth who remain crime free during Conditional Release supervision	80%	76%	80%	78%
Percentage of youth who remain crime free one year after release from conditional release	67%	64%	67%	67%
80700200 Juvenile Probation				
Percentage of youth who remain crime free one year after release from probation	81%	80%	81%	81%
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Intake and assessment	42,958	27,097	40,767	27,097
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct probation supervision	22,348	17,524	21,454	17,524
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct conditional release supervision	3,197	1,130	2,909	1,130
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Contracted conditional release supervision	1,669	3,015	1,519	3,015
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Residential commitment program	4,714	4,235	4,004	4,004
Average number of youths served daily under intake status per Juvenile Probation Officer	103	66	103	69
Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer	42	34	42	34

Exhibit II: Performance Measures and Standards

Probation and Community Corrections	Approved Prior Year Standard FY 2009-10	Prior Year Actual FY 2009-10	Approved Standards FY 2010-11	Requested FY 2011-12 Standard
Average number of youths served daily under State- Operated Conditional Release and Post Commitment Probation per Juvenile Probation Officer	80	63	80	64
Average number of youths served daily under Contracted Conditional Release per Juvenile Probation Officer charged with their case management	83	81	83	83
Average number of youths served daily in Residential Commitment per Juvenile Probation Officer charged with their case management	117	111	117	109
Number of youths court ordered to probation supervision	45,395	33,880	43,579	33,880
Number of youths received at intake	97,813	75,166	92,825	75,166
Number of youth served by the Redirection Program	925	2,302	1,125	2,302
Percentage of youth who remain crime free one year after release from the Redirection program.	65%	62%	65%	65%
80700300 Non-Resident Delinquent Rehabilitation				
Percent of youths who remain crime free one year after release from diversion or probation day treatment.	80%	80%	80%	80%
Average number of youths served daily in Minimum-Restrictiveness Non-Residential Commitment Programs	175	151	175	151

Exhibit II: Performance Measures and Standards

Executive Direction and Support Services	Approved Prior Year Standard FY 2009-10	Prior Year Actual FY 2009-10	Approved Standards FY 2010-11	Requested FY 2011-12 Standard
80750000 Program: Office of the Secretary/Assistant Secretary for Administrative Services				
80750100 Executive Direction and Support Services				
Total collections of statutorily mandated maintenance fees	2,000,000	1,608,655	2,000,000	2,000,000
80750200 Information Technology				
Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports.	6	3.1	6	6

Exhibit II: Performance Measures and Standards

Secure and Non-Secure Residential Services	Approved Prior Year Standard FY 2009-10	Prior Year Actual FY 2009-10	Approved Standards FY 2010-11	Requested FY 2011-12 Standard
80800000 Program: Residential Correction Program				
80800100 Non-Secure Residential Commitment				
Percentage of residential commitment program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (calendar year)	85%	82%	85%	85%
Percentage of youth who remain crime free one year after release from non-secure commitment	60%	54%	60%	59%
Number of escapes from non-secure residential commitment programs	139	47	139	125
Number of youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.07	0.13	0.10
Number of youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment	0.23	0.09	0.23	0.16
Total number of youth served in non-secure residential commitment	6,143	7,285	5,236	5,236
Average daily population of youth served in non-secure residential commitment by level (low and moderate)	Low = 220 Mod= 3,174	Low =182 Mod = 2,760	Low = 189 Mod= 2,922	Low = 189 Mod = 2,922
Number of non-secure residential commitment beds on line	3,516	2,991	3,233	2,991
Number of youth receiving substance abuse treatment in non-secure residential commitment	2,100	2,470	2,100	2,100

Exhibit II: Performance Measures and Standards

Secure and Non-Secure Residential Services	Approved Prior Year Standard FY 2009-10	Prior Year Actual FY 2009-10	Approved Standards FY 2010-11	Requested FY 2011-12 Standard
80800200 Secure Residential Commitment				
Percentage of youth who remain crime free one year after release from secure residential commitment	63%	54%	63%	59%
Total number of youth served in secure residential commitment	1,757	2,266	1,608	1,193
Number of secure residential commitment beds on line	1,467	1,209	1,318	1,193
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,518	1,770	1,399	954
Number of youth-on-youth batteries per 1000 youth, based on average daily population in secure environment	0.13	0.05	0.13	0.09
Number of youth-on-staff batteries per 1000 youth, based on average daily population in secure environment	0.28	0.10	0.28	0.15
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=1,200 Max=120	High = 1,002 Max = 140	High=1,132 Max=120	High = 955 Max = 124
Number of escapes from secure residential commitment programs	0	1	0	0

