



# FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Rick Scott, Governor

Wansley Walters, Secretary

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## LONG RANGE PROGRAM PLAN

Department of Juvenile Justice  
Tallahassee

September 24, 2012

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

JoAnne Leznoff, Staff Director  
House Appropriations Committee  
221 Capitol  
Tallahassee, Florida 32399-1300

Terry Rhodes, Staff Director  
Senate Budget Committee  
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 2013-14 through Fiscal Year 2017-18. Access to the LRPP is available on our website at <http://www.djj.state.fl.us/about-us/open-government>.

Sincerely,

A handwritten signature in blue ink that reads "Wansley Walters".

Wansley Walters  
Secretary

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*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 2013-14  
through  
FY 2017-18

## Long Range Program Plan



*Rick Scott, Governor*

*Wansley Walters, Secretary*

# Department of Juvenile Justice Mission and Goals

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## Our Mission

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### 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.

## Our Vision

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

## Our Philosophy

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Build healthy, positive relationships within families and communities  
through a collaboration with stakeholders.

Assess our children's strengths, risks, and needs to determine services and treatments  
that are culturally sensitive, do not restrict, intrude, or harm.

Provide help, encouragement, and support that every child deserves,  
giving them hope, and leading them towards success.

## Our Goals

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- Strengthen and Enhance Prevention Services
- Provide Alternative Detention Settings
- Divert Youth Who Pose Little Threat or Risk to Public Safety into Diversion Programs
- Strengthen Probation and Community Intervention Services
- Move Toward Youth-Focused, Needs-Based Residential Commitment Models
- Provide Comprehensive Transitional Service for All Youth Returning from Residential Placement
- Meet the Health and Mental Health Care Needs of Youth in the Juvenile Justice System
- Ensure Gender-Specific Services Are Provided Throughout the Juvenile Justice System
- Reduce Racial Disparities in the Juvenile Justice System
- Enhance Educational and Vocational Programs
- Stabilize and Professionalize the Juvenile Justice Workforce
- Provide an Accountable System that is Outcome-Based
- Seek Innovative What Works Strategies and Best Practices to Continuously and Effectively Deal with the Issues of Juvenile Justice

# Objectives, Outcomes, and Performance Projections

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## Goal 1: Strengthen and Enhance Prevention Services

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

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

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

*Objective:* Develop, implement, and validate an assessment instrument that measures risk factors for prevention and intervention youth.

*Objective:* Provide community outreach including parent/guardian educational workshops on identified issues related to juvenile delinquency, substance abuse, child development, discipline and safety, and parent/child communication.

*Objective:* Create a “Predictive Prevention” program that uses advanced analytics to ascertain those areas in greatest need of prevention services.

*Objective:* Create a program that uses social impact bonds to leverage existing DJJ dollars and provides comprehensive and measureable services.

*Objective:* Increase and maximize faith and community-based partnerships and chaplaincy trainings.

*Objective:* Create transition services through multiagency partnerships to prevent/reduce recidivism rates of youth involved with prevention programs, but not currently involved with the DJJ system.

*Objective:* Create a “What Works” clearinghouse of prevention programs that provides technical assistance to prevention programs and identifies and promotes successful prevention models.

*Outcome:* Percentage of youth who remain crime free six months after completing prevention programs.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
94%	94%	94%	94%	94%	94%

*Outcome:* Number of youth served through delinquency prevention programs.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
20,906	21,750	22,185	22,629	23,082	23,544

## Goal 2: Provide Alternative Detention Settings

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

*Objective:* Fuel continued reductions in unnecessary and inappropriate detention by expanding the statewide electronic monitoring program.

*Objective:* Expand the Juvenile Detention Alternative Initiative.

*Objective:* Re-create detention services by developing and implementing the Juvenile Community Resource Project.

*Objective:* Procure services competitively for respite beds from reallocated funds for youth charged with domestic violence.

*Objective:* Foster an effective and efficient workforce by implementing pre-employment human relations testing and enhancing current training practices.

*Outcome:* Average daily population for state-operated secure detention.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
1,039	998	978	958	938	919

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

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
1,755	1,935	2,032	2,134	2,241	2,353

### **Goal 3: Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs**

*Objective:* Develop community-based resources to divert youth from judicial handling for school referrals, and offer alternatives to arrest for non-compliant behavior to reduce the number of youth referred or securely placed.

*Objective:* Reduce the number of low- and moderate-risk youth entering residential commitment.

*Objective:* Reduce length of stay for low- and moderate-risk youth in non-secure commitment programs.

*Objective:* Utilize civil citation and other similar diversionary programs to reduce the number of youth going further into the juvenile justice system.

*Objective:* Focus resources on providing community-based services for low and moderate-risk to re-offend youth.

*Objective:* Establish truancy and drop-out prevention and intervention programs in local communities.

*Objective:* Develop social and leadership skills curriculum and programs that target and then redirect youth into pro-social activities.

*Outcome:* The number of youth diverted from court.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
24,268	19,500	17,480	15,669	14,046	12,591

*Outcome:* The number of referrals that are school related.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
13,863	11,206	10,075	9,058	8,144	7,322

*Outcome:* The number of youth served by the Redirection Program.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
1,749	3,213	3,213	3,213	3,213	3,213

*Outcome:* The number of youth served by civil citation or other similar diversionary program:

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
7,053	8,534	9,387	10,326	11,359	12,495

*Outcome:* The number of low-risk youth entering residential commitment:

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
263	213	192	173	156	140

#### **Goal 4: Strengthen Probation and Community Intervention Services**

*Objective:* Implement a day treatment model to address youth and family needs and reduce recidivism.

*Objective:* Ensure juvenile probation officers deliver appropriate interventions to increase identified protective factors.

*Objective:* Address the needs of DJJ-DCF crossover youth.

*Outcome:* The Offense During Supervision (ODS) rate for youth served by probation day treatment services. (% of youth who did/will not receive an ODS.)

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
57%	75%	75%	75%	75%	75%

*Outcome:* The number of JPOs trained in the facilitation of evidence-based delinquency intervention services.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
17	65	85	105	125	135

#### **Goal 5: Move Towards Youth-Focused, Needs-Based Residential Commitment Models**

*Objective:* Redesign residential capacity and programming to provide services for youth who are assessed as moderate-to-high risk to reoffend in order to reduce future recidivism.

*Objective:* Incorporate best practices into the delivery of delinquency interventions provided in all residential commitment settings.

*Objective:* Reengineer existing bed capacity to support programming needs based on youth assessments.

*Objective:* Develop programming practices and procedures to promote service delivery that ensures length of stay is tied to treatment objectives and best practices.

*Outcome:* Total number of youth served in non-secure residential commitment.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
5,255	3,626	3,579	3,533	3,487	3,442

*Outcome:* Number of non-secure residential commitment beds on line.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
2,270	1,629	1,608	1,587	1,566	1,546

*Outcome:* Average daily population of youth served in non-secure residential commitment.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
2,081	1,417	1,399	1,381	1,363	1,345

*Outcome:* Total number of youth served in secure residential commitment.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
1,633	1,580	1,580	1,580	1,580	1,580

*Outcome:* Number of secure residential commitment beds on line.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
907	896	896	896	896	896

*Outcome:* Average daily population of youth served in secure residential commitment.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
845	818	818	818	818	818

## **Goal 6: Provide Comprehensive Transitional Services for all Youth Returning from Residential Placement**

*Objective:* Provide effective delinquency intervention programs/services for youth transitioning from residential placement.

*Objective:* Provide a comprehensive transition planning process that promotes and coordinates services to meet the individual needs of youth and families.

*Objective:* Provide transitional living services for youth who cannot return home.

*Objective:* Address the needs of DJJ-DCF crossover youth.

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

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
59%	63%	63%	63%	63%	63%

*Outcome:* Percentage of youth who remain crime free one year after release from non-secure residential commitment.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
58%	60%	60%	60%	60%	60%

## Goal 7: Meet the Health and Mental Health Care Needs of Youth in the Juvenile Justice System

*Objective:* Provide all youth in DJJ custody a comprehensive medical, mental health, and substance abuse assessment and treatment as needed.

*Objective:* Assist youth and families in accessing available health insurance programs/health care coverage.

*Objective:* Provide all youth received by the Department 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.

*Objective:* Create a department-wide trauma focused restraint-free environment for youth in the care of DJJ.

*Objective:* Promote programming that addresses the specialized treatment of youth in juvenile justice settings, to include trauma-informed practices, human trafficking, and restraint-free environments.

*Objective:* Ensure that youth in residential care are prescribed psychotropic medication within psychiatric practice guidelines.

*Objective:* Ensure that youth in all juvenile justice settings are provided behavioral and mental health treatment services that are patient-focused and adhere to best practices.

*Objective:* Provide community-based, patient-focused behavioral, mental health, and substance abuse treatment services for youth and families.

*Objective:* Provide training opportunities to front-line professional in trauma informed care.

*Outcome:* Percentage of residential commitment program reviews conducted by Quality Improvement, which indicate satisfactory or higher ratings on Overall Rating Summary of at least 85% on the “Satisfactory Compliance Summary”.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
85.7%	85%	85%	85%	85%	85%

*Outcome:* Number of youth receiving substance abuse treatment in non-secure residential commitment.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
1,849	1,394	1,394	1,394	1,394	1,394

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

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
1,033	1,033	1,033	1,033	1,033	1,033

## Goal 8: Ensure Gender-Specific Services Are Provided Throughout the Juvenile Justice System

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



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

*Objective:* Provide support to communities in the provision of gender-specific services.

*Objective:* Develop a system to train staff in gender-specific best practices.

*Outcome:* Percent of state-operated detention centers that provide girl-specific programming.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
100%	100%	100%	100%	100%	100%

## **Goal 9: Reduce Racial Disparities in the Juvenile Justice System**

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

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

*Objective:* Create and maintain partnerships with law enforcement agencies statewide to reduce minority overrepresentation.

*Objective:* Identify stakeholders that support the process of making changes and achieving fairness and equality.

*Objective:* Provide technical assistance and training to increase awareness about how to reduce disproportionate minority contact.

*Objective:* Promote the use of civil citation as an alternative to arrest in all trainings, forums, and interactions with law enforcement offices.

*Objective:* Promote the appropriate use of civil citations a process to reduce the number of minority youth formally entering the juvenile justice system.

*Objective:* Collaborate with K-12 schools to require persons supervising delinquent youth on school campuses to be trained in diverse juvenile justice populations.

*Objective:* Initiate collaboration with schools to develop teacher/youth summits to foster understanding of diversity issues contributing to increased disproportionate minority contact (DMC) referral rates.

*Objective:* Collaborate with Workforce Development and Florida Ready to Work to develop employment training/assistance to underserved minority/high-risk areas.

*Objective:* Develop and implement disproportionate minority contact (DMC) training curricula for law enforcement, youth, judges, attorneys, and front-line professional staff.

*Objective:* Establish disproportionate minority contact (DMC) Law Enforcement Police Liaisons strategically throughout the state to address/monitor DMC issues.

*Outcomes:* Racial disparity ratio of referrals to the Department.

Baseline FY 2010-11	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
2.71	2.58	2.53	2.48	2.43	2.38

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

*Objective:* Provide technical assistance and training to increase work-readiness of youth in juvenile justice education programs.

*Objective:* Increase opportunities for industry-recognized certification of youth in residential programs.

*Objective:* Increase resources available to juvenile justice involved students through multi-agency collaborative partnerships.

*Objective:* Increase vocational and technical training and certification programs for youth involved in prevention programs and activities.

*Outcome:* Percentage of youth involved in prevention programs and activities that receive vocational and technical training and certification programs.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
59.5%	100%	100%	100%	100%	100%

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

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
25%	36%	45%	54%	63%	75%

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

*Objective:* Maintain an effective, comprehensive training and certification programs specific to direct-care staff.

*Objective:* Develop comprehensive training classes, job skills training, workshops, and educational opportunities for all employees and contracted providers.

*Objective:* Establish progressive career opportunities for direct-care staff that utilize their performance, education, experience, and job skills.

*Objective:* Establish a talent development program that offers an array of options for employees to gain knowledge, skills, and experience that supports career enhancement for job-growth opportunities.

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

*Objective:* Utilize data to assess needs and identify best practices to ensure curriculum validity.

*Objective:* Strengthen the hiring process to determine applicants best suited for working with delinquent youth.

*Objective:* Promote a culture of professionalism and pride in caring for youth.

*Objective:* Develop, implement, and evaluate training for supervisors to include coaching, counseling, communicating, and preparing performance evaluations.

*Outcome:* Agency turnover rate.

Baseline FY 2011-12	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection
11%	11%	11%	11%	11%	11%

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

*Objective:* Establish performance outcomes 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.

*Objective:* Implement the Standardized Program Evaluation Protocol (SPEP) Juvenile Justice System Improvement Project throughout the continuum of services.

*Objective:* Implement the Evidence-Based Services Module in the Juvenile Justice Information System to track the delivery of delinquency intervention service to youth throughout the juvenile justice continuum of care.

**Goal 13: Seek Innovative What Works Strategies and Best Practices to Continuously and Effectively Deal with the Issues 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:* Evaluate regularly how DJJ identifies innovative and best practices to achieve better results.

*Objective:* Create an “Innovation Fund” that provides funding to those programs that have demonstrated best practices and provides support and a conduit to scale up such programs.

*Objective:* Utilize the most efficient procurement processes when contracting for services.

*Objective:* Utilize the most effective monitoring and accountability methods to ensure quality of performance.

*Objective:* Revise Florida Statutes to incorporate best practices for the juvenile justice system into law.

**NOTE:** Some fiscal year 2011-12 numbers reported in this document are not final but are accurate as of the date of the data extract and completion of this report. Research and Planning staff continue to validate the data and final agency numbers will be reported in the Department’s Comprehensive Accountability Report issued in December.

# Linkage to Governor's Priorities

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

- Accountability Budgeting
- Reduce Government Spending
- Regulatory Reform
- Focus on Job Growth and Retention
- World Class Education
- Reduce Taxes
- Phase Out Florida's Corporate Income Tax

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 and the agency's mission. The table below 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.

