



FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Rick Scott, Governor

Christina K. Daly, Interim Secretary

LONG RANGE PROGRAM PLAN

Department of Juvenile Justice
Tallahassee

September 30, 2014

Cynthia Kelly, 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

Cindy Kynoch, Staff Director
Senate Appropriations 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 2015-16 through Fiscal Year 2019-20. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <http://www.djj.state.fl.us/about-us/open-government>. I have approved this submission.

Sincerely,

A handwritten signature in black ink, appearing to read "Christina K. Daly".

Christina K. Daly
Interim Secretary

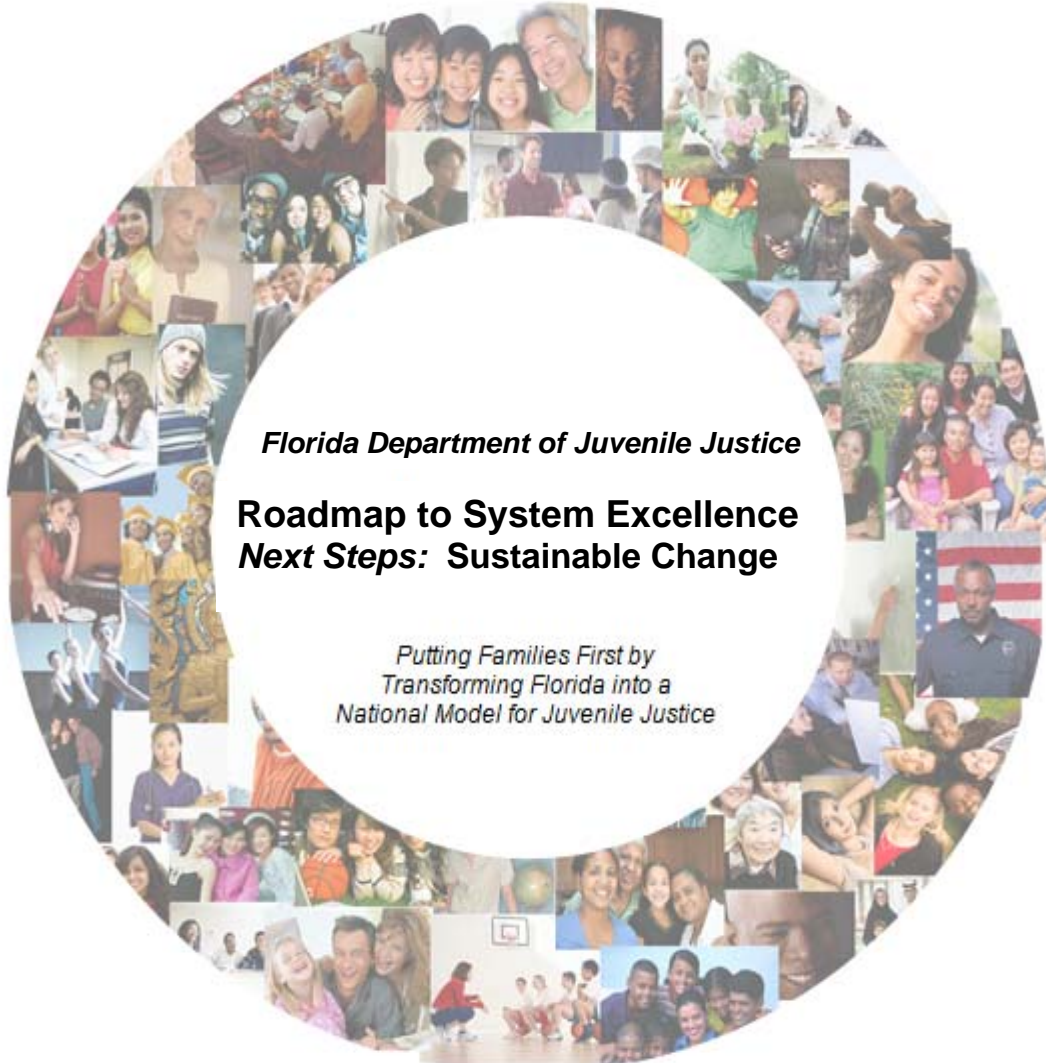
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The mission of the Department of Juvenile Justice is to increase public safety by reducing juvenile delinquency through effective prevention, intervention, and treatment services that strengthen families and turn around the lives of troubled youth.



Florida Department
of Juvenile Justice
Long Range Program Plan

FY 2015-16
through
FY 2019-20



Florida Department of Juvenile Justice
Roadmap to System Excellence
Next Steps: Sustainable Change

*Putting Families First by
Transforming Florida into a
National Model for Juvenile Justice*

Rick Scott, Governor

Christina K. Daly, Interim Secretary

Department of Juvenile Justice

Mission and Goals

Our Mission

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

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

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

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

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

Our Goals

- Prevent More Youth from Entering or Becoming Further Involved With the Juvenile Justice System
- Divert More Youth from Involvement with the Juvenile Justice System
- Use Secure Detention Only When Necessary
- Provide Optimal Services
- Ensure Appropriate Youth Placement and Utilization of Residential Beds
- Improve Communication and Collaboration
- Enhance Workforce Effectiveness
- Realign Resources

Agency Goals and Objectives

Goal 1: Prevent More Youth from Entering or Becoming Further Involved With the Juvenile Justice System

Objective: Reduce the number of youth reentering the juvenile justice system after receiving prevention services.

Objective: Increase awareness of prevention opportunities in all circuits so that more youth can be served through delinquency prevention programs.

Objective: Administer the Prevention Assessment Tool (PAT) to all youth identified as needing prevention services.

Objective: Reduce the overrepresentation of minority youth at each point of contact in Florida's juvenile justice system.

Goal 2: Divert More Youth from Involvement with the Juvenile Justice System

Objective: Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.

Objective: Formalize a program with schools to prevent truancy and other status offense referrals of middle and elementary school students.

Goal 3: Use Secure Detention Only When Necessary

Objective: Provide appropriate alternatives to detention for youth who do not pose a risk to public safety and are likely to show up for court.

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 services for respite beds for youth charged with domestic violence.

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

Objective: Place youth who do not pose a risk to public safety in non-secure alternatives such as, electronic monitoring, and respite care, which allow them to remain at home and in their communities.

Objective: Expand the Juvenile Detention Alternative Initiative.

Goal 4: Provide Optimal Services

Objective: Provide an atmosphere that is safe, secure, and rehabilitation-focused on the individual needs of both the youth and their families and even their communities.

Objective: Provide evidence-based or promising practices for interventions, gender-responsive programs, trauma-informed practices, opportunities for family involvement, and a seamless continuity with a youth's education.

Goal 5: Ensure Appropriate Youth Placement and Utilization of Residential Beds

Objective: Evaluate each youth's needs effectively to ensure placement provides individualized services that best serve the youth.

Objective: Operate a system that allows for realignment of resources to provide appropriate services at every level within the system.

Goal 6: Improve Communication and Collaboration

Objective: Increase efforts to form partnerships and collaborate with others involved and connected with the juvenile justice system, including faith and community-based organizations and workforce providers.

Objective: Strengthen relationships with community partners and provide community outreach including parent and youth forums.

Objective: Enhance and strengthen relationships between youth and law enforcement officers and court personnel.

Goal 7: Enhance Workforce Effectiveness

Objective: Ensure suitability of staff for working with juvenile justice youth.

Objective: Create training for direct-care academies and in-service training on human trafficking.

Objective: Use data to assess needs and identify best practices.

Objective: Maintain effective, comprehensive training and certification programs specific to direct-care staff and validate DJJ's certification programs for long-term fidelity.

Objective: Collaborate with stakeholders on all training activities that involve DJJ's workforce and with other agencies to share expertise and mitigate risk.

Objective: Rewrite two rules: 1) Direct Care Staff Training 63-H-2 (FAC) and 2) Protective Action Response (PAR) Rule 63-H-1, (FAC), Authorized Mechanical Restraints.

Objective: Conduct an analysis and develop a career ladder for leadership development.

Objective: Seek compensation for direct care workers comparable to that of other similar state and national positions.

Objective: Continue to implement trauma-informed practices throughout the detention system.

Goal 8: Realign Resources

Objective: Provide the right service, at the right place, in the right way, at the right time.

Agency Service Outcomes Performance Projections

Goal 1: Prevent More Youth from Entering or Becoming Further Involved with the Juvenile Justice System

Objective: Reduce the number of youth reentering the juvenile justice system after receiving prevention services.

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

Baseline FY 2012-13	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
93%	93%	93%	93%	93%	93%

Objective: Increase awareness of prevention opportunities in all circuits so that more youth can be served through delinquency prevention programs.

Objective: Administer the Prevention Assessment Tool (PAT) to all youth identified as needing prevention services.

Outcome: Number of youth served through delinquency prevention programs.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
47,478	40,000	40,000	40,000	40,000	40,000

Objective: Reduce the overrepresentation of minority youth at each point of contact in Florida's juvenile justice system.

Outcome: Relative Rate Index of arrests for black youth compared to white youth.

Baseline FY 2012-13	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
2.9	2.88	2.86	2.84	2.82	2.80

Goal 2: Divert More Youth from Involvement with the Juvenile Justice System

Objective: Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.

Outcome: The number of youth diverted from court.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
17,066	12,497	10,694	9,151	7,831	6,701

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
10,309	11,366	11,934	12,531	13,157	13,815

Outcome: Reduce the number of low and moderate-risk youth from entering residential commitment through effective community-based interventions.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
430	348	313	282	254	228

Objective: Formalize a program with schools to prevent truancy and other status offense referrals of middle and elementary school students.

Outcome: The number of arrests that are school related.