Exhibit II: Performance Measures and Standards

Prevention and Victim Services	Approved Prior Year Standard FY 2009-10	Prior Year Actual FY 2009-10	Approved Standards FY 2010-11	Requested FY 2011-12 Standard
80900000 Program: Prevention and Victim Services				
80900100 Delinquency Prevention and Diversion				
Percentage of youth who remain crime free six months after completing prevention programs	87%	92%	87%	87%
Number of youth served through delinquency prevention programs	35,000	26,630	35,000	25,500

Assessment of Performance for Approved Performance Measures – LRPP Exhibit III

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Juvenile Detention Programs
 Service/Budget Entity: Detention Centers/80400100

Measure: Number of Escapes from Secure Detention Facilities

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	1	+1	100%

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:

Youth escaped from secure facility during outdoor recreation. Human error as a result of violation of policy or rule.

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:

Personnel actions for officers involved. Additional training for all officers related to "Supervision of Outside Recreation Area."

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Juvenile Detention Programs
 Service/Budget Entity: Detention Centers/80400100

Measure: Percentage of successful completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court.

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
97%	96%	+1148	1%

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:

This program serves a very diverse population. Youth in the community do not have the same level of supervision as those in secure detention. Youth are often impulsive in their behaviors and do not think of long-term consequences for their choices.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: Detention Services will continue to provide psycho-educational groups related to decision making skills to youth in secure detention.

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Aftercare Services/Conditional Release/80700100
Measure: Percentage of youth who remain crime free during conditional release supervision

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
80%	76%	Under 4%	4%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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:

This is reflective of a legislative budget reduction in contracted aftercare services. These youth must be assigned to state-operated Juvenile Probation Officers, as opposed to contracted providers that specialize in Conditional Release.

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 III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections Program
 Service/Budget Entity: Aftercare Services/Conditional Release/80700100
Measure: Percentage of youth who remain crime free one year after release from conditional release supervision

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
67%	64%	-3%	3%

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: As DJJ diverts more youth from residential commitment programs those youth that remain in commitment present a higher risk to re-offend. As a result conditional release programs are receiving higher risk youth and the decrease in performance reflects that increased risk.

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: We are moving to contracting out all conditional release programs, and developing outcome based contracts in which reimbursement methodologies will be based upon performance.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections Program
 Service/Budget Entity: Juvenile Probation/80700200

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%	80%	-1%	1%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: As DJJ diverts more youth from the formal judicial system those youth that are adjudicated by the court as delinquent and are placed on court ordered probation present a higher risk to re-offend. As a result probation is receiving higher risk youth and the decrease in performance reflects that increased risk.

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: We are moving to assessment tools that will focus our efforts on those youth who are at highest risk to re-offend, and we now can identify each youth's specific risk factors so the slight 1% fall off from achievement of the standard should turn around this year.

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

Measure: Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Intake and assessment

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
42,958	27,097	Under 15,861	37%

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:

It should be noted that the actual performance result for FY08-09 was 30,223. This year's result represents only a 10% decrease from last year's actual.

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:

Legislation regarding zero-tolerance has resulted in fewer school referrals, in addition to the overall reduction in juvenile crime.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
22,348	17,524	Under 4824	22%

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:

It should be noted that the actual performance result for FY08-09 was 18,930. This year's result represents only a 6% decrease from last year's actual.

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:

Legislation regarding zero-tolerance has resulted in fewer school referrals, in addition to the overall reduction in juvenile crime. The decrease is also reflective of an overall reduction in probation dispositions.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
3,197	1,130	Under 2,067	65%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The agency has focused on referring the majority of conditional release cases to contracted providers in order to maximize the use of available resources and improve transitional services.

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:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,669	3,015	Over 1,346	81%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The agency has focused on referring the majority of conditional release cases to contracted providers in order to maximize the use of available resources and improve transitional services.

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:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

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

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4,714	4,235	Under 479	10%

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:

It should be noted that the actual performance result for FY08-09 was 4,436. This year's result represents only a 5% decrease from last year's actual.

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:

The reduction further reflects the overall reduction in youth served by residential commitment programs due to a slight reduction in commitment dispositions.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200
Measure: **Average number of youths served daily under intake status per juvenile probation officer**

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
103	66	Under 37	36%

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:

It should be noted that the actual performance result for FY08-09 was 76. This year's result represents only a 13% decrease from last year's actual.