		GOVERNOR'S PRIORITIES						
		1	2	3	4	5	6	7
Correlation Legend:		Accountability Budgeting	Reduce Government Spending	Regulatory Reform	Focus on Job Growth and Retention	World Class Education	Reduce Taxes	Phase Out Florida's Corporate Income Tax
3 = High correlation								
2 = Medium correlation								
1 = Low correlation								
0 = No correlation								
<b>DJJ GOALS</b>	Strengthen and Expand Prevention Services	0	2	0	0	0	0	0
	Provide Alternative Detention Settings	2	2	0	0	0	0	0
	Divert Youth Who Pose Little Threat or Risk to Public Safety into Community-Based Diversion and Intervention Programs	0	2	0	0	0	0	0
	Strengthen Probation and Community Intervention Services	0	2	0	0	0	0	0
	Move Toward Youth-Focused Needs-Based Residential Commitment Models	2	2	0	0	0	0	0
	Provide Comprehensive Transitional Services for all Youth Returning from Residential Placement.	0	2	0	3	0	0	0
	Meet the Health and Mental Health Care Needs of Youth in the Juvenile Justice System	0	0	1	0	0	0	0
	Ensure Gender-Specific Services are Provided Throughout the Juvenile Justice System	0	0	0	0	0	0	0
	Reduce Racial Disparities in the Juvenile Justice System	0	0	0	0	0	0	0
	Enhance Education and Vocational Programs	0	0	0	3	3	0	0
	Stabilize and Professionalize the Juvenile Justice Workforce	1	2	0	3	2	0	0
	Provide an Accountable System That is Outcome Based	3	3	2	0	0	0	0
	Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal with the Issues of Juvenile Justice	3	3	1	0	0	2	0
Score		11	20	4	9	5	2	0
DJJ's Ability to Impact		High	High	Low	Modest	Low	Low	None

# Trends and Conditions

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Described and analyzed within this section are the trends and conditions about Florida's juvenile population, juvenile delinquency, and priority actions of the Department of Juvenile Justice (the Department, DJJ). 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 intervened with more than 58,146 referred juveniles and another 20,906 at-risk youth in fiscal year 2011-12. 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 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 were selected after review of the agency mission, vision, and more balanced approach of aligning Florida's juvenile justice system with evidence-proven practices values, and using a process that included a SWOT analysis to develop a the 2013-14/2017-18 Long Range Program Plan. These goals were 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 within our continuum of care. 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**

Strengthen and Expand Prevention Services

Provide Alternative Detention Settings

Divert Youth Who Pose Little Threat or Risk to Public Safety Into Community-Based Diversion and Intervention Programs

Strengthen Probation and Community Intervention Services

Move Toward Youth-Focused, Needs-Based Residential Commitment Models

Provide Comprehensive Transitional Services for all Youth Returning from Residential Placement

Meet the Health and Mental Health Care Needs of Youth in the Juvenile Justice System

Ensure Gender-Specific Services are Provided Throughout the Juvenile Justice System

Reduce Racial Disparities in the Juvenile Justice System

Enhance Educational and Vocational Programs

Stabilize and Professionalize the Juvenile Justice Workforce

Provide an Accountable System that is Outcome-Based

Seek Innovative What Works Strategies and Best Practices to Continuously and Effectively Deal with the Issues 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 goals outlined above 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***

The Department is moving towards a more balanced approach of aligning Florida's juvenile justice system with evidence-proven practices, one that:

- Reduces juvenile delinquency;
- Redirects youth from the juvenile justice system;
- Provides appropriate, less restrictive sanctions for low-risk and misdemeanor youth;
- Reserves serious sanctions for those youth deemed the highest risk to public safety; and
- Focuses on rehabilitation.

*“Each element of DJJ’s reform initiative is critical to ensure that youth receive the right combination of services and sanctions, in the right place, at the right time.”*  
*Governor Rick Scott*

DJJ represents just one component of a system of care for delinquent and at-risk youth. The entire system is a collaborative effort of youth, parents, schools, the judiciary, law enforcement, social services, community

providers, state agencies, and advocates. All of these components play a part in turning around the lives of troubled youth and strengthening families while ensuring public safety.

Although Florida has historically treated young people who break the law with a “rehabilitative” model of justice, a gradual shift away from this social services model has taken place since DJJ’s inception in 1994. The most dramatic change toward a punitive criminal justice approach was signified by the 2000 Legislative Session with the passing of what is known as “The Tough Love Law.” Although the state strengthened its stance on juvenile delinquents, the system maintained its focus on treatment designed to affect positive behavioral change.

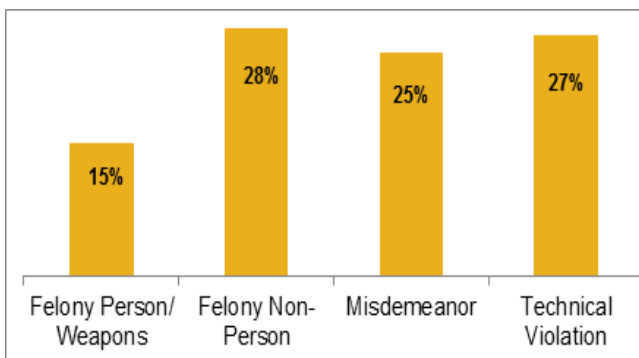
Building upon recommendations from the Blueprint Commission, Governor Scott’s Juvenile Justice Transition Team, the previous administrations’ strategic plans, and exhaustive work by internal and external stakeholders and consultants, the Department has developed a roadmap that represents an aggressive and remarkable plan to take the accomplishments of the Department to the next level of success on its way to becoming a national model of juvenile justice system excellence.

As the country’s largest agency providing care of and services for delinquent youth, Florida’s juvenile justice system is establishing a benchmark toward which other states and counties can strive. Our efforts have already yielded many successes and improved outcomes for our children. We intend to build on that.

Over the next several years, DJJ will focus on four components to improve its services. Decisions made will be supported by data. Simultaneous efforts within each component will be conducted, successes measured, and enhancements made in a cycle of continuous improvement.

## Shift Resources to Meet Community Needs

The DJJ continuum of services includes the areas of prevention, detention, probation, and residential. The Department’s resources are primarily focused on the residential part of this continuum. Recent research and data show this focus must change. Our philosophy compels us to take a look at what we are doing and determine how we can make the best decisions and provide the most appropriate and effective services to better serve our youth, their families, and the community.



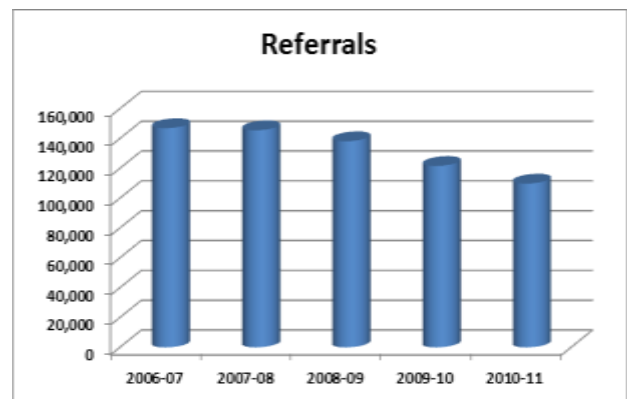
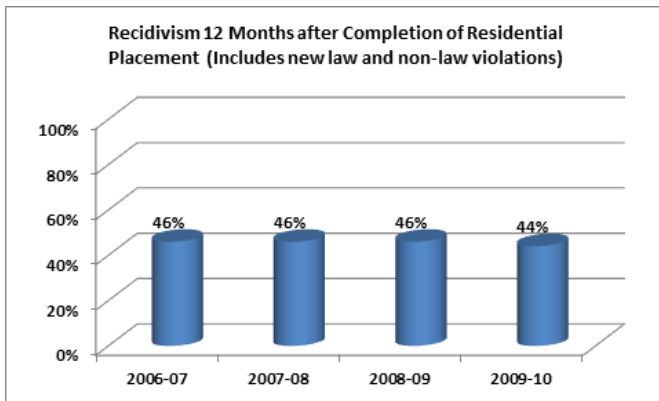
In FY 2010-11, half of residential admissions were for misdemeanors or technical violations (e.g. missed curfews). Just 15 percent of young people were committed for felony person or weapons offenses. Keeping the 52% of youth charged with misdemeanor/technical violations out of the system could save the State approximately \$56,800.603. Those funds must be shifted to front-end services where we can better provide for the needs of those youth while keeping communities safe. The average costs associated with civil citations is \$386 per juvenile; compared to the \$5000 it costs to process a juvenile through the justice system.<sup>1</sup>

**DJJ Delinquency Profile & 2010-11 admissions data**

<sup>1</sup> American Bar Association, Florida: Cost-Effective means to Increasing Public Safety in Juvenile Justice.

## Strengthen Quality of Care

The quality of care we provide youth impacts their success within the juvenile justice system, their transition back into the community, and even the rest of their lives. To positively impact recidivism and provide individualized services and treatment plans, we assess every youth. The results indicate the most appropriate place for them to receive services - in the community or in an out-of-home program. Regardless of their placement, youths' customized plans are based on their unique needs and provide tools to enable their success upon release. By utilizing valid, reliable assessments and applying best practices, specialized treatments, and enhanced services, we address the needs of our youth effectively. We strive to ensure that their initial involvement with DJJ is their last.



Since FY 2006-07, the number of delinquency referrals is down 25% from 146,950 to 109,813 and the number of youth referred for delinquency is down 27% from 91,294 to 66,934. For that same period residential failure rates, recidivism, have dropped only two percentage points. While fewer youth are entering the system, we need to refine the services provided to support their success to positively impact recidivism.

## Expand Community Partnerships

Community partnerships are key to producing better outcomes for delinquent youth. Various studies show no significant improvement by youth served in out-of-home placement as compared to youth that receive services in the community, resulting in little or no increase to public safety. As a matter of fact, out-of-home placement increases the odds of recidivism and damages future prospects for educational and career successes. Expanding community partnerships allows families to stay together and youth to receive the critical mental health and behavioral services they need at home. As we move to re-align our continuum of services, the community will need to be involved to encourage and support our children and ensure necessary services are available.

Research shows:

- “Participatory justice (often called restorative justice) has been shown to reduce recidivism, significantly reduce post-traumatic stress in victims, and leave both harmed and responsible parties more satisfied with outcomes.”
- “Youth are often locked in the state system simply because there is nowhere for them to go locally—and no easy way to pay for those services.”

## Maximize Outcome-Based Accountable Systems

Research and data are the foundations of decision making as we transform DJJ. Outcomes, successful or unsuccessful, dictate our direction, efforts, and resources. Stakeholders, internal and external, are held accountable for performance. Evidence-based and promising practices programming are implemented to the greatest extent



possible. Through effective management, monitoring, and procurement, the Department ensures that the best services possible are being provided to our youth as we strive to keep communities safe.

National research shows the following:

- There is a one-year re-arrest reduction of more than 40% for effective delinquency interventions.<sup>2</sup>
- Matching interventions to a youth's needs results in a 38% reduction in recidivism.<sup>3</sup>
- Intensive services provided to low-risk youth increases recidivism.<sup>4</sup>

## ***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.

### ***Strengthen and Enhance Prevention Services***

Prevention is the first part of DJJ's continuum of services, because the best time to offer help is BEFORE a child gets into trouble. Prevention services focuses on youth who may be at risk for arrest due to behaviors such as substance abuse and experimentation, poor academics, negative peer association, family difficulties, environmental challenges, school attendance, anger management, running away and mental health issues. For youth who do get arrested, the Office of Prevention supports keeping those kids from re-offending or ending up in secure confinement.

From a juvenile justice perspective, investing in the provision of resources to at risk youth, and providing preventative services to keep them out of the juvenile justice system is a more cost effective and increases public safety.

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

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

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

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

***Objective:*** Develop, implement, and validate an assessment instrument that measures risk factors for prevention and intervention youth.

***Objective:*** Provide community outreach including parent/guardian educational workshops on identified issues related to juvenile delinquency, substance abuse, child development, discipline and safety, and parent/child communication.

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<sup>2</sup> Lipsey, M., Howell, J., Kelly, M., Chapman, G., & Carver, D. (2010). Improving the Effectiveness of Juvenile Justice Programs: A new perspective on evidence-based practice. Center for Juvenile Justice Reform, Georgetown Public Policy Institute, Georgetown University: Washington, D.C.

<sup>3</sup> Luong, D., & Wormith, J.S. (2011). Applying risk/need assessment to probation practice and its impact on the recidivism of young offenders. *Criminal Justice and Behavior*, 38, 1177-1199

<sup>4</sup> Lowenkamp, Christopher T., Edward J. Latessa, and Alexander M. Holsinger. 2006. The risk principle in action: What we have learned from 13,676 offenders and 97 correctional programs. *Crime & Delinquency*, 52: 77-93

**Objective:** Create a “Predictive Prevention” program that uses advanced analytics to ascertain those areas in greatest need of prevention services.

**Objective:** Create a program that uses social impact bonds to leverage existing DJJ dollars and provides comprehensive and measureable services.

**Objective:** Increase and maximize faith and community-based partnerships and chaplaincy trainings.

**Objective:** Create transition services through multiagency partnerships to prevent/reduce recidivism rates of youth involved with prevention programs, but not currently involved with the DJJ system.

**Objective:** Create a “What Works” clearinghouse of prevention programs that provides technical assistance to prevention programs and identifies and promotes successful prevention models.

#### **Initiatives:**

- Conduct regional summits to provide awareness to youth, families, and the community of available resources that exist in their community.
- Implement a Statewide Prevention Initiative. The initiative would be designed for at-risk youth ages 10 -17 who may be experiencing behavior, school, and family difficulties.
- Successful nomination of SAG members approved and appointed by the Governor.
- Realignment of prevention specialist positions to include community engagement duties. Staff plays a more active role in community events by educating juvenile justice and community stakeholders on reform efforts.
- Creation of the National Faith Symposium to engage and educate national juvenile justice and community stakeholders on the efforts of the faith community in Florida to prevent children from making contact with the system.
- Creation of a Community Outreach Unit. Staff members in the unit are responsible for reaching out to the community to see what the department can do to assist them with keeping children out of the system. Information is shared and presentations are conducted on juvenile justice reform efforts including civil citation, JDAI, and reduction in residential treatment lengths of stay.
- Redirection of federal dollars to program areas such as diversion, aftercare/re-entry, and disproportionate minority contact that will prevent and divert children away from the juvenile justice system.
- Creation of the Idea Incubator. This is an impromptu meeting of prevention staff to discuss creative things the department can implement to assist with reform efforts.
- Inclusion of minimum performance standards in all contractual agreements. This ensures that all prevention service providers are providing appropriate levels of services to children in the effort to ensure successful completion.
- Conduct a Needs Assessment and possibly create training for new specialist positions.
- Conduct a Needs Assessment and possibly develop additional chaplaincy training.