Baseline FY2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
10,359	8,160	7,243	6,428	5,705	5,064

Goal 3: Use Secure Detention Only When Necessary

Objective: Provide appropriate alternatives to detention for youth who do not pose a risk to public safety and are likely to show up for court.

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 services for respite beds for youth charged with domestic violence.

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

Objective: Place youth who do not pose a risk to public safety in non-secure alternatives such as, electronic monitoring, and respite care, which allow them to remain at home and in their communities.

Objective: Expand the Juvenile Detention Alternative Initiative.

Outcome: Number of youth supervised using electronic monitoring units as an alternative to secure detention.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
2,649	2,756	2,811	2,867	2,924	2,983

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

Baseline FY2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
872	1,012	1,012	1,012	1,012	1,012

Outcome: The number of youth admitted to secure detention solely for failure to appear.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
4,324	4,153	4,070	3,988	3,909	3,830

Goal 4: Provide Optimal Services

Objective: Provide an atmosphere that is safe, secure, and rehabilitation-focused on the individual needs of both the youth and their families and even their communities.

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 2012-13	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
61%	75%	75%	75%	75%	75%

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
2,148	2,070	2,070	2,070	2,070	2,070

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
641	634	634	634	634	634

Objective: Provide evidence-based or promising practices for interventions, gender-responsive programs, trauma-informed practices, opportunities for family involvement, and a seamless continuity with a youth's education.

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
100%	100%	100%	100%	100%	100%

Outcome: Percentage of residential programs providing gender-specific programming.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
100%	100%	100%	100%	100%	100%

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

Baseline FY 2012-13	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
56%	63%	63%	63%	63%	63%

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

Baseline FY 2012-13	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
58%	60%	60%	60%	60%	60%

Outcome: Percentage of residential commitment program reviews conducted by Quality Improvement, that will have zero (0) “failed” and no more than one (1) “limited” critical indicator on all applicable indicators reviewed.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
59%	85%	85%	85%	85%	85%

Outcome: Vocational Type 3, Certification, in Residential programs.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
44%	44%	44%	44%	44%	44%

Outcome: Number of detention centers providing daily Life Skills Groups.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
100%	100%	100%	100%	100%	100%

Goal 5: Ensure Appropriate Youth Placement and Utilization of Residential Beds

Objective: Evaluate each youth’s needs effectively to ensure placement provides individualized services that best serve the youth.

Objective: Operate a system that allows for realignment of resources to provide appropriate services at every level within the system.

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
3,486	3,340	3,340	3,340	3,340	3,340

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
1,420	1,515	1,515	1,515	1,515	1,515

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
1,373	1,455	1,455	1,455	1,455	1,455

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
1,227	1,215	1,215	1,215	1,215	1,215

Outcome: Number of secure residential commitment beds on line.

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
724	717	717	717	717	717

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
639	717	717	717	717	717

Goal 6: Improve Communication and Collaboration

Objective: Increase efforts to form partnerships and collaborate with others involved and connected with the juvenile justice system, including faith and community-based organizations and workforce providers.

Objective: Strengthen relationships with community partners and provide community outreach including parent and youth forums.

Objective: Enhance and strengthen relationships between youth and law enforcement officers and court personnel.

Goal 7: Enhance Workforce Effectiveness

Objective: Ensure suitability of staff for working with juvenile justice youth.

Objective: Create training for direct-care academies and in-service training on human trafficking.

Objective: Use data to assess needs and identify best practices.

Objective: Maintain effective, comprehensive training and certification programs specific to direct-care staff and; validate DJJ’s certification programs for long-term fidelity.

Objective: Collaborate with stakeholders on all training activities that involve DJJ’s workforce and with other agencies to share expertise and mitigate risk.

Objective: Rewrite two rules: 1) Direct Care Staff Training 63-H-2 (FAC) and 2) Protective Action Response (PAR) Rule 63-H-1, (FAC), Authorized Mechanical Restraints.

Objective: Conduct an analysis and develop a career ladder for leadership development.

Objective: Continue to implement trauma-informed practices throughout the detention system.

Objective: Seek compensation for direct care workers comparable to that of other similar state and national positions.

Outcome: Agency turnover rate.

Baseline FY2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
12.5%	12.5%	12.5%	12.5%	12.5%	12.5%

Goal 8: Realign Resources

Objective: Provide the right service, at the right place, in the right way, at the right time.

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

Baseline FY 2013-14	FY 2015-16 Projection	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection
1,378	1,646	1,679	1,713	1,747	1,782

NOTE: Some fiscal year 2013-14 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 will continue to validate the data, and final agency numbers will be reported in the Department’s Comprehensive Accountability Report issued in December 2014.

Linkage to Governor’s Priorities

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

- **Improving Education**
 - World Class Education
- **Economic Development and Job Creation**
 - Focus on Job Growth and Retention
 - Reduce Taxes
 - Regulatory Reform
 - Phase Out Florida’s Corporate Income Tax
- **Maintaining Affordable Cost of Living in Florida**
 - Accountability Budgeting
 - Reduce Government Spending
 - Reduce Taxes
 - Phase Out Florida’s Corporate Income Tax

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 8 goals and the Governor’s priorities based on a “high” to “low” 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.

		GOVERNOR'S PRIORITIES								
		Improving Education	Economic Development and Job Creation				Maintaining Affordable Cost of Living in Florida			
Correlation Legend: 3 = High correlation 2 = Medium correlation 1 = Low correlation 0 = No correlation		World Class Education	Focus on Job Growth and Retention	Reduce Taxes	Regulatory Reform	Phase Out Florida's Corporate Income Tax	Accountability Budgeting	Reduce Government Spending	Reduce Taxes	Phase Out Florida's Corporate Income Tax
DJJ GOALS	Prevent More Youth from Entering the Juvenile Justice System	2	2	0	0	0	3	3	0	0
	Divert More Youth from Involvement with the Juvenile Justice System	2	2	0	0	0	3	3	0	0
	Utilize Secure Detention Only When Necessary	1	1	0	1	0	3	3	0	0
	Provide Optimal Services	2	2	0	0	0	1	1	0	0
	Ensure Appropriate Youth Placement and Appropriate Utilization of Residential Beds	1	1	0	0	0	3	3	0	0
	Improve Communication and Collaboration	0	3	1	0	0	1	1	1	0
	Enhance Workforce Effectiveness	0	3	1	0	0	1	1	1	0
	Realign Resources	0	3	3	0	0	3	2	3	0
Score	8	17	5	1	0	18	17	5	0	
DJJ Ability to Impact	Low	Modest	Low	Low	None	High	High	Low	None	

Trends and Conditions

Described and analyzed within this section are the trends and conditions about Florida's juvenile population, juvenile delinquency, and priority actions of the Department of Juvenile Justice (the Department, DJJ, the agency). 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 delivers programs and services through delinquency prevention, diversion, detention, residential commitment, community supervision, and administrative activities. DJJ intervened with more than 44,634 referred juveniles and another 47,478 at-risk youth in fiscal year 2013-14.

Agency Statutory Authority

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

1. Increasing public safety by reducing juvenile delinquency through effective prevention, intervention, and treatment services that strengthen and reform the lives of children.
2. Planning, coordinating and managing the delivery of programs and services within the juvenile justice continuum, including the areas of prevention, detention, probation and community intervention, and residential services.
3. Caring for children in the least restrictive and most appropriate service environments, and utilizing trauma-informed care as an approach to treatment for children with histories of trauma.
4. Allocating resources for the most effective programs, services and treatments to ensure that children, their families and their community support systems are connected with these programs at the points along the juvenile justice continuum where they will have the most positive impact.
5. Preserving and strengthening the child's family and community ties whenever possible.
6. Providing an environment that fosters healthy social, emotional, intellectual, educational and physical development; ensuring secure and safe custody; and promoting the health and well-being of all children under the state's care.
7. Ensuring the protection of society, by providing for a comprehensive standardized assessment of children's needs so that the most appropriate placements, services, treatments and sanctions can be administered.

2014 Florida Statute Revision

A major strategy of ensuring the sustainability of recent reform is the codification of improvements in statute. DJJ's main priority passed the 2014 Legislature unanimously. The legislation makes a number of significant changes to our principle statute, Chapter 985. These changes align the statutes with evidence-based or proven practices and reforms that place an emphasis on prevention and providing an individualized, treatment-based approach to youth involved with the juvenile justice system in order to rehabilitate youth, protect the public and correlate with the goals in this LRPP.

Specific changes include:

- Creation of an individual statute to focus on prevention.
- Expansion of transition services.
- Allowing opportunities for evening reporting centers and other alternatives to secure detention.
- Creating a criminal statute for the neglect of any youth while in DJJ custody.
- Placing accountability and reporting requirements on DJJ and enhancing the performance accountability system for service providers.
- Limiting residential programs to 90 beds.
- Combining low and moderate residential risk levels to a "nonsecure level."
- Requiring children be placed in detention in the circuit nearest their residence.
- Allowing alternative consequences for technical violations of probation with judicial approval.
- Restricting commitment eligibility by requiring that 3 misdemeanors must have occurred within the last 18 months.

Furthermore, DJJ's other priority, Juvenile Justice Education, also passed the 2014 legislature. This legislation was incorporated as part of a larger education package. Education is paramount to successful outcomes for at-risk and delinquent youth. Key provisions in this legislation include:

- Facilitating successful re-entry by enhancing transition services to include career education.
- Providing increased career education opportunities for youth in residential programs.
- Ensuring quality education by requiring accountability and performance measurements.

Selection of Priorities

DJJ's goals were selected after review of the agency mission, vision, and a more balanced approach of aligning Florida's juvenile justice system with evidence-based or proven practices and values. A process that included a Strengths Weakness Opportunities Threat (SWOT) analysis was used to develop the FY 2015-16 - 2019-20, 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. These priorities do not discard any goal.