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:

Legislation regarding zero-tolerance has resulted in fewer school referrals, in addition to the overall reduction in juvenile crime.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

Measure: Average number of youths served daily under direct probation and intensive supervision per juvenile probation officer

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
42	34	Under 8	19%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

It should be noted that the actual performance result for FY08-09 was 37. This year's result represents only an 8% decrease from last year's actual.

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:

Legislation regarding zero-tolerance has resulted in fewer school referrals, in addition to the overall reduction in juvenile crime. The decrease is also reflective of an overall reduction in probation dispositions.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

Measure: Average number of youths served daily under state-operated conditional release and post commitment probation per juvenile probation officer

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
80	63	Under 17	21%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

The agency has focused on referring the majority of conditional release cases to contracted providers in order to maximize the use of available resources and improve transitional services.

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:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

Measure: Average number of youths served daily under contracted conditional release per juvenile probation officer charged with their case management

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
83	81	Under 2	2%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

While there has been a significant increase in youth referred to contracted providers for aftercare supervision, there has also been a change in contract model, whereby the most of these cases are not assigned to a Juvenile Probation Officer and are the sole responsibility of the provider.

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:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

Measure: **Average number of youths served daily in residential commitment per juvenile probation officer charged with their case management**

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
117	111	Under 6	5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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:

The reduction reflects the overall reduction in youth served by residential commitment programs due to a slight reduction in commitment dispositions.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200
Measure: Number of youths court ordered to probation supervision

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
45,395	33,880	Under 11,515	25%

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:

It should be noted that the actual performance result for FY08-09 was 36,271. This year's result represents only a 7% decrease from last year's actual.

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:

Legislation regarding zero-tolerance has resulted in fewer school referrals, in addition to the overall reduction in juvenile crime. The decrease is also reflective of an increase in non-judicial intervention options.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

Measure: Number of youths received at intake

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
97,813	75,166	Under 22,647	23%

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:

It should be noted that the actual performance result for FY08-09 was 85,377. This year's result represents only a 12% decrease from last year's actual.

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:

Legislation regarding zero-tolerance has resulted in fewer school referrals, in addition to the overall reduction in juvenile crime.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200

Measure: Number of youth served by the redirection program

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,125	2,302	Over 1,177	105%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

This is reflective of a significant increase in funding for redirection by the Florida Legislature.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Juvenile Probation/80700200
Measure: **Percentage of youth who remain crime free one year after release from the redirection program**

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
65%	62%	Under	4.6%

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:

It should be noted that the actual performance result for FY08-09 was 58%. This year's result represents a 7% increase from last year's actual.

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:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Non-Residential Delinquency Rehabilitation/80700300

Measure: Average number of youths served daily in minimum-restrictiveness non-residential commitment 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
175	151	Under 24	14%

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:

This is reflective of a legislative budget reduction in funding for minimum-risk non-residential services.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Office of the Secretary/Assistant Secretary for Administrative Services
 Service/Budget Entity: Executive Direction and Support Services/80750100
Measure: Total collections of statutorily mandated maintenance fees

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	1,608,655	(391,345)	19.56%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

With the down turn in the economic situation and the increase in the number of households that have experienced a loss of income, the amount of funds collected versus the amount billed has decreased

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Residential Correction Program
 Service/Budget Entity: Non-Secure Residential Commitment/80700100
Measure: **Percentage of residential commitment program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (calendar year)**

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
85%	82%		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: During the year, the Agency had many closings and openings of Residential Commitment programs, many contract changes, several programs that moved locations, and several programs that experienced a corporate change in contractual providers. These changes created instability across the system that was reflected in the QA scores of Residential Commitment programs.

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: With the new Residential Services Monitoring System 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.

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Residential Correctional Program
 Service/Budget Entity: Non-Secure Residential Commitment/80800100
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%	54%		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: In Fiscal Year 2007-08, the risk-assessment tool, Positive Achievement Change Tool (PACT), was just being fully implemented. That implementation resulted in more youth being accurately identified as “less likely to re-offend” and, therefore, being diverted from residential commitment. This first full year of implementation resulted in committed youth with more serious offenses or more quantitative offenses who, therefore, are statistically more likely to re-offend.

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: Many youth previously committed are now being served in the community, resulting in a change in outcomes because adjudicated youth in non-secure commitment programs are much more serious offenders.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: The Agency has re-written its residential commitment contracts to require the use of evidence-based practices. Training and technical assistance on evidence-based practices, in addition to the Agency’s evidence-based commitment practices book, are now available. Further, the Agency is re-prioritizing its transition and aftercare services.