#### ***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 removed from their respective communities and available for court.

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 DJJ 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 alternative programs be provided that addresses the individual 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 priorities related to providing alternative detention settings are:

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

**Objective:** Fuel continued reductions in unnecessary and inappropriate detention by expanding the statewide electronic monitoring program.

**Objective:** Expand the Juvenile Detention Alternative Initiative.

**Objective:** Re-create detention services by developing and implementing the Juvenile Community Resource Project.

**Objective:** Procure services competitively for respite beds from reallocated funds for youth charged with domestic violence.

**Objective:** Foster an effective and efficient workforce by implementing pre-employment human relations testing and enhancing current training practices.

**Initiatives:**

- Detention Services has been diligently implementing the reforms that will make Florida's juvenile justice system the best in the nation. Under the leadership of Secretary Walters, the following initiatives have been developed or enhanced.
- Juvenile Detention Alternative Initiative (JDAI): The goal of this initiative is to place youth, eligible for secure detention that do not pose a risk to public safety or flight, based on their criminogenic needs and/or failure to appear in court history in the custody of their parent or guardian. The target population includes juveniles currently detained who are awaiting disposition. There are currently four JDAI sites. These sites are staffed with personnel that monitor the youth in the community and serve as a resource to both the child and the parent/guardian. This initiative also serves to identify alternative placements for youth in the least restrictive environment without compromising public safety to include the use of electronic monitoring.
- Trauma-Informed Care Initiative: Detention Services continues to implement trauma-informed practices throughout the detention system. The Trauma-Informed Care (TIC) initiative has changed the way we provide services to the youth in our care. We base our services on an understanding of the vulnerabilities and triggers of trauma survivors and have made significant environmental changes within some of our facilities. Marion Regional Juvenile Detention Center has been recognized nationally for their practices and is serving as a TIC training site for all of our detention centers.

- **Effective and Efficient Workforce Initiative:** Detention Services will begin screening applicants for direct care positions on July 1, 2012. Ergometrics' IMPACT product, The Human Relations Video Test, is designed to screen potential candidates for employment in direct care positions in the juvenile justice system. It is validated to measure overall suitability for working with juvenile offenders.
- **Juvenile Community Resource Center Initiative:** The Alachua Regional Juvenile Detention Center has been identified as the pilot site for center. The Community Resource Center Initiative shall be comprised of several components in order to facilitate services to the families and the community of Alachua County. The project is designed to be replicated in all areas of Florida, but diverse in that it is built around the strengths of each community. This type of approach allows for the Department to target services that are currently available, and fully utilize them, while simultaneously identifying services that are lacking in communities for possible future development. The approach to this project is primarily based around the ability to wrap services around youth and families and to engage community partners. Some of the components within the initiative include a detailed assessment of youth entering the Juvenile Assessment Center, working with youth on Intake status in the community, and developing a respite unit within the detention facility.
- **The Food Service Initiative:** The Food Service Initiative included the implementation plan that offers after school snacks for youth in our state-operated facilities. The program is a part of the National School Lunch Program and allows for reimbursement of snacks served during an after school program. To qualify for reimbursement, programs must include regularly scheduled educational or enrichment activities and provide reimbursable snacks in a supervised environment. The snacks will be served during programs such as life skills groups at each facility. For each after school snack served, DJJ will receive \$0.76 in federal reimbursement, with estimated annual funds returned to DJJ of approximately \$219,640.00. Additional initiatives are underway that will be cost effective, nutritionally beneficial and will promote the importance of making better food choices to include but are not limited to the installation of salad bars within detention centers.
- **Reduce Unnecessary and Inappropriate Detention Admission Initiative:** Detention Centers have installed auto-dialers in each detention center. When youth are released to the community pending court appearances, they often forget a court date, or in some instances choose not to attend court. This often results in the youth being placed in secure detention for failing to appear in court. These youth typically do not present a threat to the community; they merely failed to comply with a notice to appear in court. The auto-dialers system is designed to remind youth of pending court dates.
- Create training for new roles and duties of Juvenile Justice Detention Officers and Juvenile Probation Officers.
- Implement Ergometrics' IMPACT training in all academies as a four-hour training module for existing employees and a one-hour IMPACT Dimension training module for specific training needs.

### ***Divert Youth Who Pose Little Threat or Risk to Public Safety Into Community-Based Diversion and Intervention Programs***

Diverting low-risk youth from the deep end of the juvenile justice system is a major component of the Department's reform initiative. Our goal as a Department is to intervene at an early stage of delinquency offering non-judicial alternatives to first-time misdemeanor offenders. These alternatives are intended to decrease subsequent offenses during and after participation in the programs, and provide for an array of services to youth and their families. These services can range from programs such as civil citation, community arbitration, teen courts, mediation services, and mentoring programs, to more intensive services like Intensive Delinquency Diversion Services (IDDS). With more proven and cost-effective community-based delinquency intervention services now available, the Department has more options that allow for low and moderate-risk youth that are not appropriate for non-judicial alternatives to still remain in his or her community on probation

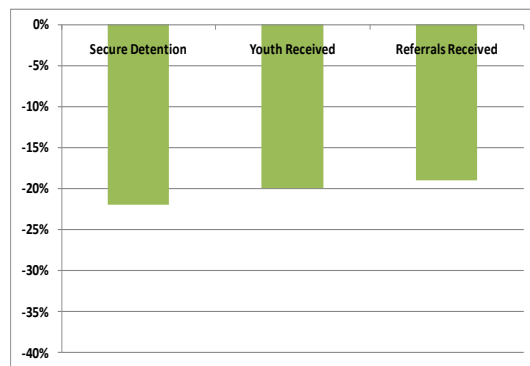
supervision. These services include: day-treatment programming, redirection, and probation enhancement services. Diverting youth that pose little threat to public safety from secure detention facilities and long-term residential programming will save Florida taxpayers millions of dollars each year and more importantly will produce better outcomes for the youth and families we serve.

Fiscal Year	Delinquency Referrals Received <sup>1</sup>	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)

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

## Referral and Detention Trends from 2000-01 through 2009-10



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

**Objective:** Develop community-based resources to divert youth from judicial handling for school referrals, and offer alternatives to arrest for non-compliant behavior to reduce the number of youth referred or securely placed.

**Objective:** Reduce the number of low- and moderate-risk youth entering residential commitment.

**Objective:** Reduce length of stay for low- and moderate-risk youth in non-secure commitment programs.

**Objective:** Develop procedures to reduce the number of low and moderate-risk youth entering residential commitment.

**Objective:** Utilize civil citation and other similar diversionary programs to reduce the number of youth going further into the juvenile justice system.

**Objective:** Focus resources on providing community-based services for low and moderate-risk to reoffend youth.

**Objective:** Establish truancy and drop-out prevention and intervention programs in local communities.

**Objective:** Develop social and leadership skills curriculum and programs that target and then redirect youth into pro-social activities.

**Initiatives:**

- Creation of a Statewide Civil Citation Program – The statewide civil citation process is designed to provide an alternative to formal judicial handling for juveniles committing their first misdemeanor offense. The purpose of Civil Citation is two-fold; first, the process aims to prevent further delinquency and second, the process ensures that the youth’s offense is appropriately addressed without creating a criminal record.
- Develop a Procedure to Reduce Number of Low and Moderate-risk Youth Going to Residential – In collaboration with Residential Services the Department has executed numerous contracts across the State of Florida to ensure that every circuit has access to community-based substance abuse and mental health treatment services for youth and families. Examples of services include: assessments, drug screening, out-patient counseling, non-DJJ in-patient treatment, intensive case management, and medical services. These critical services are available to youth participating in civil citation as well as those at risk of going to a residential commitment program if the service is not provided. In addition, procedures have been put in place to ensure that any youth at a low-risk to re-offend being considered for commitment be staffed and approved by members of the circuit, regional, and executive leadership teams.
- Georgetown Juvenile Justice System Improvement Project – The Department’s dispositional matrix was developed in consultation with researchers from Georgetown University in Washington, D.C. The purpose of this matrix is to allow our staff to use structured decision making to match the right youth with the right interventions. We are piloting this initiative in Pinellas County, which was the original jurisdiction covered under the grant with Georgetown. The Department has begun work to deploy the dispositional matrix and structured decision making tools to other jurisdictions with the ultimate goal of going statewide.
- Effective Responses to Violations of Probation – The improved Effective Response Plan and Matrix is being developed to continue work toward reducing the number of youth being formally processed by the court for technical violations of probation. The goals of the plan are to provide consistency in JPO responses to violations across the state and to assist in selecting the most appropriate needs to be addressed to increase the youth’s success in completing probation. The plan will also incorporate incentives for youth who are doing well. A clear bonus for handling violations without formal court involvement is the ability to identify and quickly respond to a youth’s problems with community-based intervention.
- Redirection – An alternative intervention to residential commitment when youth are not complying with supervision and/or are in need of intensive services that can be offered in a community-based setting rather than a residential program.
- Probation Enhancement Services (PES) – This initiative provides for additional services that a youth may be referred to as an overlay service in addition to standard supervision. When in a PES placement, the youth is simultaneously on probation, post-commitment probation, probation day treatment, or conditional release status. Probation Enhancement Services may include mental health counseling, substance abuse counseling, mentoring, career and education enhancement activities, parent and youth support groups/counseling, and respite services. PES placements are often short-term programs that target specific identified youth needs. The supervising JPO continues to monitor progress while the youth participates in PES.
- Strengthen Transition Services – Youth coming out of commitment programs have a high level of recidivism, especially within the first four months of returning to their communities. Youth are being released back into the community environment following a residential placement without consistently being connected to the appropriate service(s). In an effort to address this issue, the Department is developing a number of Intent to Negotiate (ITN) bids for the gaps in transitional services. The Department is in the initial stages of surveying youth, parents, community stakeholders and providers to identify services to help ensure successful outcomes for youth re-entering their home environment. Following the Request for Information (RFI), a question and

answer session will be conducted to allow potential providers the opportunity to receive clarification on the requested services. The ITN's will be developed from the information gained from the RFI's and contracts will be negotiated and awarded following the ITN process. All 20 judicial circuits have instituted community-based re-entry teams whose purposes are to connect youth and families with established resources in their areas. These teams are instrumental in ensuring that the new services are accessed and utilized. Overall, the main goal is to provide youth returning home with critical services that result in more opportunities for success, all the while ensuring public safety.

- Implementation of the Electronic Monitoring Program – The Department implemented a statewide electronic monitoring (EM) program on 12/15/11 which utilizes Global Positioning System (GPS) devices as a community-based alternative to secure detention. In addition, JPO staff around the state utilize the EM program as a non-secure alternative for youth pending disposition, as a progressive response/graduated sanction for youth on court-ordered supervision, and as an alternative to secure detention for youth who have been committed and are awaiting placement in a Department of Juvenile Justice residential facility.
- Overseeing Alternatives to Secure Detention Initiative – The Department has implemented the Juvenile Detention Alternatives Initiative (JDAI) in circuits: 4, 13, 15 and 17. The purpose of the program is to keep non-violent youth that do not pose a public safety risk out of secure detention and instead provide supervision and coordination of services for youth within the community. As part of this project, JPOs will be responsible for providing oversight of the program and the day-to-day monitoring of participating youth. Circuits 4 and 17 will be assigned one coordinator and two monitors. Circuits 13 and 15 will be assigned one coordinator and monitor each.

### ***Strengthen Probation and Community Intervention Services***

Probation and Community Intervention plays a critical role in promoting Florida's public safety by reducing juvenile crime through effective intervention and case management services. Juvenile Probation Officers (JPO) are the front-line staff responsible for delivering case management services to youth on diversion, probation, and post residential supervision as well as their families. JPOs are often the first and last juvenile justice employees to have contact with a youth in our system and as a result have the greatest opportunity to make a positive difference in their lives. To ensure that JPO staff make the most of their opportunity to reach the youth they serve, strengthen families, and help support youth in becoming responsible citizens, it is critical that effective delinquency intervention services are available in every Florida community. JPOs must be fully integrated within these communities and more directly involved in the delivery of evidence-based delinquency intervention services.

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

***Objective:*** Implement a day treatment model to address youth and family needs and reduce recidivism.

***Objective:*** Ensure juvenile probation officers deliver appropriate interventions to increase identified protective factors.

***Objective:*** Address the needs of DJJ-DCF crossover youth.

**Initiatives:**

- Transform Day Treatment Services – Programs are facility-based, and target youth on probation or aftercare supervision who are in need of a higher level of supervision and service. Day treatment programs provide delinquency intervention services during the afternoon hours as well as evenings and weekends. Case managers monitor progress of the youth at home, school, and work, as well as the youths' compliance with court sanctions. In addition, individual, family, and small group counseling may be provided.

- Train JPOs in the facilitation of evidence-based delinquency interventions to deliver to identified youth – JPOs will be trained to deliver cognitive behavioral and social skills-based delinquency interventions. These interventions have been proven to be among the most effective service types in the reduction of recidivism. Training of Department staff ensures sustainability of the interventions without the recurring costs of contracting for service provision. Furthermore, this enhancement to juvenile probation supervision will translate to JPOs actually providing services proven to reduce re-offending; this will supplement surveillance and sanction monitoring already being provided, and therefore improve outcomes of participating youth.
- Georgetown Crossover Project – Currently implemented in Circuits 4, 7, 10, 11, and 17, in collaboration with the Department of Children and Families, this project aims to systemically address the special needs and issues of children who are dually served by both state agencies.

### ***Move Toward Youth-Focused, Needs-Based Residential Commitment Models***

According to research by the Rand Corporation, “There is strong evidence that community-based cognitive/behavioral programs ... work in reducing recidivism...rigorous research exists that points to a reduction in the odds of re-offending.”