Building on its Roadmap to System Excellence, DJJ engaged in numerous thoughtful efforts to seek input for revisions and feedback on proposed changes from internal and external stakeholders. This multi-year, extensive exercise culminated in the passage of several bills that made amendments to a variety of statutes, primarily within Chapter 985, F.S., relating to DJJ, its duties and its programs. DJJ began a review of Chapter 985 with the goal of bringing the statutes in line with current practices, as well as the initiatives presented in this Long Range Program Plan. Florida Statutes that govern DJJ must incorporate best practices in order to help reduce the number of youth within the juvenile justice system and allow them to be better served in their communities.

DJJ will continue to reach out to stakeholders throughout the state for comment about how the juvenile justice system works in Florida. This is an all-inclusive and open process that will help shape DJJ's future legislative proposals. As DJJ moves forward we will continue the practices of data-driven decision making, soliciting feedback, reporting progress and making modifications as needed.

Department of Juvenile Justice Goals

To reduce delinquency and recidivism, DJJ will:

- Prevent more youth from entering or becoming further involved with the juvenile justice system;
- Divert more youth from involvement with the juvenile justice system;
- Use secure detention only when necessary;
- Provide optimal services;
- Ensure appropriate youth placement and utilization of residential beds;
- Improve communication and collaboration;
- Enhance workforce effectiveness; and
- Realign resources.

The 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- and moderate-risk juvenile offenders outside of secure detention and residential placements, while continuing to provide appropriate sanctions for youth involved in serious and violent offenses. 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- and moderate-risk juvenile offenders, improve the effectiveness of programs for those youth who are in our custody and care 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:

- Rely on data and research to guide decision making;
- Reduce the juvenile justice pipeline;
- Place greater emphasis on prevention and diversion;
- Improve communication and collaboration;
- Capitalize on family and community involvement;
- Tailor services, treatment and placement, when necessary, to individualized risks and needs; and
- Provide optimal services.

Factors that Drive Our Continued Reform Efforts

DJJ has been making changes necessary **to provide the right services, in the right place, in the right way, at the right time to youth in our care.** We are passionately committed to that goal and it drives all that we do.

We have aggressively updated our statutes, practices and policies to align with the latest and best research, such as the following:

- Previous efforts of juvenile justice systems have done little to deter crime and decades of harsh punishment for serious offenders have not been effective. Recidivism rates have barely changed during that time. But the answer is not to inflict harsher punishments. Recent and compelling research has shown that the previous “tough on crime” and “scared straight” approaches, such as weekend lock-ups, are not deterrents to crime. If anything, they are the opposite. ***This fact has been reflected in the 2014 statute change repealing jail tours***) Removing children from their home and confining them with other delinquent youth often only serves to create an environment where they learn to be better criminals. **We must make strategic decisions about the detention and residential placement of youth and strive to care for them in the least restrictive environment. Our 2014 statute revision supports and sustains this practice.**
- There are distinct and notable differences between children and adults, especially in terms of brain development. Youth are not little adults. Their brains have not fully matured until the age of 25 or 26, and they do not have the decision-making skills or self-control that adults do. They may see themselves as invincible and fail to realize the consequences of their actions, even after their behavior. When a youth is asked why he/she chose to make a poor decision and replies, “I don’t know,” that actually may be the truth. Therefore, treating youth as adults will not improve their delinquent behavior and may further contribute to the trauma, abuse, and/or neglect that about 80% of juvenile justice-involved youth have experienced. **We must understand the characteristics unique to adolescents and incorporate strategies to best serve them.**
- Evaluating youth’s risks and needs and providing appropriate services and treatment that specifically match their unique profile is critical and is the most effective way to deter future offending. No youth is the same as the next, and all must have a carefully crafted

plan to care, guide, and unify them with their family and community. **We must recognize that each youth is different and individualize our services.**

- Families are indeed critical to the success of their children and to ensuring they are non-delinquent. However, families face many challenges in today's world and some parents are struggling with their own issues (financial, homelessness, drug or alcohol abuse, mental health, lack of education, inadequate parenting skills, etc.). As DJJ assesses the needs and risk factors of the youth who are involved with our system or in danger of becoming so, families must be included in the assessment of needs, wrap-around services and treatment, and community connections. **We must support the entire family unit to support their children's success. *This need is also now supported in the 2014 statute revision.***
- **Gender responsiveness and trauma-informed care must be infused in all we do.** Girls enter the juvenile justice system differently from boys, frequently for non-violent offenses. An understanding of who these girls are, the prevalent history of trauma and abuse they have suffered, and the path they took to the juvenile justice system is vital to assisting the girls currently in the system and preventing more girls from entering it. Similarly, boys' characteristics, histories, and paths to DJJ must be understood. We must constantly ensure appropriate strategies, plans, programs and services are specifically designed and utilized for the care and treatment of both girls and boys in our system. Significant resources have been appropriated to strengthen this area of service.
- **Justice must be restored with a balanced approach.** The aftermath of a crime must include the healing of all parties and restoration of the whole that was destroyed. A basic framework DJJ follows is one of a balanced approach to restorative justice. That is, in carrying out its duties, there is a three-pronged focus on community safety, accountability, and competency development.
- Community safety is actually compromised when youth are inappropriately arrested, detained, committed, violated on probation or released. **We must reduce recidivism** by encouraging the use of Civil Citations, appropriately diverting youth from the juvenile justice system, detention facilities and the court process, and effectively transitioning youth home and back into their communities. *A feature of the 2014 statute revision is increased transition services.*
- A just system fairly and equally arrests, detains, commits, and provides services and care for all youth regardless of any potential form of discrimination. **We must work with our law enforcement and judicial partners to ensure no particular youth population is over-represented at any point in our system.**
- No one agency or entity can change a community or solve its problems. A collaborative effort is vital. Though we significantly revised Florida Statutes relevant to DJJ this year, **we must continue to work with stakeholders to review, discuss, and recommend changes to Florida Statutes, Chapter 985.**
- **We must continually engage in process, program, and service improvements** throughout all we do and be wise with our resources.

This Long Range Program Plan explains the agency’s immediate and long-range plans and the rationale for them. It outlines specific goals in key areas and serves as a guide to understanding DJJ’s efforts to:

- Reduce juvenile delinquency;
- Redirect youth away from the juvenile justice system;
- Provide appropriate, less restrictive sanctions;
- Provide optimal services and care;
- Reserve serious sanctions for those youth deemed the highest risk to public safety; and
- Focus on the rehabilitation of at-risk and delinquent youth.

Manage the At-Risk Youth Population

DJJ has adjusted its practices, programs and resources to better meet the needs of at-risk and delinquent youth by paying careful attention to which youth need to be involved in our system and at what level. The foundation of the LRPP is based on a generalization of three categories of youth:

1. Those who are at-risk of entering our system (and can be prevented from doing so);
2. Those who are not a serious risk and can be best served in their community (diverted from the system, detention, or the court process itself); and
3. Those who need to be detained in our custody to protect the public (in secure detention or residential commitment).

1. PREVENTION

A key piece of legislation that passed in 2014 was a separate statute for prevention services. Now armed with a prevention assessment tool, DJJ can better determine which youth are merely “acting out” as adolescents and children routinely do or whether there are serious concerns worthy of DJJ involvement. We must clearly and confidently ascertain those who need our assistance, often due to issues at home, poor school performance, peer pressure, and mental and emotional problems, and those who do not. Once risks and needs are identified, we need to ensure at-risk youth get the services before problems escalate. Proactive, appropriate, targeted prevention efforts will not only save taxpayer dollars, it can save the futures of these youth. For youth who do get arrested, efforts must be made to prevent these youth from re-offending or becoming involved deeper in the juvenile justice system.

These reasons are why DJJ values and invests in prevention efforts and programs. Through increased prevention efforts such as Community Conversations, workshops with law enforcement and youth, statewide focus groups, stronger and revitalized Circuit Advisory Boards and State Advisory Group, development of a certification program through Georgetown University to combat racial and ethnic disparity, and management of the Florida Youth Commission, DJJ will reach more children and their families to educate them and assist them with their needs.

2. DIVERSION

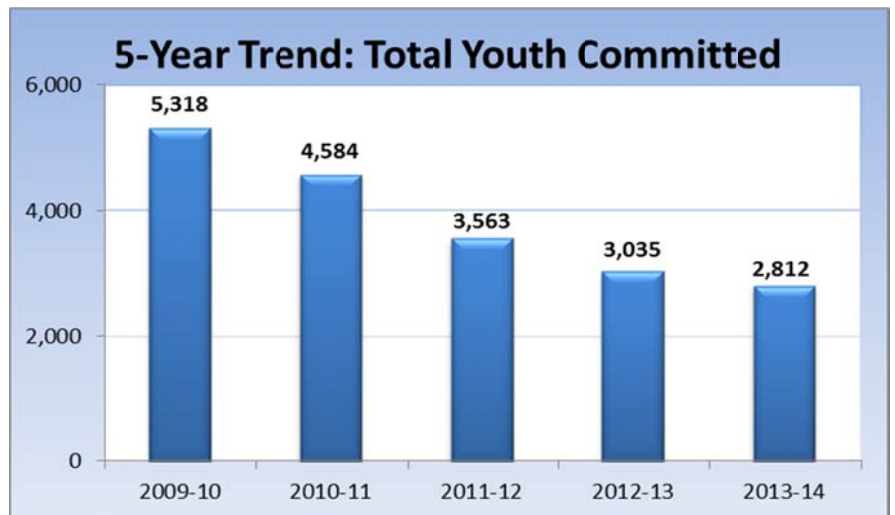
Although delinquency arrests have steadily declined in recent years, we must continue to ensure that youth are not unnecessarily placed in the juvenile justice system or involved at levels that are costly and contribute to negative outcomes. As more diversion programs and alternatives are identified and existing ones are strengthened, more youth who pose little risk to public safety or who can receive any needed treatment in their community will be diverted from detention, probation, and residential services. Youth who commit minor offenses can receive alternative sanctions that still hold them accountable for their actions. If they are not arrested, they can receive a Civil Citation and be diverted from the juvenile justice system without a formal arrest record. If they are arrested, DJJ can recommend a program to divert them from further involvement in the juvenile justice system but still impose sanctions and provide services.