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Residential Correction Program
 Service/Budget Entity: Non-Secure Residential Commitment/80800100
Measure: **Average daily population of youth served in non-secure residential commitment by level (low and moderate)**

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
Low = 220	Low = 182		
Mod = 3,174	Mod = 2,760	(452)	(13%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: During the fiscal year, 212 beds were cut as a result of the Legislative budget reductions, as well as the 71 non-secure beds that were reduced as allowed in the General Appropriations Act to better serve the taxpayers and the youth under our care.

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: The Agency experienced unforeseen budget reductions.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Residential and Correction Program
 Service/Budget Entity: Non-Secure Residential Commitment/80800100
Measure: **Number of non-secure residential commitment beds on line**

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
3,516	2,991	(525)	(15%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: During the fiscal year, 212 beds were cut as a result of the Legislative budget reductions, as well as the 71 non-secure beds that were reduced as allowed in the General Appropriations Act to better serve the taxpayers and the youth under our care.

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: Legislative budget reductions were required that impacted the Agency's ability to fund non-secure commitment beds.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Office of Policy and Budget – July 2006

Exhibit III: Performance Measure Assessments

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

Measure: Percentage of youth who remain crime free one year after release from secure residential commitment

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
63%	54%	(9%)	9%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: In Fiscal Year 2007-08, the risk-assessment tool, Positive Achievement Change Tool (PACT), was just being fully implemented. That implementation resulted in more youth being accurately identified as “less likely to re-offend” and, therefore, being diverted from residential commitment. This first full year of implementation resulted in committed youth with more serious offenses or more quantitative offenses who, therefore, are statistically more likely to re-offend.

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: Many youth previously committed are now being served in the community, resulting in a change in outcomes because adjudicated youth in secure commitment programs are much more serious offenders.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: The Agency has re-written its residential commitment contracts to require the use of evidence-based practices across all levels of secure commitment. Training and technical assistance on evidence-based practices, in addition to the Agency’s evidence-based commitment practices book, are now available. Further, the Agency is re-prioritizing its transition and aftercare services in order to reduce the number of youth who re-offend.

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Residential and Correction Program
 Service/Budget Entity: Secure Residential Commitment/80800200

Measure: Number of secure residential commitment beds on line

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,467	1,209	(258)	(18%)

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: Due to unforeseen budget reductions and in an effort to provide more efficient commitment services, the Department re-engineered its bed capacity. During the fiscal year, 212 beds were cut as a result of the Legislative budget reductions.

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: Legislative budget reductions were required that impacted the Agency's ability to fund secure commitment beds.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Residential and Correction Program
 Service/Budget Entity: Secure Residential Commitment/80800200
Measure: **Average daily population of youth served in secure residential commitment by level (high and maximum)**

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
High = 1,200 Max = 120	High = 1,002 Max = 140	(178)	(13%)

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: During the fiscal year, 212 beds were cut as a result of the Legislative budget reductions.

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: The Agency experienced unforeseen budget reductions.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Residential and Correction Program
 Service/Budget Entity: Secure Residential Commitment/80800200
Measure: Number of escapes from secure residential commitment programs

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	1	1	100%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The Department continues to hold a zero tolerance for escapes from secure facilities. Training and retention of qualified staff is one of the largest contributing factors to program security.

External Factors (check all that apply):

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

Explanation:

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

- Training Technology
- Personnel Other (Identify)

Recommendations: While the Department acknowledges that no escapes from secure residential commitment is a lofty measure, the Agency continues to set that as the standard. The Department continues to emphasize the importance of recruitment, training and retention of quality staff and sees this as a key part in our effort to eliminate escapes. Training and technical assistance on evidence-based practices, in addition to the Agency's evidence-based commitment practices book, are now available.

Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice
 Program: Prevention and Victims Services
 Service/Budget Entity: Delinquency Prevention and Diversion/80900100
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	26,630	(8370)	23.91%

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:

Continuation of short falls in General Revenue for the state and the increase in the Fiscal Year 2007-08 Legislature approved recurring fund shift from the Community Partnership Trust Fund we continue to have 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:

Performance Measure Validity and Reliability – LRPP Exhibit IV

Exhibit IV:

Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Detention Services
Service/Budget Entity: Secure Detention/80400100

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 .