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 that may promote “delinquent contagion”; and larger institutions may require more controls.

Conversely, facilities that house smaller groups and are located closer to communities are thought to have many advantages: staff become involved with the personal situations of the youth in their care; the youth make interpersonal connections more easily; a more home-like environment is more conducive to good behavior during and after the residential commitment and treatment; smaller groups have a more positive effect on education; youth in smaller, non-traditional classroom settings are more successful in their educational endeavors; and there is more emphasis on preparing youth for life after release from the commitment program.

In view of these factors, the five-year priorities related to moving toward youth-focused, needs-based residential commitment models include the following:

***Objective:*** Redesign residential capacity and programming to provide services for youth who are assessed as moderate-to-high risk to reoffend in order to reduce future recidivism.

***Objective:*** Incorporate best practices into the delivery of delinquency interventions provided in all residential commitment settings.

***Objective:*** Reengineer existing bed capacity to support programming needs based on youth assessments.

***Objective:*** Develop programming practices and procedures to promote service delivery that ensures length of stay is tied to treatment objectives and best practices.

#### **Initiatives:**

- Implement the Georgetown University Model of Juvenile Justice System Improvement Project (JJSIP). This includes creating a system-wide framework for managing offender flow to provide the right services to the right youth at the right time and in the right setting.
- Continue implementation the “Dispositional Matrix.” The matrix provides staff across the continuum of care with a tool to reduce the number of youth, who are assessed as being low- to moderate-risk to re-offend, committed to a residential placement. In addition, procedures have been put in place to ensure that any youth at a low-risk to re-offend being considered for commitment be staffed and approved by members of the circuit, regional, and executive leadership teams.



- Continue to contract with community-based alternatives to residential placement. In collaboration with Probation and Community Intervention, the Office of Residential Services has executed numerous contracts across the State of Florida to ensure that every circuit has access to community-based substance abuse and mental health treatment services for youth and families. Examples of services include: assessments, behavioral education, drug screening, out-patient counseling, non-DJJ in-patient treatment, intensive case management, and medical services. These critical services are available to youth participating in Civil Citation as well as those at risk of going to a residential commitment program if the service is not provided.
- Continue to re-engineer bed capacity to accommodate special youth needs within small, community-based programs. In an effort to address this issue, the Department is developing a number of Intent to Negotiate (ITN) bids for the provision of community-based commitment services.

### ***Provide Comprehensive Transitional Services for All Youth Returning from Residential Placement***

According to a report published by the Center for Juvenile Justice Reform, “Not every young person is lucky enough to enjoy the support of a functional family or social network, and many depend on the state in some capacity to help develop the skills necessary for achieving professional success and personal stability.”

Youth coming out of commitment programs have a high level of recidivism, especially within the first four months of returning to their communities. Youth are being released back into the community environment following a residential placement without consistently being connected to appropriate services.

In view of these factors, the five-year priorities related to providing comprehensive transitional services for all youth returning from residential placement include the following:

***Objective:*** Provide effective delinquency intervention programs and services for youth transitioning from residential placement.

***Objective:*** Provide a comprehensive transition planning process that promotes and coordinates services to meet the individual needs of youth and families.

***Objective:*** Provide transitional living services for youth who cannot return home.

#### **Initiatives:**

- Implement a multidisciplinary intervention and treatment team approach comprised of the youth, representatives from the residential program’s administration and residential living unit, and others directly responsible for providing, or overseeing provision of, intervention and treatment services to the youth in order to develop meaningful transition planning.
- When developing each youth’s performance plan and throughout that plan’s implementation during the youth’s stay, a residential commitment program will ensure that the intervention and treatment team is planning for the youth’s successful transition to the community upon release from the program. The intervention and treatment team intensifies its transition planning as the youth nears his or her targeted release date.
- In an effort to connect youth to appropriate services, upon discharge from a residential commitment placement, the Department is developing a number of Intent to Negotiate (ITN) bids for the gaps in transitional services. The Department is in the initial stages of surveying youth, parents, community stakeholders and providers to identify services to help ensure successful outcomes for youth re-entering their home environment. The ITNs will be developed from the information gained from the surveys and contracts will be negotiated and awarded following the ITN process. All 20 judicial circuits have instituted community-based re-entry teams whose purposes are to connect youth and families with established resources in their areas. These teams are instrumental in ensuring that the new services are accessed and utilized. Overall, the main goal is to provide

youth returning home with critical services that result in more opportunities for success, all the while ensuring public safety.

### ***Meet Health and Mental Health Care Needs of Youth in the Juvenile Justice System***

Many of the youth who are referred to the Department of Juvenile Justice (DJJ) enter the system with a pre-existing chronic medical condition such as asthma, diabetes, hypertension, hemophilia, sickle cell disease, renal failure, etc., or serious dental disease. Some youth have not accessed medical care prior to entering a DJJ facility. Upon medical examination, new injuries or diseases may be discovered. Sometimes, a youth may experience an injury, illness or medical emergency while in the DJJ facility. Nonetheless, DJJ is responsible for ensuring that each youth receives appropriate medical and mental health care—the same degree of care that is available to the youth in the community.

Over 65% of the youth in DJJ's care have a mental illness or substance abuse issue. Additionally, a significant number of youth have experienced severe childhood trauma (physical, sexual, emotional abuse) that impacts behavioral and treatment needs. Issues are addressed through assessments, evaluations, and crisis intervention and treatment services. A subset of youth referred to DJJ who are developmentally disabled. DJJ is responsible for ensuring that youth with a developmental disability receive appropriate care and treatment services.

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:*** Provide all youth in DJJ custody a comprehensive medical, mental health, and substance abuse assessment and treatment as needed.

***Objective:*** Assist youth and families in accessing available health insurance programs/health care coverage.

***Objective:*** Provide all youth received by the Department 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.

***Objective:*** Create a department-wide trauma-focused restraint-free environment for youth in the care of DJJ.

***Objective:*** Promote programming that addresses the specialized treatment of youth in juvenile justice settings, to include trauma-informed practices, human trafficking, and restraint-free environments.

***Objective:*** Ensure that youth in residential care are prescribed psychotropic medication within psychiatric practice guidelines.

***Objective:*** Ensure that youth in all juvenile justice settings are provided behavioral and mental health treatment services that are patient-focused and adhere to best practices.

***Objective:*** Provide community-based, patient-focused behavioral, mental health, and substance abuse treatment services for youth and families.

***Objective:*** Provide training opportunities to front-line professional in trauma-informed care.

#### **Initiatives:**

- DJJ Health Services and Mental Health/Substance Abuse Services draft administrative rules are 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.

- Development of standardized contracts for delivery of comprehensive medical, mental health and substance abuse assessment and treatment services.
- Participation in the ITN Evaluation and Negotiation process for procurement of residential contracts.
- Provide training and technical assistance for detention centers and residential commitment programs to improve the delivery of health, mental health, and substance abuse services in DJJ facilities.
- Assisting in re-implementation of the MAYSI-2 in Probation. OHS reviewed and updated the DJJ curriculum entitled "Using the MAYSI Participant Guide" and updated the JJIS Instructions for the MAYSI-2.
- Clinical technical assistance site-visits were conducted by headquarters clinical staff to train detention center and residential program clinical staff in the most effective and efficient 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.
- Provided training on Health, Mental Health and Substance Abuse QI Standards at QI Statewide Training in Havana.
- OHS is providing training to the CINS/FINS Florida Network regarding youth-specific medical issues.
- OHS will issue Technical Assistance Bulletins as needed to provide 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.
- OHS represents DJJ as a member of the Corrections Infections Workgroup, an interagency committee chaired by the Department of Health, Bureau of HIV/AIDS, along with the Bureaus of TB/Refugee Health, STD, Hepatitis, the Department of Children and Families, Department of Corrections, and the Department of Children and Families.
- 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 10 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.
- OHS provides medical and mental health/substance abuse treatment recommendations for youth committed to residential programs with ongoing medical conditions or mental health conditions that require review.
- 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).
- 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.

- 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.
- DJJ was selected to participate in the Mental Health/Juvenile Justice Training Initiative funded by the Office of Juvenile Justice and Delinquency Prevention and the John D. and Catherine T. MacArthur Foundation. Train-the-Trainer sessions will be provided to fifty DJJ staff by the National Center for Mental Health and Juvenile Justice in January 2012 which focuses on adolescent development, mental health disorders and treatment and trauma informed care.
- Determine whether training is needed to promote message to field staff.
- Develop comprehensive training classes, job skills training, workshops, and educational opportunities for all employees and contracted providers.

### ***Ensure Gender-Specific Services are Provided Throughout the Juvenile Justice System***

For many years, Florida juvenile justice professionals recognized the need for gender-specific services for youth in the state's juvenile justice system. Programs that target interventions based on gender-specific factors are proven to be more successful in reducing delinquency. To determine what factors may be influencing each youth's tendencies toward delinquent acts, DJJ created and implemented the Positive Achievement Change Tool (PACT), an assessment tool used at each step along the way of the juvenile justice system: prevention, detention, commitment, and probation.

The PACT is an actuarial risk and needs assessment instrument that measures criminogenic needs (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 was validated for use with both boys and girls. The data derived from it provides a picture of risk factors present in juvenile justice populations.

Factors that contribute to the risk to re-offend are very different for girls than they are for boys. 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 through the juvenile justice system include the following:

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

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

***Objective:*** Provide support to communities in the provision of gender-specific services.

***Objective:*** Develop a system to train staff in gender-specific best practices.

#### **Initiatives:**

- The Residential Services girl serving programs began using the Gender Responsive Assessment Protocol developed by the NCCD/The Center for Girls and Youth Women.
- The Department has incorporated gender responsive program requirements into the residential contracts based on the authority already established in Rule 63-E-7.
- Jo Ann Bridges Academy and Broward Girls Academy programs provided all girls with new gender appropriate uniforms.
- Sleeping rooms and all common areas at the Marion Regional Juvenile Detention Center were designed and painted based on themes appropriate for girls and boys. The themes included, but were not limited to baseball, the beach, peace signs, and music.

- Detention Services continues to promote the use of seclusion and restraints within the centers through the implementation of trauma-informed practices.
- The Programming and Technical Assistance Unit is developing a gender responsive curriculum aimed at boys.

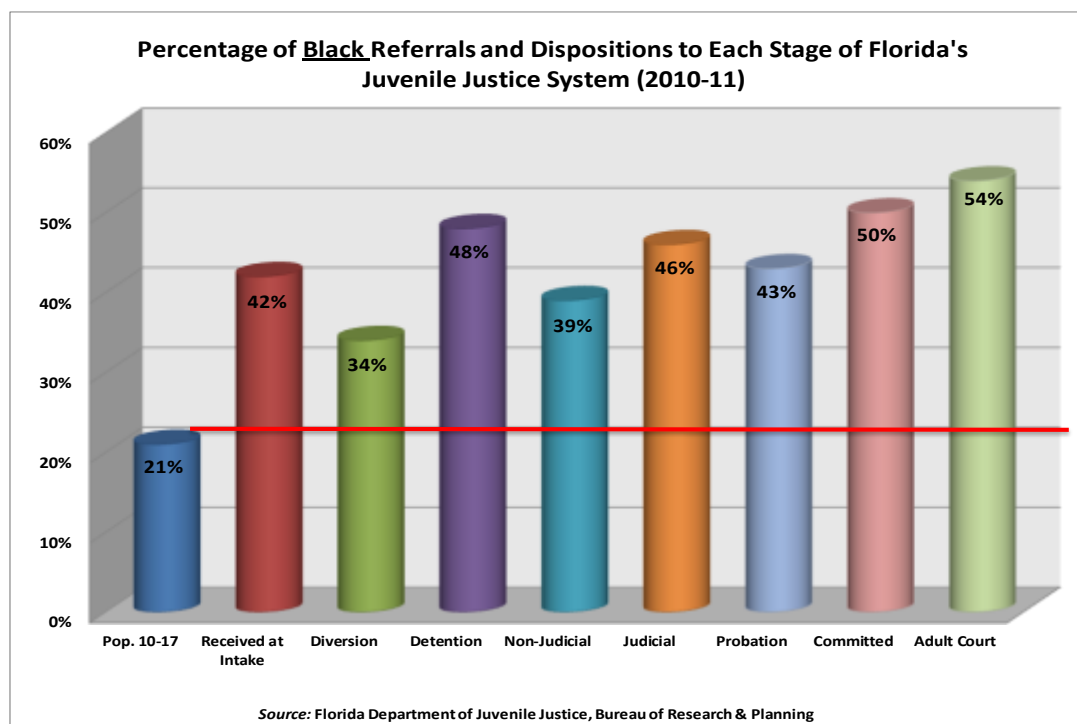
### *Reduce Racial Disparities in the Juvenile Justice System*

Disparities exist in the racial make-up of the youth that come into contact with juvenile justice authorities. Currently, minority youth are overrepresented relative to their white counterparts. This is known as Disproportionate Minority Contact (DMC) and represents a hurdle to the Department’s mission of providing services that strengthen families and turn around the lives of troubled youth.

There are roughly 1.9 million young persons between the ages of 10-17 in Florida. Of this population about 49% are white, 27% Hispanic, and 21% black. Despite their minority status among the general population, youthful black offenders represent 47% of juveniles in confinement in Florida.

Although, there has been a decline in school referral demographics for FY 2010-11, minorities are still overrepresented. Of the 16,377 school-related referrals received at intake during FY 2010-11, 33% or 5,475 were for black males and 26% or 4,290 were for white males. Black females accounted for 13% or 2,112 and white females accounted for 8% or 4,290 of all school related referrals. The table below presents demographics for referrals and youth received for FY 2010-11.

DJJ strives to reduce the racial disparities among youth served. Without an innovative initiative to curtail this social problem, the current trend is likely to continue. Increases in DMC are likely to have a significant impact on minority communities, resulting in a further strain on the relationship between members of the minority community and the justice system. This is likely to exacerbate DMC. Fortunately, a number of innovative initiatives have been developed that will reduce the overrepresentation of minorities and strengthen the juvenile justice system as a whole.