3. DETAINED YOUTH

Youth who are serious offenders, commit violent acts, and are considered an on-going threat to public safety represent a small portion of DJJ youth. They require the most intensive and expensive services. To use resources effectively, efficiently, and strategically, only serious offenders are placed in secure detention and residential treatment -- the deeper end of DJJ services. Implementing its new statutory authority, DJJ caps residential program sizes at 90 beds. Through outcome-based treatment and services and newly statutorily authorized and expanded transition services, we will strengthen their chance of success and reduce public safety risks.

Declining delinquency arrest rates have reduced the number of youth referred for residential placement. As shown in the chart, that number has decreased by 47% in the past five years.



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 of all 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 the population and the economy and dependent upon community support.

Prevent More Youth from Entering or Becoming Further Involved with the Juvenile Justice System

DJJ provides delinquency prevention services and programs designed to reduce juvenile crime and protect public safety through contracts and grants to local providers throughout the state. Prevention Services targets youth ages 10 to 17 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 those who are formally involved with the juvenile justice system, Prevention Services supports keeping those youth from falling further into the system or re-offending.

As DJJ has identified and served those youth identified as at-risk of becoming involved in the juvenile justice system, we are putting resources at the front end to stop early problems. Efforts include: increased use of risk assessments; collaboration with law enforcement, the State Advisory Group and schools; expanded faith-based involvement; more programs that are evidence-based or replicate best practices; additional family involvement and education; enhanced services for specific populations (girls, over-represented minorities, children with learning or behavioral disabilities, foster children, and younger children); and increased mentoring and workforce readiness opportunities.

Over-representation

Disparities exist in the racial make-up of youth that come into contact with juvenile justice authorities. Currently, minority youth are overrepresented relative to their white counterparts. Previously termed as “Disproportionate Minority Contact (DMC)” and renamed as Racial and Ethnic Disparity (RED), this represents a hurdle to the agency’s mission of providing services that strengthen families and turn around the lives of troubled youth. The primary goal of the agency’s RED initiative is to reduce the number of minority youth who come into contact with the juvenile justice system.

There are roughly 1.83 million youth between the ages of 10-17 in Florida. Of this population, 21.2% are black. Black youth are overrepresented at every stage of judicial processing, from arrest/intake to adult court transfer. If there were no overrepresentation of black youth, black youth would account for approximately 21% of youth at all stages of the juvenile system. Rather, black youth account for: 48% of arrests, 39% of youth diverted, 56% of youth detained, 50% of youth placed on probation, 57% of youth committed, and 59% of youth transferred to adult court.

DJJ will continue to increase involvement in communities and provide dedicated resources for children and families to access needed services.

Objective: Reduce the number of youth re-entering the juvenile justice system after receiving prevention services.

Objective: Increase awareness of prevention opportunities in all circuits so that more youth can be served through delinquency prevention programs.

Objective: Administer the Prevention Assessment Tool (PAT) to all youth identified as needing prevention services.

Objective: Reduce the overrepresentation of minority youth at each point of contact in Florida's juvenile justice system.

INITIATIVES:

- Conduct a statewide prevention tour to encourage family and community activist engagement. Establish a network of those needing or willing to provide services and information, identify resources and facilitate alliances within communities.
- Manage the 20 Florida Youth Commissioners from across the state whose duties are to advise the Governor's Children's and Youth Cabinet and be change agents in their local communities.
- Identify programs statewide to prevent boys and girls from entering the juvenile justice system.
- If feasible administer the Prevention Assessment Tool to truant youth and connect them with needed resources.
- Offer Prevention Assessment Tool (PAT) training and Train-the-Trainer classes throughout the state for assessing youth risks, needs, and protective factors.
- Work with the Department of Education, Florida Network, and other stakeholders to ensure best practices are established for dealing with truant youth.
- Research and implement ways to identify and prevent children younger than 12 from becoming delinquent.
- Establish a department-wide RED workgroup.
- Develop a Racial and Ethnic Disparity (RED) training curriculum and conduct training statewide to various stakeholders.
- Recruit RED and Faith Liaisons in every circuit.
- Work with the Exceptional Student Education department at the Department of Education to develop tools and technical assistance for school districts.
- Conduct a data review with school districts.
- Host a Judges Forum.
- Provide \$200,000 to the Prodigy program to establish an additional site in Pasco County in the Lacochee-Trilby Community Center.
- Provide \$2,000,000 to operate a PACE Center in Clay County and expand slots statewide.
- Provide \$3,400,000 to the Florida Network to expand CINS/FINS services.
- Provide \$181,000 to The Greatest Save Pilot program to education children about sexual predators.
- Implement "Doing Business with DJJ" - Prevention trainings to assist community-based providers with successfully competing for grant awards.

- Host the annual “*Our Children, Our Future: Restoring Hope*” National Faith and Community Symposium in Orlando, Florida.
- Implement the Allostatic Load Project, which will measure the physiological levels of stress present in DJJ youth to determine the extent to which stress affects treatment goals and vice versa. The intent is to gain an understanding of how stress interacts with treatment. To help the department tailor treatment approaches that offer the right services, to the right youth, at the right time.
- Work with the State Advisory Group, Circuit Advisory Boards and universities across the state to generate and strengthen participation among juvenile justice and community stakeholders.
- Conduct 29 Community Conversations in communities throughout the state.
- Conduct discussion groups throughout the state that enhance positive relationships between minority youth and law enforcement.
- Ensure youth member slot appointments are filled on the State Advisory Group (SAG).
- Collaborate further with the Department of Children and Families to care for cross-over youth and sharing data;
- Expand Children in Need of Services/Families in Need of Services (CINS/FINS) to rural counties.
- Expand services for girls.
- Expand the Faith Network and Chaplaincy Services program.
- Expand mentoring initiatives by developing a resource list of current programs, conducting a needs assessment and seeking funding to contract for mentoring in every circuit.
- Match youth in residential programs with a mentor through placement and transition.

Divert More Youth from Involvement with the Juvenile Justice System

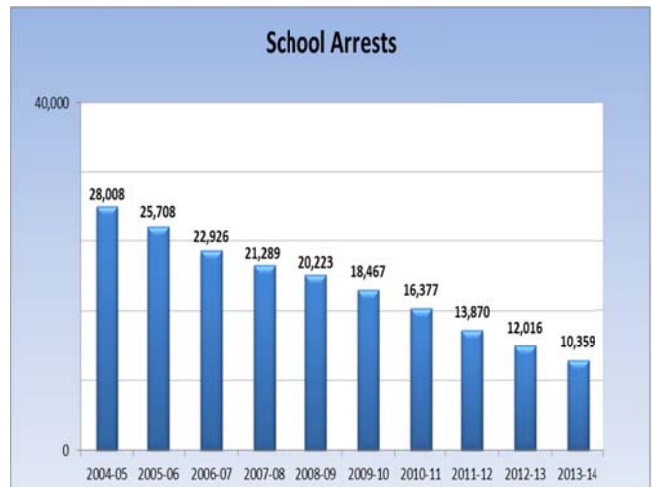
Youth who commit minor offenses can receive alternative sanctions that still hold them accountable for their actions. If they are not arrested, they can receive a civil citation and be diverted from the juvenile justice system without a formal arrest record. If they are arrested, DJJ can recommend a program to divert them from further involvement in the juvenile justice system but still impose sanctions and provide services. Diversion services across the state were redesigned with the implementation of the Juvenile Diversion Alternative Program (JDAP), which provides appropriate, swift and less restrictive community-based diversion sanctions and services. Data collection efforts are now becoming more meaningful with the creation of each individual diversion option available in JJIS. These new options allow the department to track individual outcomes and recidivism rates for each unique diversion program available across the state.

The Stop Now and Plan Model is an evidence-based cognitive behavioral program that has demonstrated positive treatment outcomes among children ages 6-11 with conduct and behavioral problems that has or could lead to contact with law enforcement. The multi-faceted model helps children and their parents assess their problems and develop an action plan through videotaped role plays delivered over a 13-week period. DJJ is working to implement the model statewide.

Prevention and Diversion through Education Efforts

The number of all Florida youth arrested at school dropped by 63% between FY 2004-05 and FY 2013-14. These figures correspond to a downward trend in juvenile delinquency in all categories across the state and across the nation. While this movement is in the right direction, there are still too many unnecessary school arrests.

Too often youth who act up at school are referred to DJJ for “punishment,” forcing the youth to enter the juvenile justice system needlessly instead of being diverted to more productive alternative sanctions. In fact, for FY 2012-13, 65% of school-related arrests were for misdemeanors. Furthermore, the majority of both felony and misdemeanor school-related arrests were disposed through diversion, dismissal, non-files, or other outcomes. A small percentage was disposed to probation, residential commitment, or adult court. Therefore, DJJ will collaborate



with schools to ensure Civil Citation is utilized, where appropriate, so the best outcomes are achieved through appropriate sanctions and services for students.

Objective: Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.

Objective: Formalize a program with schools to prevent truancy and other status offense referrals of middle and elementary school students.