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: Juvenile Detention Programs
Service/Budget Entity: Detention Centers/80400100
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 Centers
Service/Budget Entity:	Secure Detention/80400100
Measure:	Number of Youth-on-Youth Batteries for Every 1,000 Youth Served Daily in Secure Detention

Action (check one):

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

Data Sources and Methodology:

The data sources 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 .

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:	Juvenile Detention Programs
Service/Budget Entity:	Detention Centers/80400100
Measure:	Number of Youth-on-Staff Batteries for Every 1,000 Youth Served Daily in Secure Detention

Action (check one):

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

Data Sources and Methodology:

The data sources 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-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-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 .

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: Juvenile Detention Centers
Service/Budget Entity: Detention Centers/80400100

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 .

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: Juvenile Detention Centers
Service/Budget Entity: Detention Centers/81400100
Measure: Percentage of Successful Completions without Committing a New Law or Contract Violation, Failure to Appear, an Abscond, or Contempt of Court

Action (check one):

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

Data Sources and Methodology:

The data 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.

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: Juvenile Detention Programs
Service/Budget Entity: Home Detention/80400100

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 .

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/80700100
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 .

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/80700100

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 .

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/80700200
Measure: Percentage of youth who remain crime free one year after release from probation

Action (check one):

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

Data Sources and Methodology:

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/80700100

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 .

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/80700100

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 .

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/8/700100

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 .

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/8/700100

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 .

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/80700100

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 .

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/80700100
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/80700100
Measure: Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer

Action (check one):

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

Data Sources and Methodology:

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/80700100
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/80700100

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/80700100

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/80700100

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/80700100

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/80700100

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/80700100

Measure: Percentage of youth who remain crime free one year after release from the Redirection program

Action (check one):

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

Data Sources and Methodology:

The 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/80700300
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 .

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/800700300

Measure: Average number of youth served daily in Minimum-Restrictiveness Non-Residential Commitment programs

Action (check one):

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

Data Sources and Methodology:

The data source for this measure 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 .

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/80750100

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/80750200
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 Correction Program
Service/Budget Entity: Non-Secure Residential Commitment/80800100

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 Correction Program
Service/Budget Entity: Non-Secure Residential Commitment/80800100

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 .

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 Corrections Program
Service/Budget Entity: Non-Secure Residential Commitment/80800100

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 Corrections Program
Service/Budget Entity: Non-Secure Residential Commitment/80800100

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 .

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 Corrections Program
Service/Budget Entity: Non-Secure Residential Commitment/80800100

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 .

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 Corrections Program
Service/Budget Entity: Non-Secure Residential Commitment/80800100

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.

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 Corrections Program
Service/Budget Entity: Non-Secure Residential Commitment/807800100

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 .

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 Corrections Program
Service/Budget Entity: Non-Secure Residential Commitment/807800100
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 Corrections Program
Service/Budget Entity: Non-Secure Residential Commitment/80800100

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 Corrections Program
Service/Budget Entity: Secure Residential Commitment/80800200

Measure: Percentage of youth who remain crime free one year after release from secure residential commitment

Action (check one):

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

Data Sources and Methodology:

This is defined as the percentage of youths who are not adjudicated, or do not have adjudication withheld, or are not convicted in adult criminal court for an offense that occurred within one year of 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 .

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 Corrections Program
Service/Budget Entity: Secure Residential Commitment/80800200

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 .

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 Corrections Program
Service/Budget Entity: Secure Residential Commitment/80800200

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 Corrections Program
Service/Budget Entity: Secure Residential Commitment/80800200

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 Corrections Program
Service/Budget Entity: Secure Residential Commitment/80800200

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 .

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 Corrections Program
Service/Budget Entity: Secure Residential Commitment/80800200

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 .

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 .

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 Corrections Program
Service/Budget Entity: Secure Residential Commitment/80800200

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: Delinquency Prevention and Diversion/ 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: Delinquency Prevention and Diversion/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.