In view of these factors, the five-year priorities related to reducing racial disparities in the juvenile justice system include the following:

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

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

**Objective:** Create and maintain partnerships with law enforcement agencies statewide to reduce minority overrepresentation.

**Objective:** Identify stakeholders that support the process of making changes and achieving fairness and equality.

**Objective:** Provide technical assistance and training to increase awareness about how to reduce disproportionate minority contact.

**Objective:** Promote the use of civil citation as an alternative to arrest in all trainings, forums, and interactions with law enforcement offices.

**Objective:** Promote the appropriate use of civil citations a process to reduce the number of minority youth formally entering the juvenile justice system.

**Objective:** Collaborate with K-12 schools to require persons supervising delinquent youth on school campuses to be trained in diverse juvenile justice populations.

**Objective:** Initiate collaboration with schools to develop teacher/youth summits to foster understanding of diversity issues contributing to increased disproportionate minority contact (DMC) referral rates.

**Objective:** Collaborate with Workforce Development and Florida Ready to Work to develop employment training/assistance to underserved minority/high-risk areas.

**Objective:** Develop and implement disproportionate minority contact (DMC) training curricula for law enforcement, youth, judges, attorneys, and front-line professional staff.

**Objective:** Establish disproportionate minority contact (DMC) Law Enforcement Police Liaisons strategically throughout the state to address/monitor DMC issues.

#### **Initiatives:**

- The DMC Coordinator in conjunction with DMC and Restorative Justice Experts conducted DMC training workshops in twenty-four detention centers throughout the State of Florida.
- Maintained a high-risk zip code targeting policy to be used for targeting DMC priorities.
- Currently there are 9 prevention programs within the 7 counties addressing the issue of DMC by collaborating with juvenile justice and community stakeholders and connecting minority male youth to prevention and intervention services.
- Conduct community-based youth and law enforcement symposiums to improve and enhance interaction.
- Conduct DMC training with law enforcement, judges, state attorneys, and DJJ direct care staff.
- Include information about minority overrepresentation in existing courses, and if need is determined to exist, create additional training to promote awareness.
- Include civil citation training in all appropriate current and new training.

### ***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 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 5,500 students are attending one of approximately 135 separate juvenile justice education programs.

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

**Objective:** Provide technical assistance and training to increase work-readiness of youth in juvenile justice education programs.

**Objective:** Increase opportunities for industry-recognized certification of youth in residential programs.

**Objective:** Increase resources available to juvenile justice involved students through multiagency collaborative partnerships.

**Objective:** Increase vocational and technical training and certification programs for youth involved in prevention programs and activities.

**Initiatives:**

- The Department has expanded its residential commitment vocational training to include two new programs that offer certification as a Micro-Soft Office Professional. In addition the agency is working to establish two additional vocational training programs in residential facilities that offer certification in the construction industry.
- The Department has initiated the process of establishing 17 GED testing sites in residential commitment facilities that will comply with the State education requirement that all GED exams be administered via computer after January 1, 2014.
- DJJ is working together with the Department of Education on a joint project to develop a web-based education plan for juvenile justice involved youth.
- In an effort to improve educational services, DJJ engaged the Center for Educational Excellence in Alternative Settings at the University of Maryland. Representative from the University came to Florida, visited several sites, reviewed our statutes, rules and policy and made both policy and practitioner recommendations for improvement.

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

The economic downturn over the past three years has had a multifaceted effect on the DJJ workforce. First, lower revenue collection and budget cuts in our workforce have resulted in reduction in DJJ's staff, approximately an 18% reduction for Staff Development and Training (SD&T). Second, during this period of economic uncertainty, the reduction in the employee turnover rate has resulted in the decreased need for training that is directly tied to the Department's staff renewal rates.

Secretary Walters has communicated a philosophical change in DJJ's general approach to reduce juvenile delinquency, and achieve its mission and goals. Therefore, in its goal to implement strategies to prevent youths from entering the juvenile justice system, the Department is reducing its emphasis on detention initiatives in favor of shoring up its prevention, probation, and community-outreach initiatives. This shift in the Department's priorities has exposed a need to reevaluate the competencies for which we train and develop. Further, in response to the Department's 2011 Climate Survey, which revealed that only 25 percent of DJJ employees believe there are sufficient opportunities for improvement or advancement, the reevaluation will have to extend to include providing better training and professional development programs.

Workforce trends indicate that when the economy improves the Department's turnover rates will go up. When that happens, if DJJ has failed to create a climate of engagement, partially through professional development, it

could find itself in a recruiting “war for talent” and unable to attract the best and brightest in the juvenile justice marketplace.

It is imperative that SD&T assist the Department in its efforts to stabilize its workforce by professionalizing the various employee skill sets in striving for greater engagement, higher retention rates, and substantive career growth for staff. SD&T will continue to assist the Department in maintaining its statutorily required certification training programs while continuing to train the skills required by §985.406, *Florida Statutes*.

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

**Objective:** Maintain an effective, comprehensive training and certification programs specific to the needs of direct-care staff.

**Objective:** Develop comprehensive training classes, job skills training, workshops, and educational opportunities for all employees and contracted providers.

**Objective:** Establish progressive career opportunities for direct-care staff that utilize their performance, education, experience, and job skills.

**Objective:** Establish a talent development program that offers an array of options for employees to gain knowledge, skills, and experience that supports career enhancement for job growth opportunities.

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

**Objective:** Utilize data to assess needs and identify best practices to ensure curriculum validity.

**Objective:** Strengthen the hiring process to determine applicants best suited for working with delinquent youth.

**Objective:** Establish a culture of professionalism and pride in caring for youth.

**Objective:** Develop, implement, and evaluate training for supervisors to include coaching, counseling, communicating, and preparing performance evaluations.

**Initiatives:**

- Completed the academy revisions for Juvenile Justice Detention Officers (JJDOs), Juvenile Probation Officers (JPO)s, and the Juvenile Justice Residential Officers (JJROs).
- Scheduled the new Phase-I JPO Academy Examination to be piloted in third quarter.
- Added Motivational Interviewing (MI) and Ergometrics’ IMPACT training to JJDO, JPO, and JJRO Academies.
- Conducted Protective Action Report (PAR) refresher courses and distributed the PAR training video, and currently working on the PAR verbal video and revising the JJDO, JPO, and JJRO Phase-I training on the learning management system, CORE.
- Established more in-service training in CORE.
- Developing new courses to support the objective for providing comprehensive training and educational opportunities for all employees: Boys’ Curriculum, Field Training Officer (FTO) (updated), Supervisory Excellence Training, Trauma-Informed Care Toolkit, Probationary Program Monitoring, Records Management, Continuity of Operations Plan (COOP), blended learning revision for Residential and Detention Program Monitors, Model Detention Program, Specialize JPOs with Sex Offender Caseloads.
- Creating a talent development program to enhance career opportunities within DJJ to include mentoring, professional development, individual development plans, career-pathing, and a defined development curriculum that supports Career Service (CS), Selected Exempt Service (SES), and Senior Management Service (SMS) staff. The plan will be presented by November 2012.



- Integrating the Motivational Interviewing component from Quality Improvement (QI) as a stand-alone class that will also be taught as part of the JJDO, JJRO, and JPO Academy training programs.
- Designing the Trauma-Informed Care (TIC) Toolkit training, Model Detention Program, PAR classes and PAR Verbal Interventions Video, and Balanced Approach to Restorative Justice (BARJ) as a stand-alone course and integrate its concepts in new and existing programs.
- Establishing benchmarks with well-known state training functions like those at the Department of Children and Families (DCF), the Department of Revenue (DOR), and the Florida Department of Law Enforcement (FDLE) to adopt best practices and implement those practices whenever possible.
- Planning to utilize DCF's Needs Assessment in fourth quarter of 2012 to determine performance gaps for second half of fiscal year.
- Implementing consistent Kirkpatrick Levels of Evaluation:
  - Level One, Post-Class Feedback
  - Level Two, Proficiency of Training
  - Level Three, On-the-Job Application of Knowledge and Skills transfer
- Implementing the Ergometrics' IMPACT assessment, which measures suitability in dealing with youth. The assessment will be a pass/fail component of the Department's hiring process. Effective July 1, 2012, top-ranking applicants for direct-care positions within Detention Services must pass the IMPACT Assessment Training test. Applicants who do not pass the test are ineligible for six months for consideration of any other DJJ position that requires this test.
- Delivering the Ergometrics' IMPACT assessment and a four-hour training component for current employees for professional development purposes only.
- Assisting Ergometrics in validating the tool for professional development purposes.
- Implementing the following new courses and incorporating the information into existing training programs: Supervisory Excellence Training, Professional Development, Talent Development, One-hour IMPACT Dimensions Training, TIC Toolkit, Model Detention Project, Civil Citation, and Electronic Monitoring as examples of alternatives to detention.
- Developing a basic supervisory training curriculum in a collaborative effort between the Bureau of Personnel and the Office of Staff Development and Training that will be delivered by both classroom instruction and webinar. This supervisory training will be offered in the regions at least twice a year.

### ***Provide an Accountable System that is Outcome-Based***

In its efforts to make a positive impact on the lives of youth, the DJJ has strategically implemented management tools, delinquency interventions, and evidence-based program models that research has clearly demonstrated to be effective in reducing subsequent criminal activity, thus increasing public safety. The essential challenge for the Department is to ensure that programs and policies meet the criteria for effectiveness as established by empirical research and that they continue to be developed in concert with new findings from the field. Assessment and rehabilitation of youth form the basis of effective juvenile justice systems. Successful programming requires the means of differentiating lower risk to re-offend from higher risk youth. Effective alternatives to residential commitment divert low- and moderate-risk to re-offend youth to the community, reserving residential commitment for moderate-high and high-risk to re-offend youth. An integrated and strategic model for evidence-based practice is necessary to adequately bridge the gap between current practice and research-supported practice (Bogue, 2004). Research has indicated that evidence-based practice in corrections should, at the very least:

- Develop staff knowledge, skills, and attitudes congruent with research-supported practice.
- Implement programming consistent with research recommendations.
- Monitor implementation of programming to identify fidelity issues.
- Routinely measure recidivism outcomes (Bogue et al., 2004).

As part of the Department’s comprehensive strategy, research continues to be a primary tool for providing solutions within the four program areas: Prevention and Victim Services, Detention, Probation and Community Intervention, and Residential Services. DJJ has developed a “portfolio” of evidence-based, promising, and best practices to implement in all four program areas. These interventions and practices reduce crime and recidivism rates and the costs to taxpayers in the form of criminal justice costs, criminal victimization, and future prison construction costs.

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:** Establish performance outcomes 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.

**Objective:** Implement the Standardized Program Evaluation Protocol (SPEP) Juvenile Justice System Improvement Project throughout the continuum of services.

**Objective:** Implement the Evidence-Based Services Module in the Juvenile Justice Information System to track the delivery of delinquency intervention service to youth throughout the juvenile justice continuum of care.

**Initiatives:**

- Revisions to the FY12-13 Quality Improvement Standards for each program type to improve program monitoring and provide recommendations for improvement.
- Participating in the Juvenile Justice System Improvement Project (JJSIP) in partnership with the Center for Juvenile Justice Reform, Georgetown University to allow staff to use structured decision making to match the right youth with the right interventions
- Continue to maintain Evidence-based and Best Practices (EBP) screen in CORE for staff that have completed Motivational Interviewing and other EBP’s; continue to schedule training in various EBP’s and Best Practices such as: Motivational Interviewing, Thinking for a Change and LifeSkills Training (LST) trainings statewide for provider and Department staff.

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

Despite data showing juvenile referrals are down, not just in Florida but across the country, an unacceptable number of youth return to the juvenile justice system. Therefore, the Department has critically looked at the its practices, services, and data to come up with a plan for improving. In its “roadmap” for improvement, the

Department understands that prevention and diversion from the juvenile justice system make a difference. Shifting resources to these areas at the front end of the system increases youth success and still keeps the community safe.

Nearly half of youth held in detention centers committed only misdemeanors. Instead of serving as a deterrent, research finds that secure detention often increases a youth's criminal justice involvement. If those youth are not a risk to public safety and do not gain anything from being in secure detention, practices need to change. Furthermore, research shows that for many of the youth in residential programs, it is more effective to serve them in their own communities and much more cost efficient. Through its many initiatives, DJJ will continue to protect the public by treating youth appropriately, effectively and efficiently.

In view of these factors, the five-year priorities related to seeking innovative what works strategies and best practices to continuously and effectively deal with the issues of juvenile justice include the following:

**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:** Evaluate regularly how DJJ identifies innovative and best practices to achieve better results.

**Objective:** Create an "Innovation Fund" that provides funding to those programs that have demonstrated best practices and provides support and a conduit to scale up such programs.

**Objective:** Utilize the most efficient procurement processes when contracting for services.

**Objective:** Utilize the most effective monitoring and accountability methods to ensure quality of performance.

**Objective:** Revise Florida Statutes to incorporate best practices for the juvenile justice system into law.

## **In Summary**

Juvenile justice in the State of Florida is facing a great opportunity; an opportunity to re-think how we serve at-risk and delinquent youth. It is time to be strategic and deliberate. Although Florida has historically treated young people who break the law with a “rehabilitative” model of justice, a gradual shift away from this social services model has taken place since DJJ’s inception. Our work now must focus on the ultimate goal being the benefit to the individual child and must be accomplished with public safety in mind.

Every year, the Department of Juvenile Justice is tasked with serving tens of thousands of kids. Each of these children is different. How we approach serving them has to be different as well; different needs call for different measures.

First and foremost are those youth that are arrested for a delinquent act in a given year and will not return to the Department. These are most often minor offenders who made a mistake, and typically, use a disproportionate amount of resources comparable to their needs. Research has shown that incarceration can have negative impacts for certain youth and that community-based supervision is not only more effective but costs less. We must ensure that we have the capacity at every level to get to the root of issues facing these children that are starting to exhibit poor behavior.

Next there are those kids who are serious offenders that commit violent acts and are considered an on-going threat to public safety. Even though these youth represent a small portion of those we serve, they require the most intensive and expensive services. In order to be smart and strategic with our resources, we must make sure that the most serious offenders are those placed in secure detention and residential services.