INITIATIVES:

- Invest a portion of funds shifted from the reduced residential bed capacity and contract with local providers to provide services to Civil Citation youth.
- Provide appropriate services to youth and family when a mental health, substance abuse or family-related problem is the underlying cause of the offense.
- Expand non-residential, community-based diversion options for appropriate youth.
- Promote the Civil Citation process to courts, law enforcement, and prosecutors.
- Monitor utilization of Civil Citation use by counties as well as the intersection between race and gender for similar offenses.
- Continue to participate in statewide conferences and meetings to build support for Civil Citation, and train stakeholders on the Civil Citation process.
- Promote the appropriate and increased use of civil citations to reduce the number of minority youth formally entering the juvenile justice system.
- Continue to provide on-going training and education to youth, families, and juvenile justice stakeholders on the effectiveness of the civil citation process.
- Reduce the number of school-related referrals by placing JPO staff in more schools and expanding the option for Civil Citation use to school resource officers. JPOs' presence in local schools and the communities will help facilitate better communication and

participation in the educational process with youth under community probation supervision.

- Expand the Stop Now and Plan program that helps children aged 6-11 who are exhibiting at-risk behaviors make better choices, control their behavior and avoid contact with law enforcement. Parental participation is a strong component of the program.
- Research ways, in addition to the Stop Now and Plan program, to identify and prevent children younger than 12 from becoming delinquent.
- Evaluate the statewide diversion services to include the Juvenile Diversion Alternative Program (JDAP), which provides appropriate, swift, and less restrictive community-based diversion sanctions.
- Increase efforts to educate law enforcement officials on the differences between youth and adults, and provide training on adolescent development and the teenage brain. Share best practices through presentations at law enforcement conferences and site visits.

Use Secure Detention Only When Necessary

Unnecessary use of secure detention is costly and inappropriate. Secure detention is suitable for some DJJ youth but is not appropriate for the majority of them. Many Florida communities can meet the needs of their at-risk youth safely without this most restrictive option. By addressing youth needs in the community, an opportunity exists to decrease the number of youth admitted to secure detention, be fiscally responsible and realize better outcomes for youth.

The purpose of secure detention is to provide a safe place for youth who are a risk to public safety or who may not show up for their scheduled court dates. If they are not a risk for either situation, alternatives, such as non-secure detention, electronic monitoring and respite care—which allow them to remain in their homes and in their communities—should be considered. The unique needs and risks of each youth always must be carefully evaluated to make the most appropriate decisions. Public safety must be ensured, in conjunction with alternatives that must provide immediate accountability and be age-appropriate and gender-responsive.

Secure detention poses a substantial cost burden for both the state and counties. With a cost of approximately \$329 per day per youth, these funds could be better utilized elsewhere in the juvenile justice system.

To ensure that secure detention is used only when necessary, DJJ participates in the Juvenile Detention Alternatives Initiative (JDAI). This is a comprehensive reform program that helps the agency make data-driven decisions, safely reduce unnecessary detention and ensure that ***youth are supervised in the right place, at the right time, and with the right combination of supervision, services and sanctions.*** JDAI provides a time-tested framework and is a project of the Annie E. Casey Foundation that has been successfully implemented in more than 150 jurisdictions across the country. While local JDAI efforts are being piloted in five Florida circuits (4, 6, 13, 15 and 17). DJJ also is conducting detention reform at the state level.

DJJ must continually seek alternatives to secure detention that are evidence-based or research-supported and that effectively protect the public, appropriately hold youth accountable, and successfully support the rehabilitation of youth. The broader the options but more individualized the services, the better. Alternatives must be available in all areas of the state and meet the needs of each community and its youth and families. In view of these factors, the five year priorities related to providing alternatives to detention settings are:

Objective: Provide appropriate alternatives to detention for youth who do not pose a risk to public safety and are likely to show up for court.

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 services for respite beds for youth charged with domestic violence.

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

Objective: Place youth who do not pose a risk to public safety in non-secure alternatives such as, electronic monitoring, and respite care, which allow them to remain at home and in their communities.

Objective: Expand the Juvenile Detention Alternative Initiative.

INITIATIVES:

- Assess the effect of both the Auto-dialers and the Expeditors systems in detention centers that reminds youth of pending court date. Since January 2013 to date, 84,589 calls were made from the Auto-dialers system.
- Conduct ongoing analysis and monitoring of Failure to Appear data.
- Train staff and expand Human Trafficking victim identification from the Bay, Duval, and Miami-Dade pilot test detention centers to all detention centers statewide. DJJ will modify its intake process to incorporate gender-neutral questions developed to identify labor and sex trafficking victims entering the secure detention system. When a child is suspected to be a victim, detention staff will refer the child to mental health, enter an alert into JJIS, and call the Florida Abuse Hotline.
- Implement Evening Reporting Centers as part of the JDAI initiative Palm Beach, Duval, and Hillsborough counties as an alternative to secure detention. Youth under court supervision can reside at home, attend school, and receive education on life skills, anger management, nutrition, money management, parenting, tutoring, mentoring, impact of crime on victims and communities, etc. during evenings at the centers. These centers will provide safe community places for youth to go after school and can also be opportunities for pro-social activities, such as cultural arts.
- Continue current community-based respite care services for youth charged with misdemeanor domestic violence offenses. (*Almost 4,000 youth are in secure detention per year—nearly 30,000 days—solely because they had a misdemeanor domestic violence offense and had no other place to go.*) Often youth with domestic violence charges have underlying issues such as substance abuse, violence in the home, or other

risk factors that must be addressed. Community safety can still be assured and the negative consequences of secure detention can be avoided if an alternative setting can be found for youth that allows a “cooling off” period and family intervention, if needed. During FY 2012-2013, the Department served 210 youth in respite care and provided 2,459 filled bed days. During FY 2013-2014, the Department served 924 youth in respite care and provided 7,384 filled bed days.

- Continue to utilize electronic monitoring as a non-secure alternative for youth pending disposition, as a progressive response for youth on court-order probation, and as an alternative for youth committed pending placement in a DJJ residential facility. This type of alternative is cost-effective while providing the supervision necessary to ensure community safety.
- Promote the effectiveness of electronic monitoring as an alternative to secure detention to judicial and other juvenile justice stakeholders.
- Identify underutilized electronic monitoring areas and the availability of units.
- Reduce the number of youth admitted to secure detention solely on a Failure to Appear through on-going collaboration with juvenile judges that specifically allow JPO staff a reasonable timeframe for locating youth and families that fail to appear ensuring that they are brought back to court.
- Analyze pilot data from the Detention Risk Assessment Instrument (DRAI) scoring adjustment in consideration of continuance, expansion or moving to a more suitable pilot location. To further explore alternatives to detention, the juvenile assessment center in Hillsborough county is participating in a pilot project which adjusts the scoring of underlying offenses and adds intensive monitoring services. An underlying offense is one for which the youth is currently on any form of supervision (non-secure detention, conditional release, post-commitment probation) Currently, youth arrested for offense(s) that are not detainable are scored on their most serious underlying offense, no matter how long ago they were placed on a supervision status for that underlying offense.
- Partner with law enforcement to provide appropriate supervision of those youth: on home detention, committed pending placement, chronic misdemeanants and those at the highest risk to re-offend.

Provide Optimal Services

For youth deemed appropriate for secure detention, residential placement, or any juvenile justice program or service, DJJ must provide an environment that is safe and secure. We also must provide services focused on individual needs and rehabilitation of youth. Our services must offer evidence-based or promising practices for interventions: including training on life skills, job skills, careers, dealing with change, and providing gender responsive and trauma informed practices, career and technical training, and effective behavioral management systems. DJJ staff must also have appropriate places to assess youth and support their progress. All efforts must be geared toward rehabilitating youth and reuniting them successfully back into healthy families and supportive communities.

A challenge for DJJ is to ensure that programs and policies are effective and developed according to current research. Quality service delivery is critical to the success of our youth. In FY 2013-14, DJJ incorporated the Standardized Program Evaluation Protocol (SPEP) as part of the overall Quality Improvement process throughout the continuum of services. The SPEP is an

evaluation tool that identifies and quantifies effectiveness in juvenile programs that deliver evidence-based delinquency intervention services. The SPEP evaluates how closely delinquency interventions, as provided, align with the best criminological and psychological research in the field. Furthermore, the SPEP helps identify concrete recommendations for improvement in order to optimize intervention effectiveness and positive outcomes.

The Quality Improvement process is the cornerstone by which *DJJ better provides the right service, to the right youth, at the right time, in the right way*. Measuring outcomes is the key to successful service delivery, and it results in accountability, implementation consistency, the ability to address problems early, and improved results. The process ensures a continuous program improvement feedback loop. The feedback process is in keeping with a renewed vision toward quality improvement of services provided within Department programs, rather than compliance-oriented measures. This outcome-based focus assists the Department with moving research-based and best practices in to balance throughout all four program areas.

Juvenile Assessment Centers (JACs) across Florida provide critical intake and screening services for many of the youth and families referred to DJJ. After youth are presented to a JAC by law enforcement officers, JAC personnel assess the youth to determine whether they will be detained or released. During the screening process, youths risks to public safety and service needs are assessed. Referrals are made for further assessments, evaluations, and interventions as needed. The JAC receiving process allows law enforcement to transfer responsibility of the youth to DJJ and quickly return to community patrol.

DJJ continues to increase opportunities for industry-recognized certification for youth in residential programs pursuant to Ch.985.622, F.S. and all residential contracts initiated in FY 2013-14 included the requirement for the program to provide pre-vocational and vocational education, with the goal of 100% of eligible youth achieving industry recognized certification.

Objective: Provide an atmosphere that is safe, secure, and rehabilitation-focused on the individual needs of both the youth and their families and even their communities.