Associated Activities Contributing to Performance Measures – LRPP Exhibit V

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 2009-10 (Words)	Associated Activities Title
80400000 Program: Juvenile Detention Programs 80400100 Detention Centers		
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 2009-10 (Words)	Associated Activities Title
80700000 Program: Probation And Community Corrections Program 80700100 After Care Service / Conditional Release		
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
80700200 Juvenile Probation		
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 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	ACT0610 Counseling and Supervision. – State Provided

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

Measure Number	Approved Performance Measures for FY 2009-10 (Words)	Associated Activities Title
80700200 Juvenile Probation cont.		
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 2009-10 (Words)	Associated Activities Title
80700300 Non-Resident Delinquent Rehabilitation		
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
80750000 Program: Office Of The Secretary/Assistant Secretary For Administrative Services		
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
80800000 Program: Residential Correction Program		
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
80800100 Non-Secure Resident Commitment		
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 2009-10 (Words)	Associated Activities Title
80800100 Non-Secure Resident Commitment, Cont.		
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 2009-10 (Words)	Associated Activities Title
80800200 Secure Resident Commitment		
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 2009-10 (Words)	Associated Activities Title
80900000 Program: Prevention and Victim Services 80900100 Delinquency Prevention and Diversion		
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

JUVENILE JUSTICE, DEPARTMENT OF	FISCAL YEAR 2009-10			
SECTION I: BUDGET	OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT	617,190,366		2,006,244	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)	451,063		0	
FINAL BUDGET FOR AGENCY	617,641,429		2,006,244	
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>				1,997,877
Secure Supervision * Number of cases served.	42,726	2,633.99	112,539,818	
Health Services * Number of cases served	52,277	247.78	12,953,042	
Mental Health Services * Number of cases served	42,726	94.01	4,016,472	
Food Services * Number of resident days food services are provided	455,144	15.80	7,192,124	
Transportation * Number of Miles Youths Transported	515,260	2.90	1,494,241	
Facilities, Repair Maintenance * Square feet maintained	994,077	2.61	2,589,860	
Counseling And Supervision - Contracted * Number of youths served	12,608	4,187.50	52,795,938	
Counseling And Supervision - State Provided * Number of youths served	36,894	1,331.46	49,123,004	
Apprehension * Number of youths served	688	753.32	518,286	
Juvenile Assessment Center Administration * Number of youths served	23,663	139.71	3,305,889	
Intake And Screening * Number of cases served	121,068	313.61	37,968,683	
Diversion * Number of youths served	25,989	215.76	5,607,293	
Sex Offender Treatment * Number of youths served	488	29,074.11	14,188,165	
Independent Living * Number of youths served	106	4,012.97	425,375	
Mental Health Treatment * Number of youths served	676	2,078.08	1,404,781	
Substance Abuse Treatment * Number of youths served	4,240	2,391.49	10,139,927	
Care And Custody * Number of youths served	9,551	20,128.41	192,246,470	
Behavioral Training And Life Skills * Number of youth served	9,551	524.74	5,011,817	
Vocational Training * Number of youths served	9,213	270.66	2,493,631	
Secure Mental Health Treatment Facility * Number of youth served	668	28,926.59	19,322,959	
Secure Children-in-need-of-services /Families-in-need-of-services * Number of youths served	7	5,357.14	37,500	
Non-secure Children-in-need-of-services / Families-in-need-of-services * Number of youths served	13,574	2,239.61	30,400,532	
Female Diversion Programs * Number of youths served	1,711	6,379.80	10,915,831	
School Attendance * Number of youths served	2,880	331.20	953,853	
Violence Reduction * Number of youth served	7,221	376.35	2,717,649	
Afterschool Programming * Number of youths served	1,237	1,464.66	1,811,786	
Central Communications Center * Number of incidents referred for review	2,399	153.22	367,580	
Juvenile Justice System Improvements * Number of programs impacted	17	84,107.71	1,429,832	
TOTAL			583,972,338	1,997,877
SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS				
TRANSFER - STATE AGENCIES				
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				
OTHER				
REVERSIONS			33,669,165	8,367
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			617,641,503	2,006,244

SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY

- (1) Some activity unit costs may be overstated due to the allocation of double budgeted items.
- (2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.
- (3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.
- (4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

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.

ADP: Average Daily Population

Aftercare – See *Conditional Release*.

ART: Aggression Replacement Training

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.

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.

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.

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.

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.

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.

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.

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.

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.

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 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.

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 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.

Diversion – 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.

E

EBP: Evidence-Based Practice

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**

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

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-H

HD: Home Detention

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

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

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.

IT: Information Technology

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.

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 Council – See *County Juvenile Justice Council*.

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

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.

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

M-N

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.

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.

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.

O

ODS: Offenses During Supervision

Offense – See *Crime*.

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

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) - The PACT is an actuarial risk and needs assessment instrument that measures criminogenic needs (those 8 factors that are predictive of criminal behavior) and protective factors to identify a youth's risk to re-offend.

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.

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**.

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.

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.

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.

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.

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.

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

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.

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.

T-U-V

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*.

W

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.

X-Y-Z