We know at an early age which youth are more likely to become serious offenders. We need to identify them and address how we can keep those kids from re-offending. It is our intent to put in place new protocols and approaches to dealing with younger children who are starting to exhibit behaviors we know lead to committing serious crimes.

Last but not least, the vast majority of juveniles that go through our juvenile justice system are poor children and victims of trauma. Often the circumstance of their involvement is beyond their control. Lack of a support system does not justify the commitment of a youth. And, children are being treated very differently for the same actions depending on where they live. It is our responsibility to make sure that every child receives the same opportunity.

There are sure to be challenges ahead in taking advantage of the opportunities before us. As the country’s largest agency providing services for delinquent youth, Florida’s juvenile justice system is establishing a benchmark toward which other states and counties can strive. Our efforts have already yielded many successes and improved outcomes for our children. We intend to build on that.

Following are some of the current task forces and workgroups put in place to develop and improve methods of dealing with juveniles. In addition, various legislative and policy changes will be initiated to further put into place effective services that best serve our youth while keeping the public safe. Those potential changes are also outlined below.

## **Potential Legislative Policy Changes**

***Abuse, aggravated abuse, and neglect of a child***– This proposal would amend section 827.03, Florida Statutes, so that, solely for the purposes of prosecution under the statute, a child will include persons of whatever age who are “detained in a detention or residential facility under chapter 985”.

***Jail Tours*** – This proposal would delete section 945.75, Florida Statutes.

**Juvenile Justice Education Reform** – This proposal allows for Industry Certifications, Job Placement, Dual Enrollment credit and continuing education. It will also include provisions for Transition Teams to help youth adjust into and out of DJJ.

**Juvenile Justice Boards and Councils** – This proposal would consolidate the Boards and Councils into one Juvenile Justice Circuit Advisory Board in each of the 20 judicial circuits.

**Expanding the Expunction of Juvenile Records**– This proposal 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.

**Comprehensive Review of Juvenile Justice Statute, section 985 (Session 2014)** – As we continue our efforts to reform the juvenile justice system, this proposal will bring the statutes in line with current practice and incorporate best practices into state law.

## **Potential Department Policy Changes**

**Protective Action Response (PAR) Rule: 63H-1.005 Authorized Mechanical Restraints** – The proposed legislation that is currently being revised may require limited updates to the PAR Rule; therefore, the PAR Rule is currently under review.

**Direct Care Staff Training 63H-2.001-.008** - The Direct Care Rule is being reviewed, as it may require revision as a result of current reforms within the Department, such as in the area of the Quality Improvement audits related to Chapter 985, *Florida Statutes*. The Direct Care Rule as it relates to Direct Care Staff Training is currently under review.

**Health Services/Mental Health, Substance Abuse, Developmental Disability Services 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. Draft rules have been submitted to General Counsel, with rule workshops to be conducted during fiscal year 2011-2012.

**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, 2012

**Medicaid Policy Change** – The Department is working with the Florida Department of Children and Families to revise existing policies within both agencies that reflect the practice that has been piloted throughout the state for the last four years for Child in Care Medicaid applications and status changes for youth in Medicaid-allowable juvenile justice residential facilities. This change in policy for the Department will require a change in 63E-7, F.A.C. Anticipate final rule to be published in June 2013.

**Prison Rape Elimination Act** – The standards for this act were finalized and effective August 20, 2012. DJJ and the Department of Corrections are working to develop a cost analysis for the full implementation of the standards. Detention, Residential, PAR, and CCC rules would at a minimum need to be revised, including a cost analysis to be reviewed by the Legislature next session. Department staff are using the implementation toolkit to determine other areas that will be impacted. Analysis will be presented to the Secretary for discussion with the Governor’s Office.

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

**DJJ/DOE/School Board Task Force** – Working to develop a statewide, web-based education transition plan for students in all DJJ schools.

**Learning Management System Working Group**—Working in partnership with DIOs, MIS, and Research and Data to build the Department’s own Learning Management System (LMS) to feature an array of agency-specific applications; i.e., Juvenile Justice Information System (JJIS), Central Communications Center (CCC), Detention cost-share, and budget. In addition, current plans include multimedia system design to incorporate the use of a wide variety of media in developing the Department’s instructional courses, online testing, and class scheduling, as well as maintaining individual training records and tracking training histories.

**IMPACT (Ergometrics, Inc.)**— Using the Ergometrics IMPACT Assessment and Training tools for direct-care staff as part of a DJJ Strategic Plan Goal to professionalize and stabilize the DJJ workforce thus improving its services to the youth it serves. The testing and training will ensure DJJ direct care staff possess proficient human relations skills to effectively do their jobs. The tool will be used in two ways: (1) as a selection tool for applicants competing for new positions, and (2) for current employees as a validation study and as a means to determine additional training needs. This instrument has been widely used by other state agencies to evaluate and train public safety employees who work with at-risk youths and applicants who apply to work in those types of positions.

**Prevention PACT Workgroup** – The Prevention Positive Achievement Change Tool (P-PACT) workgroup serves to create/design, and implement a standardized actuarial risk/need assessment for youth served by the Department’s Prevention and Victim Services program area. The project is in partial response to the Office of Program Policy Analysis and Government Accountability (OPPAGA) report recommending DJJ better identify at-risk youth and use proven prevention models.

**Probation Advisory Team (PAT):** Provides a forum for field staff to communicate key issues and recommended solutions to upper management that will foster better working relationships at all levels, promote productivity, improve morale, encourage professional development, share best practices and innovative strategies that will have a positive impact on the daily lives of youth and the staff serving those youth and families.

**Statewide Transition Team:** Meets on a monthly basis to address the reentry initiatives of youth returning from residential placement back into their community. The team is comprised of designated liaisons; DJJ staff (JPOs) and contacted providers, from each circuit throughout the state. Some topics that are discussed can be the community based reentry teams, communication, youth and family needs, etc.; but overall how we can make the transition from residential placement back into the youth’s home community as seamless as possible.

***Statewide Trauma Informed Care Workgroup:*** This workgroup consists of representatives from a variety of state and private organizations whose purpose is to provide cross training on Trauma Informed Care and to develop strategies for improving the systems of care for consumers in our care.

***Departmental Trauma Informed Care Workgroup:*** This workgroup consists of representatives from the various branches and whose purpose is to identify methods for integrating Trauma Informed Care departmentally and to develop training, policy, and/or additional ideas pertaining to its implementation.

***Statewide Workgroup Serving Multi-System Youth (Also known as the Rapid Response Team):*** This workgroup consists of representatives from other state agencies serving youth and whose purpose is to respond to request from circuits on behalf of children, where services either cannot be identified or funding is an issue.

***Florida Children's Cabinet:*** The purpose of this workgroup is to identify and respond to issues, policies and practices pertaining to children served by the multi-agencies (DCF, APD, DOH, DOE, Early Learning, as well as agencies at the Circuit levels.)

***Departmental Grant Committee:*** The purpose of this workgroup is to review possible grant opportunities for the department, and if it is determined to be appropriate for the agency, to assist in writing and reviewing grant proposals.

***Departmental IRB Committee:*** The purpose of this committee is to review proposed research projects pertaining to the Florida juvenile justice population.

***System of Care Workgroup:*** The purpose of this workgroup is to evaluate the system of care for youth in the DCF system including their possible involvement with DJJ.

# **Performance Measures and Standards – LRPP Exhibit II**



## Exhibit II: Performance Measures and Standards

<b>Detention</b>	<b>Approved Prior Year Standard FY 2011-12</b>	<b>Prior Year Actual FY 2011-12</b>	<b>Approved Standards FY 2012-13</b>	<b>Requested FY 2013-14 Standard</b>
<b>80400000 Program: Juvenile Detention Programs</b>				
<b>80400100 Detention Centers</b>				
Percentage of youth who remain crime free while in state-operated secure detention	98%	98%	98%	98%
Number of escapes from state-operated secure detention facilities	0	1	0	0
Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention	0.3	0.2	0.3	0.3
Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention	0.3	0.8	0.3	0.3
Average daily population for state-operated secure detention	1,211	1,039	1,211	998
Percentage of successful state-operated completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court	97%	NA	97%	N/A

## Exhibit II: Performance Measures and Standards

<b>Probation and Community Corrections</b>	<b>Approved Prior Year Standard FY 2011-12</b>	<b>Prior Year Actual FY 2011-12</b>	<b>Approved Standards FY 2012-13</b>	<b>Requested FY 2013-14 Standard</b>
<b>80700000 Program: Probation and Community Corrections Program</b>				
<b>80700100 After Care Service / Conditional Release</b>				
Percentage of youth who remain crime free during Aftercare Supervision	80%	76%	80%	80%
Percentage of youth who remain crime free one year after release from Aftercare Supervision	67%	67%	67%	67%
<b>80700200 Juvenile Probation</b>				
Average daily population for home detention	1,724	1,108	1,724	1,724
Percentage of youth who remain crime free one year after release from probation	81%	81%	81%	81%
Average number of youth served daily by Juvenile Probation Officer	N/A	N/A	41.5	41.5
The number and percentage of referrals that are school related	N/A	13,863 14.4%	13,702 15%	11,206 13%
Number of youths court ordered to probation supervision	40,528	17,250	14,561	14,561
Number of youths received at intake	86,327	58,146	66,934	66,934
Number of youth served by the Redirection Program	1,203	1,749	3,229	3,213
Percentage of youth who remain crime free one year after release from the Redirection program.	65%	70%	65%	65%

## Exhibit II: Performance Measures and Standards

<b>Probation and Community Corrections</b>	<b>Approved Prior Year Standard FY 2011-12</b>	<b>Prior Year Actual FY 2011-12</b>	<b>Approved Standards FY 2012-13</b>	<b>Requested FY 2013-14 Standard</b>
<b>80700300 Non-Resident Delinquent Rehabilitation</b>				
Percent of youths who remain crime free one year after release from probation day treatment.	80%	68%	80%	80%
Number of youth served by civil citation or other similar diversionary program	N/A	N/A	8,000	8,534
Percentage of youth who remain crime free one year after release from civil citation or other similar diversionary program	N/A	N/A	93%	93%
Number of youth diverted from court	N/A	N/A	27,775	19,500

## Exhibit II: Performance Measures and Standards

<b>Executive Direction and Support Services</b>	<b>Approved Prior Year Standard FY 2011-12</b>	<b>Prior Year Actual FY 2011-12</b>	<b>Approved Standards FY 2012-13</b>	<b>Requested FY 2013-14 Standard</b>
<b>80750000 Program: Office of the Secretary/Assistant Secretary for Administrative Services</b>				
<b>80750100 Executive Direction and Support Services</b>				
Total collections of statutorily mandated maintenance fees	\$2,000,000	\$1,251,832.48	\$1,000,000	\$1,000,000
<b>80750200 Information Technology</b>				
Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports.	6	2.5	6	6

## Exhibit II: Performance Measures and Standards

<b>Secure and Non-Secure Residential Services</b>	<b>Approved Prior Year Standard FY 2011-12</b>	<b>Prior Year Actual FY 2011-12</b>	<b>Approved Standards FY 2012-13</b>	<b>Requested FY 2013-14 Standard</b>
<b>80800000 Program: Residential Correction Program</b>				
<b>80800100 Non-Secure Residential Commitment</b>				
Percentage of residential commitment program reviews conducted by Quality Improvement, which indicate satisfactory or higher ratings on Overall Rating Summary of at least 85% on the "Satisfactory Compliance Summary"	85%	85.7%	85%	85%
Percentage of youth who remain crime free one year after release from non-secure commitment	60%	58%	60%	60%
Number of escapes from non-secure residential commitment programs	139	24	60	24
Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	.04	0.13	.04
Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment	0.23	.06	0.23	.06
Total number of youth served in non-secure residential commitment	4,837	5,255	3,895	3,626
Average daily population of youth served in non-secure residential commitment by level (low and moderate)	Low = 156 Mod= 2,514	Low=180 Mod=1,901	Low =219 Mod=2,036	Low = 122 Mod = 1295
Number of non-secure residential commitment beds on line	2,800	2,270	2,255	1,629
Number of youth receiving substance abuse treatment in non-secure residential commitment	1,827	1,849	1,827	1,394

## Exhibit II: Performance Measures and Standards

<b>Secure and Non-Secure Residential Services</b>	<b>Approved Prior Year Standard FY 2011-12</b>	<b>Prior Year Actual FY 2011-12</b>	<b>Approved Standards FY 2012-13</b>	<b>Requested FY 2013-14 Standard</b>
<b>80800200 Secure Residential Commitment</b>				
Percentage of youth who remain crime free one year after release from secure residential commitment	63%	59%	63%	63%
Total number of youth served in secure residential commitment	1,377	1,633	1,215	1,580
Number of secure residential commitment beds on line	1,029	907	908	896
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,074	1,033	1,074	1,033
Rate of incidents involving youth-on-youth batteries per 1000 youth served in secure residential commitment	.13	.03	.13	.03
Rate of incidents involving youth-on-staff batteries per 1000 youth served in secure residential commitment	.28	.05	.28	.05
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=857 Max=120	High=688 Max=157	High=741 Max=165	High = 666 Max = 152
Number of escapes from secure residential commitment programs	0	2	0	0

## Exhibit II: Performance Measures and Standards

<b>Prevention and Victim Services</b>	<b>Approved Prior Year Standard FY 2011-12</b>	<b>Prior Year Actual FY 2011-12</b>	<b>Approved Standards FY 2012-13</b>	<b>Requested FY 2013-14 Standard</b>
<b>80900000 Program: Prevention and Victim Services</b>				
<b>80900100 Delinquency Prevention and Diversion</b>				
Percentage of youth who remain crime free six months after completing prevention programs	87%	94%	87%	94%
Number of youth served through delinquency prevention programs	25,000	20,906	25,000	21,750

# **Assessment of Performance For Approved Performance Measures – LRPP Exhibit III**



# Exhibit III: Performance Measure Assessments

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

**Measure: Number of Escapes from state-operated 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	Over	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:**

One escape occurred from the Gadsden County Courthouse. Upon exiting the courthouse a youth ran from officers. The youth was apprehended within fourteen minutes by the Quincy Police Department. This occurred due to human error as a result of violation of policy or rule. There was a ratio of 2 staff to 3 youth at the time of the incident. One escape occurred from a state operated detention center during outdoor recreation. This occurred due to 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:**

Disciplinary action occurred for one officer for Improper Supervision.