Objective: Provide evidence-based or promising practices for interventions, gender-responsive programs, trauma-informed practices, opportunities for family involvement, and a seamless continuity with a youth's education.

INITIATIVES:

- Conduct Motivational Interviewing (MI) refresher trainings with MI qualified trainers and train additional MI qualified trainers.
- Provide ongoing training for key stakeholders addressing the needs of girls and boys and gender specific sanctions and services.
- Develop, implement (when necessary) and monitor and assess the delivery of gender responsive services in residential programs. Where staffing permits, place girls under the supervision of a female probation/conditional release case manager.
- Implement small residential facilities that are staff (not hardware) secure and are located in the community where the youth and family live to promote continued contact and support.

- Assess the need to establish additional JACs and expand and enhance the services provided at each JAC location. Expand the model Juvenile Community Resource Center (JCRC) to additional circuits.
- Determine the feasibility of expanding Youth Reporting Centers to serve as Evening Reporting Centers that provide programming during critical hours of 3:00pm – 6:00pm to include evidence-based interventions, mentoring and after school tutoring.
- Continue to train staff in the recognition of trauma and appropriate trauma-informed responses for diverse needs and behaviors of youth.
- Offer resources to Prevention providers to educate staff about the prevalence of trauma among at-risk youth, as well as community resources available to assist youth struggling with the impact of trauma.
- Assess (and expand if necessary) trauma-informed programs and services at all secure detention facilities.
- Evaluate data for trends and provide technical assistance as needed to reduce the use of behavioral confinement and reduce physical responses in identified areas.
- Monitor the application and effectiveness of the behavior management system.
- Continue to collaborate with the Department of Economic Opportunity, Career-Source (previously Workforce Florida) to provide employability skills training programs for youth and replicate the success of these partnerships throughout Florida.

Ensure Appropriate Youth Placement and Utilization of Residential Beds

Residential commitment is the “deepest” end of the juvenile justice system. As such, it should be used only when less restrictive, community-based services have been exhausted or cannot meet the needs of a youth. The placement of any youth into residential commitment should be done with the focus on both providing for the specific treatment needs of the youth and decreasing the risk of the youth to re-offend. The progress and success of youth in meeting treatment and performance goals should be the primary factors for how long a youth remains in a residential program.

Improving the management of the residential population requires strategic decision making in the areas of residential capacity and program design; placement of youth in residential facilities versus at home with community services and treatment; and transition services. Although, resources are being shifted to the front end of the juvenile justice system, sufficient attention and resources will be placed on the back end. In fact, although fewer youth are being placed in residential commitment, due both to declining crime and reforms by DJJ, those youth who **do** receive residential placement will have the greatest need for services and treatments. Increasing attention to prevention efforts will in no way decrease attention to improving the care of youth at any point in the juvenile justice continuum.

The Office of Probation and Community Intervention implemented statewide contracted transition services through Twin Oaks Juvenile Development, Inc., Eckerd Youth Alternatives, Inc., and Seminole County Sheriff’s Office that address the individual needs of each youth returning home following a residential commitment and provide a strength-based approach that includes vocational, educational, professional, and personal skills building. The transition services are improving community partnerships, enhancing communication, and providing innovative methods that foster family and youth involvement.

All youth referred for transition services receive the most appropriate services, based on assessments of their individualized needs. Program services are designed in this manner to effectively and efficiently serve all youth within the community.

Circuit Liaisons have been identified and Community Re-entry Teams have been established to provide support to youth and families throughout the state. The teams work to connect youth and families with established resources in their areas. Each Community Re-entry Team is made up of community partners ensuring that youth receive the right services, in the right place, in the right way, at the right time. As a whole, the transition and re-entry initiatives provide a model program for statewide implementation.

Shifting resources will enable DJJ to enhance the capacity of community-based services to better serve those youth who do not need a residential commitment placement. DJJ will maintain sufficient bed capacity to meet the needs of youth throughout the state at varying levels of restrictiveness and with the ability to provide the needed specialized mental health, substance abuse, sex offender services, educational and vocational training, and gender responsive programs (both in non-secure and secure commitment placement).

DJJ, with assistance from Georgetown University's Center for Juvenile Justice Reform, is implementing the Juvenile Justice System Improvement Project (JJSIP) statewide. The JJSIP provides a framework for implementing best practices throughout the juvenile justice system. The framework includes a comprehensive strategy and a Disposition Matrix (a "structured decision making tool") which compares delinquent youths' needs, risks, and offense(s) to match youth to appropriate services at the right restrictiveness level. The services are reflected in a menu of choices of appropriate graduated sanctions. Another feature of the JJSIP is a tool for evaluating how closely services provided match the most effective interventions, based upon the youth's risk and needs, and in line with leading research.

Research has shown that over-providing services or providing higher levels of care than needed may actually increase the likelihood of recidivism. Services must match youths' individual levels of need. These programs are modified versions of the JDAP in Miami (originally Intensive Diversion and Delinquency Services - IDDS). JDAP offers a variety of diversion services that meet the needs of the youth, families, and community and provide appropriate, swift, and less restrictive community-based sanctions and services.

As part of DJJ's transition initiative, the needs of youth returning home following residential placement have been identified through a validated needs assessment. DJJ continues to place emphasis on enhancing transitional services. The department is moving toward implementing contracted services for Transitional Housing and Housing Support Services to address the transitional housing needs of older youth (boys) exiting residential commitment programs and returning to the community and who, for one reason or another, are unable to return to the family home after commitment. By January 2015, the goal is to have 18 transitioning housing beds with 6 beds in each region.

Objective: Evaluate each youth's needs effectively to ensure placement provides individualized services that best serve the youth.

Objective: Operate a system that allows for realignment of resources to provide appropriate services at every level within the system.

INITIATIVES:

- Continue to provide community-based Redirections services in each of Florida's 20 judicial circuits and expand the number of youth participating. These evidence-based services are family-focused and are offered to youth at-risk of placement in a secure residential commitment program. This community alternative provides youth and families with the skills and treatment needed to strengthen pro-social behavior and address criminogenic needs.
- Continue statewide expansion of the Juvenile Justice System Improvement Plan (JJSIP) to ensure JPO recommendations to the court are for effective interventions based on youth's needs and risks, and leading research.
- Increase judicial permission to implement the utilization of the Effective Response Matrix statewide to provide JPO staff with a number of alternative community sanctions to address probation violations effectively in the community.
- Expand capacity for Family Functional Therapy, Multi-systemic Therapy, Multidimensional Family Therapy and other in-home, family-based alternatives to residential programs.
- Continue diverting sex offenders for community-based sanctions and treatment.
- Educate judges regarding mental health and substance abuse alternative options.
- Prevent youth from unnecessarily being placed into commitment by utilizing mental health and/or substance abuse rate agreements for youth adjudicated with misdemeanors who are not eligible for residential commitment and for youth with felony offenses that need mental health and/or substance abuse services that can be effectively treated in the community.
- Provide for effective transition support to reduce recidivism and minimize the number of youth re-entering the juvenile justice system after placement.

Manage the Resources

Improve Communication and Collaboration

The sheer breadth and depth of DJJ's responsibilities require us to seek assistance from others. However, those are not the only impetus behind DJJ's increased efforts to form partnerships and collaborations with others. The agency respects the professional efforts and substantive knowledge of others in tangential fields. It is obvious that to truly succeed in such an awesome endeavor, rightly everyone with a stake in the outcomes of our future generations needs to contribute.

In previous years, the Secretary and her team traveled the state to join local leaders from DJJ and meet with citizens across Florida on a listening tour. At media interviews, Editorial Board meetings, visits to detention facilities and residential programs, individual and small stakeholder group meetings, and Town Hall meetings, we addressed concerns by explaining why the reforms underway at DJJ are critical and how they will be achieved in order to ensure DJJ is ***delivering the right services, to the right youth, in the right way, and at the right time.***

Employers can be useful partners in helping turn the life of troubled youth around or prevent them from making poor choices. To establish job and/or community service opportunities for

youth, the Department will seek out and partner with workforce providers. These efforts will be a part of the Reform Specialist positions established last year in each probation circuit.

DJJ contracts with numerous private providers along its continuum of services including 100% of its residential services. Therefore, it is critical to have a relationship with the private provider community that is communicative and collaborative in order to ensure all youth get the best care and achieve the best outcomes.

As DJJ builds and strengthens its collaboration with stakeholders, we will provide ongoing workshops, trainings, and presentations. This will include faith-based, dependency, detention alternatives, and human trafficking conferences, in addition to individual topics such as trauma-informed care, preventing younger youth from entering the juvenile justice system, cultural sensitivity, prevention awareness, Civil Citation, adolescent development and the teenage brain, family engagement, gang identification, the differing needs of girls and boys, and communication. Others will be added based on need or expressed requests. Furthermore, DJJ continues to build its collection of resources for youth, parents, law enforcement, the courts, and community members.

DJJ works to partner with law enforcement and the courts to keep open lines of communication. To better collaborate with court and law enforcement personnel to ensure there is an appropriate and timely exchange of information in order to best serve youth, DJJ will seek their input on improvements and unmet needs.

In view of these factors, the five-year priorities related to improving collaboration with stakeholders include the following:

Objective: Increase efforts to form partnerships and collaborate with others involved and connected with the juvenile justice system, including faith and community-based organizations and workforce providers.

Objective: Strengthen relationships with community partners and provide community outreach including parent and youth forums.

Objective: Enhance and strengthen relationships between youth and law enforcement officers and court personnel.