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections Program  
 Service/Budget Entity: After Care/Conditional Release

**Measure: Percentage of youth who remain crime free during Aftercare 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
80%	76%	Under	4%

**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:**

Youth coming out of commitment programs have a high level of recidivism, especially within the first four months of returning to their communities. Youth are being released back into the community environment following a residential placement without consistently being connected to the appropriate service(s).

**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:** N/A

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:**

In an effort to address this issue, the Department is developing a number of Intent to Negotiate (ITN) bids for the gaps in transitional services. The Department is in the initial stages of surveying youth, parents, community stakeholders and providers to identify services to help ensure successful outcomes for youth re-entering their home environment. The ITN's will be developed and contracts will be negotiated and awarded following the ITN process. All 20

judicial circuits have instituted community-based re-entry teams whose purposes are to connect youth and families with established resources in their areas. These teams are instrumental in ensuring that the new services are accessed and utilized. Overall, the main goal is to provide youth returning home with critical services that result in more opportunities for success, while ensuring public safety.

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections Program  
 Service/Budget Entity: Non-Resident Delinquent Rehabilitation

**Measure: Percent of youths who remain crime free one year after release from probation day treatment.**

**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
80%	68%	Under	12%

**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:**

Day treatment programs have traditionally served as alternative school placements with little focus placed on the delivery of effective delinquency interventions. High-risk youth returning from residential commitment programs were co-mingled with low and moderate-risk youth participating in the program as part of their probation supervision. At the end of the school day, youth were sent home to wait (unsupervised) for a parent/ guardian return home from work.

**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:** N/A

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:**

In an effort to transform day treatment services the Department now requires participating youth to receive delinquency intervention services during the afternoon hours (after school gets out) as well as evenings and weekends. Also, front-end youth are no longer co-mingled with the higher risk population returning from residential commitment programs.

# 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	1,251,832	748,168 Under	37.40%

**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:** In the past four completed fiscal years the billings of the program have decreased 28.4% and collections have decreased 57.2%. The closing of departmental programs due to reduction of programs, the adoption of Chapter 985.441, counties operating their own detention centers and assuming pre-disposition responsibilities for the youth in their jurisdiction, the increased focus and success of Prevention programs, dismissal of fees by the court system, and the general decline in the economy have all contributed to the decrease in revenues.

**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 Correctional Facilities  
 Service/Budget Entity: Non-Secure Residential

**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%	58%	2% Under	2%

**Factors Accounting for the Difference:**

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

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

**Explanation:** The risk-assessment tool, Positive Achievement Change Tool (PACT), was developed in Fiscal Year 2008-09, and fully implemented in Fiscal Year 2009-10. By consistently using this validated risk-assessment tool, the Agency has been able to more accurately identify those youths who are “less likely to reoffend” and, therefore, been able to divert those youths from residential commitment. This has resulted in the commitment of youths with more serious offenses or more quantitative offenses who, therefore, are statistically more likely to reoffend.

**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 more serious offenders. Between Fiscal Year 2005-06 and Fiscal Year 2010-11, the number of judicial commitments to residential programs went from 8,205 to 4,722—a reduction of 42.45% in commitments. However, the Average Prior Seriousness Index increased by 3% for the same range of years for those in non-secure commitment.

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

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

**Recommendations:** The Agency continues to re-write its residential commitment contracts to require the use of evidence-based practices. Further, consistent use in commitment programs of the *Effective Behavior Management Curriculum* (taught now for the last two years) and the *Impact of Crime Curriculum* (first taught in Fiscal Year 2011-12) establishes the Department's expectations in this area. Further, the Agency provides services to meet the behavioral, mental health and family-focused needs of the youth in its care. The consistent use of the PACT and the Agency's targeted efforts to improve transition services with successful community re-entry as one of the youth's primary objectives should improve the rate at which youth remain crime-free after residential commitment.

# Exhibit III: Performance Measure Assessments

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

**Measure: Average daily population of youth served in non-secure residential commitment by level (low and moderate)**

**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
Low = 156	Low = 180	24 Over	15.38%
Mod = 2,514	Mod = 1,901	613 Under	24.38%

**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:** 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 more serious offenders.

**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:** The Department's general revenue for residential commitment was reduced and beds were re-engineered to meet the treatment needs of the youth population served. Between Fiscal Year 2005-06 and Fiscal Year 2010-11, the number of judicial commitments to residential programs went from 8,205 to 4,722—a reduction of 42.45% in commitments. However, the Average Prior Seriousness Index increased by 3% for the same range of years for those in non-secure commitment.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department's philosophy is to provide treatment to youths in the least restrictive environment possible when youths are committed and as is appropriate to ensure



public safety. Incorporate best practices into the delivery of delinquency interventions provided in all residential commitment settings. Re-engineer existing bed capacity to support programming needs based on youth assessments. Develop programming practices and procedures to promote service delivery that ensures length of stay is tied to treatment objectives and best practices.

# 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%	59%	4% Under	4%

**Factors Accounting for the Difference:**

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

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

**Explanation:** The risk-assessment tool, Positive Achievement Change Tool (PACT), was developed in Fiscal Year 2008-09, and fully implemented in Fiscal Year 2009-10. By consistently using this validated risk-assessment tool, the Agency has been able to more accurately identify those youths who are “less likely to reoffend” and, therefore, been able to divert those youths from residential commitment. This has resulted in the commitment of youths with more serious offenses or more quantitative offenses who, therefore, are statistically more likely to reoffend.

**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 strives to treat youths in the least restrictive environment possible, resulting in a change in outcomes because adjudicated youth in secure commitment programs are much more serious offenders. Between Fiscal Year 2005-06 and Fiscal Year 2010-11, the number of judicial commitments to residential programs went from 8,205 to 4,722—a reduction of 42.45% in commitments. However, the Average Prior Seriousness Index increased by 3.8% for the same range of years for those in secure commitment.

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

Training

Technology

Personnel

Other (Identify)

**Recommendations:** The Agency continues to re-write its residential commitment contracts to require the use of evidence-based practices. Further, consistent use in commitment programs of the *Effective Behavior Management Curriculum* (taught now for the last two years) and the *Impact of Crime Curriculum* (first taught in Fiscal Year 2011-12) establishes the Department's expectations in this area. Further, the Agency provides services to meet the behavioral, mental health and family-focused needs of the youth in its care. The consistent use of the PACT and the Agency's targeted efforts to improve transition services with successful community re-entry as one of the youth's primary objectives should improve the rate at which youth remain crime-free after residential commitment.

# Exhibit III: Performance Measure Assessments

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

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

**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
1,074	1,033	41 Under	3.82%

**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 difference between actual performance results and approved standards is so slight that it is difficult to identify why this occurred or assign any significance to the percentage difference. Treatments provided are based on youth needs as prescribed by a physician.

**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:** A minor percentage difference in the projected number of youths who will be provided with substance abuse treatments compared with the actual number of youths who receive those treatments in a fiscal year is to be expected.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:** The Agency continues to address the treatment needs of the youths in residential commitment as determined through assessments and comprehensive medical evaluations.

# Exhibit III: Performance Measure Assessments

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

**Measure: Average daily population of youth served in secure residential commitment by level (high 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 = 857	High = 688	169 Under	19.72%
Max = 120	Max = 157	37 Over	30.83%

**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 only maximum-risk program for girls in the state was located at the DeSoto facility that was closed per Legislative proviso language. Further budget reductions were necessary due to the Fiscal Year’s funding, which resulted in the closure of more high-risk beds and the re-allocation of funds to provide needed services for youth.

**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. Between Fiscal Year 2005-06 and Fiscal Year 2010-11, the number of judicial commitments to residential programs went from 8,205 to 4,722—a reduction of 42.45% in commitments. However, the Average Prior Seriousness Index increased by 3.8% for the same range of years in secure commitments.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:** The Agency strives to treat youths in the least restrictive environment possible, resulting in a change in outcomes because adjudicated youth in secure commitment programs are much more serious offenders. Incorporate best practices into the delivery of delinquency interventions provided in all residential commitment settings. Re-engineer existing bed capacity to support programming needs based on youth assessments.

# Exhibit III: Performance Measure Assessments

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

**Measure: Number of escapes from secure 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
0	2	2 Over	200%

**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:** 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
- 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:**

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** While the Department acknowledges that zero escapes from secure residential commitment is a high standard, the Agency continues to set that as the goal. 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 monitoring of adequate staffing ratios with appropriately-trained supervisory personnel to properly influence youth behaviors within each program, are key to achieving this goal.



# Exhibit III: Performance Measure Assessments

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

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

**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
1,399	1,382	17 under	(1.21%)

**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 difference between actual performance results and approved standards is so slight that it is difficult to identify why this occurred or assign any significance to the percentage difference.

**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: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential

**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 = 1,132	High = 841	291 under	(25.7%)
Max = 120	Max = 143	23 over	19.2%

**Factors Accounting for the Difference:**

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

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

**Explanation:** The only maximum-risk program for girls in the state was located at the DeSoto facility that was closed per Legislative proviso language. Further budget reductions were necessary due to the Fiscal Year's funding, which resulted in the closure of more high-risk beds and the re-allocation of funds to provide needed services for youth.

**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: Prevention and Victim Services  
 Service/Budget Entity: Delinquency Prevention and Diversion/80900100

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
25,000	20,906	Under	17.84%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

In previous years youth census numbers were for services provided to all youths, to include youths associated with the Prodigy program managed in the Office of Probation & Community Intervention. During this reporting cycle those youths associated with the Prodigy program were extracted and not reported with the Prevention's youths served census.

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

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

**Explanation:**

There were limited grant funds provided, secondary to contracting requirement changes as directed by the Department of Financial Services; therefore, since that there were fewer grants and as a result, fewer youth served as well.

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

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

**Recommendations:**

N/A

# **Performance Measure Validity and Reliability – LRPP Exhibit IV**

# Exhibit IV: Performance Measure Validity and Reliability

---

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

**Measure:** Percentage of Youth Who Remain Crime Free While in State-Operated 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 IBM-SPSS Statistics® 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 that 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 21 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 on critical data elements. Errors in entering data are also minimized through the use of the Detention Wizard and pull down menus.

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

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

# 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 State-Operated Secure Detention 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:**

The data source for this measure is the Central Communications Center (CCC). Escapes are reported by field staff to the 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.

# 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-Youth Batteries for Every 1,000 Youth Served Daily In State-Operated 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 21 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 on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

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

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



# 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 State-Operated 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 Communications 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-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 21 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 on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

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

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

# EXHIBIT IV: Performance Measure Validity and Reliability

---

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

**Measure:** Average Daily Population for State-Operated 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 21 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 on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

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

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

# EXHIBIT IV: Performance Measure Validity and Reliability

---

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

**Measure: Percentage of Successful State-Operated 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 21 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 procedure on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

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

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

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Probation and Community Corrections Program  
Service/Budget Entity: After Care Service / Conditional Release/80700100

**Measure: Percentage of Youth Who Remain Crime Free During Aftercare 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 Aftercare during the fiscal year that did not violate or commit a new offense during their Aftercare stay resulting in an adjudication, adjudication withheld or adult conviction. Aftercare includes youth under the supervision of a Juvenile Probation Office (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 Aftercare 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 Aftercare supervision.

The percentage of youth who remain crime-free during Aftercare 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 Aftercare supervision by the number of youth released from Aftercare during the fiscal year.

**Validity:**

This calculation and its methodology provide an accurate reflection of the effectiveness of JPOs and contracted providers conducting Aftercare services in the field. This information and process is useful to determine the number of FTEs and contracted slots required to provide Aftercare 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 Aftercare supervision of a JPO. 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.

**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 Aftercare is entered into the JJIS database by Residential Services staff at transition and by JPOs. 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 Aftercare between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. In some cases, data reported by providers was used to help establish reliability of JJIS data. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The stability and accuracy of probation data is good and is improving. It may be relied upon with a high degree of confidence as the basis of management decisions.



# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Probation and Community Corrections Program  
Service/Budget Entity: After Care Service / Conditional Release/80700100

**Measure: Percentage of Youth Who Remain Crime Free One Year After Release From Aftercare 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).

JJIS records are extracted and examined to select those cases that completed Aftercare. "Youth that completed" is defined as all youth who satisfy requirements of Aftercare 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 Aftercare 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 Aftercare is then divided by the total number of youths released from Aftercare 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 Aftercare services, including overlay services, such as counseling. The design of the measure includes those youth under the Aftercare 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 Aftercare 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 Aftercare 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 Aftercare between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within Research and Planning. In some cases, data reported by contracted providers was used to help establish reliability of JJIS data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The stability and accuracy of probation data is good and is improving. It may be relied upon with a high degree of confidence as the basis of management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**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 21 detention centers. 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.

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 on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

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

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

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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** (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:**

Uses a 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 Probation and Community Corrections to examine the accuracy of the figures to be reported in the CAR.

The information is entered into the JJIS database by field staff trained by DIOs 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**Measure: Average Number of Youth Served Daily by 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 data source for this measure is the Juvenile Justice Information System (JJIS). All youth referred to the Department are assigned to a Juvenile Probation Officer (JPO) within JJIS. A JJIS report was used to provide the number of youth currently open and assigned to a JPO. The number was then divided by the number of filled JPO and Senior JPO positions on the date of the report.

**Validity:**

The methodology used to derive the average number of youth served daily by JPOs is a one-day snapshot. Because caseloads are relatively stable throughout the year, this count provides an appropriate budget and policy 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. The stability and accuracy of probation data is very high. The number of active JPOs is maintained in an electronic database by Probation and Community Intervention Human Resources staff at the Headquarters Office. Headquarters staff maintain very reliable counts of staff, as all staffing changes are processed through this central office.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**Measure: The Number and Percentage of Referrals That Are School Related**

**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). Offenses that occur on school property are flagged in JJIS when the charges are entered by field staff. The school flag is a mandatory field, so staff must select Yes or No for this item in order to continue data entry. JJIS school referral data records are extracted and examined by staff of DJJ Research and Planning using Microsoft SQL® and IBM-SPSS Statistics® software.

To determine the percentage of referrals that are school related, the number of school referrals occurring during the fiscal year is divided by the total number of referrals received during the fiscal year.

**Validity:**

This calculation and its methodology provide an accurate reflection of school referrals. The JJIS system has a high degree of data integrity, and this measure is based on a very straightforward calculation.

**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 referred to the Department is entered into the JJIS database by field staff at intake. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning Office, 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 data entries. 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. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**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 Probation and Community Corrections to examine the accuracy of the figures.

The information is entered into the Information System by field staff 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.



# EXHIBIT IV: Performance Measure Validity and Reliability

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

**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 Probation and Community Corrections to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**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 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 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 (DOC), 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 trained by DIOs 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Probation and Community Corrections Program  
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-Resident 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 day treatment is entered into the JJIS database by Residential Services staff and by Juvenile Probation Officers 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-Resident Delinquency Rehabilitation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The information is entered into the JJIS database by field staff and providers who are trained by DIOs 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Probation and Community Corrections Program  
Service/Budget Entity: Non-Resident Delinquent Rehabilitation/80700300

**Measure: Number of Youth Served by Civil Citation or Other Similar Diversionary 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 data source for this measure is the Juvenile Justice Information System (JJIS). This is a new measure generated from the implementation of statewide civil citation programs to be offered in every Florida County. Civil citation data is entered into the JJIS Prevention Web by field staff upon notification from law enforcement issuing the citation. Each month, the Department extracts data from JJIS to conduct analyses.

The number of youth served by civil citation is calculated in IBM-SPSS Statistics® software using the “Civil Citation” data extract. All youth who received at least one day of service in a Civil Citation program during the fiscal year are included in the count. Youth are unduplicated, so that in the rare even that a youth has two civil citation service records, the youth is counted as just one youth served.

**Validity:**

This calculation and its methodology provide an accurate reflection of the number of youth served through Civil Citation programs funded by the Department. All youth served through the Department’s Civil Citation programs must be entered into JJIS, and the measure is a simple unduplicated count of those youth pulled from the JJIS system.

**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 referred to the Department is entered into the JJIS database by field staff at intake. Data Integrity Officers (DIOs), under the direction of the agency’s Research and Planning Office, train and monitor field staff with regard to accuracy of data entry.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Probation and Community Corrections Program  
Service/Budget Entity: Non-Resident Delinquent Rehabilitation/80700300

**Measure: Percentage of Youth Who Remain Crime Free One Year After Release From Civil Citation or Other Similar Diversionary 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 data source for this measure is the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), and the Florida Department of Corrections (DOC).

This is defined as the percentage of youth who completed a civil citation program during the fiscal year that did not violate or commit a new offense within 12 months of their release that is adjudicated as “yes” or “withheld.”

JJIS records are extracted and examined to select those youth that completed a civil citation program. “Youth that complete” is defined as all youth who satisfied requirements of civil citation. Subsequent records of these youth are studied to determine whether they committed a new offense within 12 months post-release for which they were adjudicated, convicted, or had disposition of adjudication withheld as a juvenile or an adult. All youth who completed civil citation are matched with JJIS, FDLE, and DOC databases to determine the number who remain crime-free.

The total number of youth who are 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 civil citation is then divided by the total number of youth released from civil citation 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 civil citation services. The 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 completion of a Civil Citation 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 Civil Citation is entered by field staff. 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 as completing Civil Citation placement between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The stability and accuracy of civil citation data is good and is improving. It may be relied upon with a high degree of confidence as the basis of management decisions.



# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Probation and Community Corrections Program  
Service/Budget Entity: Non-Resident Delinquent Rehabilitation/80700300

**Measure:** Number of Youth Diverted From 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). This figure is defined as the number of youth who are disposed to a diversion program from court. The number of youth court-ordered to complete a diversionary program is calculated by analyzing disposition status in JJIS. The resulting number of youth with a diversion disposition is summed to provide a total.

**Validity:**

This calculation and its methodology provide an accurate reflection of the number of youth disposed to a diversion program. All youth disposed to diversion programs must be entered into JJIS, and the measure is a simple unduplicated count of those youth pulled from the JJIS system.

**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 referred to the Department is entered into the JJIS database by field staff at intake. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning Office, 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. 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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' (DFS) records. Field staff enters offender information into the Juvenile Justice Information System (JJIS). The Bureau of Finance and Accounting extracts that information and creates 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Secretary/Assistant Secretary Administrative Services  
Service/Budget Entity: Information Technology/80750200

**Measure: Timeliness (in seconds) of Processing 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.

**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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**Measure: Percentage of Residential Commitment Program Reviews Conducted by Quality Improvement, Which Indicate Satisfactory or Higher Ratings on Overall Rating Summary of at least 85% on the “Satisfactory Compliance Summary”**

**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 Improvement (QI) 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 is then divided by the total number of programs.

**Validity:**

QI measures overall performance of programs and focuses on best practices. In an effort to continually “raise the bar” of residential program performances the QI process provides a comprehensive evaluation of program practices, performance, and compliance with standards. QI 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:**

Policy 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 QI 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 program area interpretations and advice are put on the Department’s QI web site under ‘clarifications’ which QI team leaders are instructed to review prior to each QI visit. The measures described above result in a high degree of consistency and inter-rater reliability in QI reviews, and scores may be relied upon as a basis for management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 (DOC) 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 that remains 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 Planning.

**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 on critical data elements, admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data.

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

Multiple checks of the accuracy of data regarding youth placement admissions, releases, and release reasons are performed at various levels within the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 Residential Services. 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 Services 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**Measure: Rate of Incidents Involving 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 Residential Services 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 Residential Services, 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 on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. Research and Planning extracts and analyzes JJIS data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-youth batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**Measure: Rate of Incidents Involving 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 Residential Services and the Juvenile Justice Information System (JJIS). Youth placement information used to derive resident days is extracted from the 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 Residential Services, 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 Data Integrity Officers (DIO) 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 on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. Research and Planning extracts and analyzes JJIS data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-youth batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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**

**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 JJIS 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 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 on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in

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

Multiple checks of the accuracy of data regarding youth placement, admissions, releases, and release reasons are performed at various levels with the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 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 on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html). Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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

**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 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

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 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.



# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 (DOC) 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 DOC 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 that remains 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 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 on critical data elements.

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

Multiple checks of the accuracy of data regarding youth placement admissions, releases, and release reasons are performed at various levels within the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 JJIS by field staff and providers in the three residential regions. Residential commitment data from JJIS 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 program area.

**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 on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are

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

Multiple checks of the accuracy of data regarding youth placement, admissions, releases, and release reasons are performed at various levels with the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 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

# EXHIBIT IV: Performance Measure Validity and Reliability

---

Department: 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 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.

# Exhibit IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Residential Corrections Program  
Service/Budget Entity: Secure Residential Commitment/80800200

**Measure: Rate of Incidents Involving Youth-on-Youth Batteries Per Every 1,000 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:**

The data sources for this measure are the incident database maintained by Residential Services 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 Residential Services, 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 on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-youth batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.



# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Residential Corrections Program  
Service/Budget Entity: Secure Residential Commitment/80800200

**Measure: Rate of Incidents Involving Youth-on-Staff Batteries Per Every 1,000 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:**

The data sources for this measure are derived from the incident database maintained by Residential Services 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 Residential Services, 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 Data Integrity Officers (DIO) 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 on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-youth batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: Juvenile Justice  
Program: Residential Corrections 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** (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 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 on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

Multiple check of the accuracy of data regarding youth placement, admissions, releases, and release reasons are performed at various levels within the Department. Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 Residential Services. 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 Services 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 provide 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.

# EXHIBIT IV: Performance Measure Validity and Reliability

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Department: 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 provide 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 2012-13 (Words)	Associated Activities Title
<b>80400000 Program: Juvenile Detention Programs 80400100 Detention Centers</b>		
1	Percentage of youth who remain crime free while in state-operated secure detention.	ACT0510 Secure Supervision ACT0530 Mental health services
2	Number of escapes from state-operated secure detention facilities	ACT0510 Secure Supervision
3	Number of youth-on-youth batteries per every 1000 youth served daily in state-operated 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 state-operated secure detention	ACT0510 Secure Supervision ACT0530 Mental Health Services ACT0520 Health Services
5	Average daily population for state-operated secure detention.	ACT0510 Secure Supervision ACT0530 Mental Health Services ACT0560 Transportation Services ACT0540 Food Services
6	Percentage of successful state-operated 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



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

Measure Number	Approved Performance Measures for FY 2012-13 (Words)	Associated Activities Title
<b>80700000 Program: Probation And Community Corrections Program 80700100 After Care Service / Conditional Release</b>		
1	Percentage of youth who remain crime free during Aftercare supervision	ACT0600 Counseling and Supervision–Contracted, ACT0610 Counseling and Supervision – State Provided
2	Percentage of youth who remain crime free one year after release from Aftercare supervision	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided
<b>80700200 Juvenile Probation</b>		
3	Average daily population for home detention	ACT0610 Counseling and Supervision – State Provided
4	Percentage of youth who remain crime free one year after release from probation	ACT0610 Counseling and Supervision – State Provided ACT0600 Counseling and Supervision – Contracted
5	Average number of youth served daily by Juvenile Probation Officer	ACT0610 Counseling and Supervision – State Provided
6	Number and percentage of referrals that are school related	ACT0610 Counseling and Supervision – State Provided
7	Number of youths court ordered to probation supervision	ACT0610 Counseling and Supervision – State Provided
8	Number of youths received at intake	ACT0710 Intake and Screening
9	Number of youth served by the Redirection Program	ACT0600 Counseling and Supervision - Contracted
10	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 2012-13 (Words)	Associated Activities Title
<b>80700300 Non-Resident Delinquent Rehabilitation</b>		
11	Percent of youths who remain crime free one year after release probation day treatment	ACT0720 Diversion ACT0750-Sexual Offender Treatment ACT0600 Counseling and Supervision – Contracted
12	Number of youth served by civil citation or other similar diversionary program	ACT0600 Counseling and Supervision – Contracted ACT0750-Sexual Offender Treatment
13	Percentage of youth who remain crime free one year after release from civil citation or other similar diversionary program	ACT0720 Diversion ACT0750-Sexual Offender Treatment ACT0600 Counseling and Supervision – Contracted
14	Number of youth diverted from court	ACT0720 Diversion ACT0600 Counseling and Supervision – Contracted

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

Measure Number	Approved Performance Measures for FY 2012-13 (Words)	Associated Activities Title
<b>80750000 Program: Office Of The Secretary/Assistant Secretary For Administrative Services 80750100 Executive Direction and Support Services</b>		
1	Total collections of statutorily mandated maintenance fees	ACT0100 Finance and Accounting
<b>80750200 Information Technology</b>		
2	Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	ACT0320 Information Technology--Application Development

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

Measure Number	Approved Performance Measures for FY 2012-13 (Words)	Associated Activities Title
<b>80800000 Program: Residential Correction Program</b>		
1	Percentage of residential commitment program reviews conducted by Quality Improvement, which indicate satisfactory or higher ratings on Overall Rating Summary of at least 85% on the "Satisfactory Compliance Summary".	ACT0010-Executive Direction
<b>80800100 Non-Secure Resident Commitment</b>		
2	Percentage of youth who remain crime free one year after release from non-secure commitment.	ACT0800-Behavior Training and Life Skills ACT0750-Sexual Offender Treatment ACT0820-Vocational Training
3	Number of escapes from non-secure residential commitment programs.	ACT0790-Care and Custody
4	Rate of incidents involving youth on youth batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
5	Rate of incidents involving youth on staff batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
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 2012-13 (Words)	Associated Activities Title
<b>80800200 Secure Resident Commitment</b>		
10	Percentage of youth who remain crime free one year after release from secure commitment.	ACT0750-Sexual Offender Treatment ACT0820-Vocational Training ACT0800-Behavior Training and Life Skills
11	Number of escapes from secure residential commitment programs.	ACT0790-Care and Custody
12	Rate of incidents involving youth on youth batteries per every 1000 youth served daily in secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
13	Rate of incidents involving 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 2012-13 (Words)	Associated Activities Title
<b>80900000 Program: Prevention and Victim Services 80900100 Delinquency Prevention and Diversion</b>		
1	Percentage of youth served through delinquency prevention programs	ACT 910 Secure CINS/FINS ACT920 Non-Secure CINS/FINS ACT930- Female Diversion Programs ACT940-School Attendance ACT950-Employment Services ACT960-Violence Reduction ACT970-After School Programming
2	Number of youth that remain crime free six months after completing prevention programs	ACT 910 Secure CINS/FINS ACT920 Non-Secure CINS/FINS ACT930- Female Diversion Programs ACT940-School Attendance ACT950-Employment Services ACT960-Violence Reduction ACT970-After School Programming



## Glossary of Terms and Acronyms

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

### A

**Adjudicated Delinquent/Adjudication/Re-Adjudicated** – Once a child has been found to have committed a violation of law or delinquent act, the judge can formally adjudicate the child and commit the child to the custody of the Department or place the child on probation with the Department.

**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

**IMPACT** – Although reflected in all capital letters, the term IMPACT is not an acronym. Instead it is the trademark name for one of the first assessment and training products by Ergometrics, the nation's leader in public safety simulation test development.

**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 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.

**Online Training** – A course that is delivered entirely through the internet. The learner may complete practice exercises, pretests, quizzes, or posttests and receive programmed feedback. There is no interaction with an instructor.

**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.

**PREA** – Prison Rape Elimination Act

**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 Improvement (QI)** – 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 Multi-systemic 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.

**Relative Rate Index (RRI)** – The relative rate of referral to the Department when controlling for the population size, race, and ethnicity.

**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

**Trauma-Informed Care (TIC)** – The National Association of State Mental Health Program Directors (NASMHPD) defines trauma as the experience of violence and victimization including sexual abuse, physical abuse, severe neglect, loss, domestic violence and/or the witnessing of violence, terrorism, or disasters. Trauma will be acknowledged and addressed by DJJ as we provide services that are trauma-informed and promote healing in the children entrusted to the Department's care.

## 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.

**Webinar** – A live presentation or lecture delivered over the internet. Webinars (WEB-based seminar) may be a one-way Webcast or there may be interaction between the audience and the presenters through typed comments and questions or conference calling.

## X-Y-Z