INITIATIVES:

- Expand collaborative efforts with the Department of Children and Families (DCF) to care for youth dually served in the child delinquency and welfare systems. Working together, both agencies have identified collaborative opportunities such as:
 - The Crossover Youth Practice Model (CYPM) which is led by Georgetown University. Dually served youth, those in both the child welfare system and the delinquency system need careful and competent joint case management. The project provides communication, joint case management, shared early intervention, and comprehensive services for foster care youth involved in the juvenile justice system. The result will be fewer delinquent events and better outcomes as these youth move to young adulthood. The CYPM has been implemented in Judicial Circuits 4, 7, 10, 11, and 17. In 2014 DJJ received federal funding to expand the CYPM and is expanding the Model in Circuit 18 (Seminole and Broward Counties). Upon

implementation in Circuit 18, expansion will continue to additional circuits over the course of the next two years.

- Improving coordination in cases involving Protective Investigations in all DJJ's program areas. DJJ is coordinating with DCF to improve the process for tracking calls to the Abuse Hotline that relate to juvenile justice programs and is establishing a way for DCF to send notifications directly to the DJJ Central Communications Center for any incidents reported to the abuse hotline relating to juvenile justice.
- Maintain staff on all 24 regional CareerSource workforce boards statewide.
- Develop relationships with local businesses to assist in job placement/training programs and to assist in community service programs for youth.
- Create specific opportunities to strengthen relationships between program areas (prevention, detention, probation and residential services) and private providers.
- Provide opportunities for providers to design programs and measure success against projected outcomes.
- Ensure court and law enforcement personnel know how to access the data and research available on the DJJ website and provide any requested data, research, statistics, predictions, etc.

Enhance Workforce Effectiveness

The strength of DJJ's staff is reflected in the quality of care provided to its youth. DJJ is undertaking initiatives to ensure it employs the best direct-care staff and reduces staff turnover. In view of these factors, the five-year priorities related to the stabilization and professionalization of the juvenile justice workforce include the following:

Objective: Ensure suitability of staff for working with juvenile justice youth.

Objective: Create training for direct-care academies and in-service training on human trafficking.

Objective: Use data to assess needs and identify best practices.

Objective: Maintain effective and comprehensive training and certification programs specific to direct-care staff and validate DJJ's certification programs for long-term fidelity.

Objective: Collaborate with stakeholders on all training activities that involve DJJ's workforce and with other agencies to share expertise and mitigate risk.

Objective: Rewrite 1) Direct Care Staff Training 63H-2, Florida Administrative Code (FAC). 2) Protective Action Response (PAR) Rule 63-H-1, Florida Administrative Code (FAC), Authorized Medical Restraints.

Objective: Conduct an analysis and develop a career ladder for leadership development.

Objective: Use the Department's current Performance Management System (PMS) in conjunction with the Individual Development Plans (IDP) to ensure professional development needs of employees.

Objective: Seek compensation for direct care workers comparable to that of other similar state and national positions.

Objective: Continue to implement trauma-informed practices throughout the detention system.

Objective: Conduct statewide training needs assessment for JJDO/JPO

Objective: Conduct statewide job task analysis for JJDO/JPO

Objective: Continue the collation of the data resulting from the statewide job task analysis conducted for FDJJ detention officers during FY2015-16.

Objective: Conduct the Department's biannual nomination process for identifying and sponsoring management-track employees for participation in the two-year Certified Public Manager (CPM) training program at Florida State University.

INITIATIVES:

- Analyze, modify if necessary and expand the database of employee exit interviews being piloted in the Detention program area to track concerns and implement solutions to reduce turnover and improve employee satisfaction across the agency.
- Continue 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 of our facilities. Facilities have transformed the living and sleeping areas of their facility from a correctional in appearance to one that is more child and family friendly. Use of soft rooms provides an area for calming youth and staff are able to use a number of calming strategies which include but are not limited to: music, games, journaling and talking with the child. In addition, the traditional correctional uniform was replaced with clothing that was more youth oriented and in line with the trauma-informed philosophy. These system-wide environmental changes directly impact the youth we serve as they are afforded a non-correctional environment during their stay in secure detention. This environment is supportive, child centered and trauma informed.
- Continue to provide Life Skills Groups. Approximately 1,000 Life Skills Groups are conducted monthly with topics that include, but not limited to: Home Management Skills, Fictional Problems, Career Planning, Personal Hygiene, Parenting, and Shaken Baby Syndrome.
- Continue to screen all applicants for direct care positions using Ergometrics IMPACT. The Human Relations Video Test which 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. This screening plays a significant role in the selection process and it is imperative we provide youth with professional role models that understand the very diverse needs of at-risk youth.
- Continue to incorporate the "8 to Great" success skills training program in all detention centers as well as be delivered during the certification program for all newly hired detention officers. As Detention Services continues to work toward Detention reform and institute Trauma Informed Care practices throughout the state, one of the key issues identified is the need to provide staff with easy-to-implement tools that may be utilized by both staff and youth in identifying and working through trauma and in de-escalating potentially volatile situations. "8 to Great" was delivered to approximately 100 staff during the spring of 2014. The skills taught are adaptable to any environment, any age

group, and will afford our officers greater opportunities to coach young people to make better decisions by forgiving the past, rebuilding self-confidence, taking full responsibility, and communicating more effectively.

- Expand the usage of Electronic Medical Record (EMR) system to all detention centers. The Office of Health Services, in collaboration with DJJ's Management Information Systems, developed and implemented an (EMR) for use in all Detention Centers. The EMR incorporates both medical and mental health forms and documents that comprise the Individual Health Care Record and allows medical and mental health professionals to enter into JJIS youth-specific information. The EMR module is in a separate and secure location, permission-based and accessible only to those staff providing services for the youth. Reports may also be accessed through the EMR system to capture real time medical and mental health information, such as medication orders and administration.
- Conduct training statewide on the Mental Health Training Curriculum that focuses on adolescent development, mental health disorders and treatment, trauma-informed care and practical strategies for engaging and interacting with families and youth.
- Provide experiential learning career and workforce training enrichment courses to all employees interested in improving their knowledge, skills, and abilities

Realign Resources

The most costly program area with DJJ is residential services. A significant redirection of funds from reductions of unused residential beds and the decreasing population in residential placement and secure detention has begun. This involves shifting resources (budget allocations, procurement opportunities, contracts, staffing, etc.) away from out-of-home residential placements and into front-end prevention, intervention, diversion, and intensive home and community based services.

Objective: Provide the right service, at the right place, in the right way, at the right time.

INITIATIVES:

Shift resources from residential to:

- Community-based sanctions that hold youth accountable, protect public safety, enhance educational opportunities, create jobs, and promote healthy futures for youth.
- Assessment-driven, evidence-and research-based treatment that addresses youth's needs early before their behavior becomes more serious.
- Specific front-end prevention, intervention, diversion, and intensive home and community-based services tailored to girls.
- Ensure that prevention and diversion efforts provide services to keep youth out of juvenile justice are more cost effective and increase public safety. Federal grant applications are being reviewed to ensure their scope of services supports DJJ's mission to divert youth from the juvenile justice system.

In Summary

In 2014, Governor Rick Scott signed a bill rewriting Chapter 985, F.S., which reflects a new approach for DJJ that reinforces an emphasis on prevention, intervention and the rehabilitation of youth involved in the juvenile justice system or in danger of becoming involved. The 985 rewrite

formalizes the department's strategy of shifting funds to prevention programs, with the aim of keeping kids out of the juvenile system in the first place.

Many children in the system and their families are dealing with ongoing abuse and violence, so that a punitive approach to their behavior problems is likely to be counter-productive. Meeting their basic needs, supporting their positive choices, ensuring a meaningful education, and connecting them with positive role models and opportunities for employment will offer them positive options.

Fortunately, crime has been decreasing in Florida and around the nation. DJJ hopes to: prevent more youth from becoming delinquent; better serve and treat youth and their families; and keep youth from coming back into our system. Basically, we must provide the most appropriate services and treatment to better equip youth to conquer their challenges and remain united with, and successful in, their families and communities.

We will continue to face 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 and transform Florida into a national model for juvenile justice.

Potential Legislative Policy Changes

Juvenile Justice Education Reform – Our data shows that a youth who is engaged and attending school is much more likely to succeed both prior to and upon exiting the juvenile justice system. It is with this in mind that we will continue to review opportunities that streamline and bring efficiencies to staffing, measurement, contracting, management and global operations of juvenile justice education programs throughout the state.

Change to shared county and state responsibility for juvenile detention – The Department has responded to the District Court of Appeal ruling from June 5, 2013, and has adjusted the shared cost split accordingly. The department will continue to work with policy makers on opportunities for improvement.

More intensive emphasis on "Prevention" – In keeping with reform efforts which have contributed to the decrease in juvenile delinquency statistics, it will become increasingly appropriate to put a greater statutory emphasis on the area of preventing youth from entering or delving deeper into the juvenile justice system.

Eliminating Barriers to Success for Youth Who Commit Delinquent Acts – A key component to low recidivism is education and job opportunities for youth after their time with DJJ. The department continues to look at ways to expand education and job opportunities through areas like transition services and job training.

Potential Department Policy Changes

Direct Care Staff Training 63H-2 Florida Administrative Code (FAC) .001-.008: The Direct-Care Staff Training Rule is being revised to clarify training requirements and ensure an effective comprehensive training and certification program specific to the needs of direct-care staff. Final Rule anticipated to be published by January 2015.

Operation of Residential Programs 63E-7 Florida Administrative Code (FAC): CS/CS/HB 7055, which passed in Legislative Session 2014 and was signed into law by the Governor, omitted the distinction between low-risk and moderate-risk residential commitment and replaced those definitions with “nonsecure” in Ch. 985 F.S. As a result, DJJ will revise 63E-7 FAC to reflect the Legislative changes to Florida Statute 985. Final Rule anticipated to be published by June 2015.

Protective Action Response (PAR) Rule: 63H-1 Florida Administrative Code (FAC), Authorized Mechanical Restraints: The PAR rule is being rewritten during FY 2015-16 to make the language clear, concise and easier to understand. Final Rule anticipated to be published by June 2015.

FDJJ – 1220 Electronic Mail (E-Mail) Access and Use: The policy will be modified to reflect changes in e-mail use as impacted by the specific encryption solution implemented by the Department. The policy currently refers to the general concept of encryption requirements. This modification will clarify user roles and responsibilities associated with encrypting e-mail to reduce the risk of unauthorized access to confidential information included in e-mails.

Task Forces and Studies in Progress

Agency for State Technology State Data Center Task Force: This group is comprised of all individuals who were members of the boards of trustees of the Northwood Shared Resource Center or the Southwood Shared Resource Center, and agree to serve on the task force. The purpose of the task force is to assist with the transfer of the Northwood Shared Resource Center and Southwood Shared Resource Center to the Agency for State Technology (AST) and the transition to the state data center. The task force will identify any operational or fiscal issues impacting the transition and provide recommendations to the AST for resolution of such issues.

Chief Information Officer (CIO) Association: The purpose of the CIO Association is to improve the coordination and communication among agency Chief Information Officers, the Primary Data Centers, Agency for State Technology (AST), and others through active involvement in enterprise initiatives and through providing leadership in recommending strategies, standards, and best practices.

Circuit Advisory Boards (CABs): The purpose of the CABs is to advise the Department of Juvenile Justice (DJJ) in the development and implementation of juvenile justice programs and

policies related to at-risk youth. The CABs provide vital resources such as time, energy, expertise, credibility, and influence that will help fulfill the Department's mission. Members of the boards work closely with DJJ staff to plan for services that meet the identified needs of juveniles and families within their local communities.

Criminal and Juvenile Justice Information Systems Council (CJJIS): The purpose of the CJJIS Council is to enhance public safety by providing a network which promotes cost-effective information sharing and timely and appropriate access to both local and State information for criminal justice agencies, while recognizing the independence of each agency.

Corrections Infections Workgroup: The Corrections Infections Workgroup, led by the Department of Health HIV/AIDS and Hepatitis Section, is comprised of members from the Department of Juvenile Justice, Department of Corrections, Department of Children and Families (Substance Abuse and Mental Health offices), Sexually Transmitted Disease Program, and the Tuberculosis Program. The workgroup is dedicated to information sharing, program development and education, and advocacy on issues related to HIV/AIDS, STD, TB, and/or hepatitis in correctional settings. The workgroup meets on a quarterly basis and strives to improve infectious disease screening and healthcare for inmates across the state of Florida.

Department of Juvenile Justice/Department of Education Interagency Workgroup: This workgroup provides interagency communication and collaboration that is essential to the effective and efficient delivery of educational services to youth served in juvenile justice education programs in compliance with all applicable provisions of state statutes and rules.

Department of Juvenile Justice/Department of Education/School Board Task Force: This workgroup developed a statewide, electronic education exit plan for students in residential commitment programs. The exit plan is a new module in JJIS that is accessible to educational staff at residential commitment programs, school district DJJ transition contacts in students receiving school districts, Juvenile Probation Officers and their supervisors. Future work includes making changes to the transition plan.

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 Institutional Review Board (IRB) Committee: The purpose of this committee is to review proposed research projects pertaining to the Florida juvenile justice population.

Departmental Trauma Informed Care Workgroup: This workgroup consists of representatives from the various program areas 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.

Faith Community Network (FCN): The purpose of the FCN and Volunteer Chaplaincy Services program is to provide a full range of programs and services that will turn around the lives of troubled youth and ensure that voluntary chaplaincy services are available to youth and their families.

Florida Children and Youth Cabinet: The purpose of the Cabinet is to ensure that the public policy of Florida relating to children and youth promotes interdepartmental collaboration and program implementation in order for services designed for children and youth to be planned, managed and delivered in a holistic and integrated manner to improve the self-sufficiency, safety, economic stability, health and quality of life of all children and youth in Florida. The Cabinet is charged with promoting and implementing collaboration, creativity, increased efficiency, information sharing and improved service delivery between and within state agencies and organizations. Its twenty one members, secretaries and directors of child-serving agencies, representatives of children and youth advocacy organizations and ex-officio members named in statute.

Florida Youth Commission (FYC): The purpose of the FYC is to be a voice for youth around the state and accurately advise the Florida Children and Youth Cabinet on issues important to Florida's youth. The Commission also works to develop initiatives and legislation suggestions that aid in the progression of Florida's youth and foster the engagement of Florida's youth in state government.

Juvenile Justice Education Advisory Committee: This committee consists of representatives from DJJ, the Department of Education, school districts and private providers. The purpose of this committee is to develop the juvenile justice education accountability system.

Juvenile Justice Systems Improvement Project (JJSIP): A national initiative to reform the juvenile justice system by translating "what works" into everyday practice and policy, JJSIP was initiated by Georgetown University's Center for Juvenile Justice Reform. The JJSIP Core Team meets monthly and is comprised of members from each of DJJ's program offices. JJSIP provides a framework for implementing best practices throughout the entire juvenile justice system and is a data-driven initiative.

Independent Living Advisory Council: This council meets on a quarterly basis and consists of representatives appointed from multiple agencies to address issues facing children who may not have stable, permanent homes to return to following foster care or some other placement.

Juvenile Detention Alternatives Initiative (JDAI) Workgroup(s): The DJJ JDAI Leadership Workgroup and the Statewide JDAI Regional Directors, Chief Probation Officers, and JDAI Coordinators Workgroup consist of circuit, regional and headquarters representatives from the various areas of operations whose purpose is to identify, design, recommend, and implement innovative strategies for alternatives to secure detention based on data driven decision making. In collaboration with local stakeholders the eight JDAI core strategies are integrated into systems improvements in response to issues, policies and practices that can better serve youth, families and local communities. Innovative strategies include policy and training development, sharing of best practices, enhancing collaborative relationships, and strategic planning for local and statewide JDAI implementation.

Learning Management System (LMS) Working Group: DJJ's Office of Staff Development and Training worked in partnership with its Data Integrity Officers and Bureau of Management Information Systems to build the Department's own LMS. A state-of-the-art online experience, which went live on January 27, 2014. SkillPro is a cost-effective, DJJ-owned system used by both state and provider staff for online courses, certification testing and instructor-led session

registration. Individual training records and system reports are automatically maintained and easily accessible. A professional instructional design team continually develops and updates content.

Prison Rape Elimination Act (PREA): The PREA Workgroup works with the Department's Statewide PREA Coordinator to ensure compliance with federal standards in the agency's PREA implementation efforts. Policies and rules were modified as well as the operational plans, training is ongoing, and contract language was updated for FY2013-14. PREA audits were initiated in accordance with federal standards in the latter part of FY2013-14 and are ongoing. The workgroup meets quarterly.

Probation Advisory Team (PAT): The 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, and 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.

Psychiatric Services Workgroup: The purpose of this workgroup is to provide guidance for the department regarding psychiatric practices, policies and procedures regarding psychotropic medications management.

Racial and Ethnic Disparity (RED) Network, formerly known as Disproportionate Minority Contact (DMC) Network: The purpose of the RED Network is to provide guidance and opportunities to disadvantaged youth and families through a full range of programs and services and to prevent and reduce minority racial and ethnic overrepresentation in the juvenile justice system. The network works in conjunction with the faith and community partners and fraternal organizations. This collaborative effort is designed to use a balanced approach that will reduce the rate of contact for minority youth at all points on the juvenile justice continuum.

State Advisory Group (SAG): The Juvenile Justice and Delinquency Prevention (JJDP) Act provides for a State Advisory Group (SAG), consisting of no less than 15 and no more than 33 members who have training, experience, or special knowledge concerning the prevention and treatment of juvenile delinquency or the administration of juvenile justice. The SAG is responsible for participating in the development and implementation of the State's JJDP 3-year plan; and advising DJJ on delinquency prevention and intervention programming needs.

Statewide Social Work Consortium: The purpose of this group is to discuss ways to integrate professional social work practices and principals into the Florida workforce.

Statewide Transition Workgroup: The group meets on a bi-monthly basis to address the reentry initiatives of youth returning from residential placement back into their community. It is comprised of designated DJJ staff and contracted providers from circuits throughout the state. Topics discussed include the community-based reentry teams, communication, youth and family needs, education, and overall how to 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.

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 requests from circuits on behalf of children, where services either cannot be identified or funding is an issue.

System of Care Workgroup: The purpose of this workgroup is to evaluate the system of care for youth in the Department of Children and Families system including their possible involvement with the Department.



LRPP: Exhibit II

Performance Measures and Standards

Exhibit II: Performance Measures and Standards

Juvenile Detention	Approved Prior Year Standard FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards FY 2014-15	Requested FY 2015-16 Standard
80400000 Program: Juvenile Detention				
80400100 Detention Centers				
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	0	0	0
Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention	0.3	0.3	0.3	0.3
Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention	0.3	0.2	0.3	0.3
Average daily population for state-operated secure detention	1,050	872	1,050	987

Exhibit II: Performance Measures and Standards

Probation and Community Corrections	Approved Prior Year Standard FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards FY 2014-15	Requested FY 2015-16 Standard
80700000 Program: Probation and Community Corrections				
80700700 Community Supervision				
Percentage of youth who remain crime-free during aftercare supervision	82%	77%	82%	78%
Percentage of youth who remain crime-free one year after release from aftercare supervision	67%	64%	67%	67%
Average daily population for home detention	1,724	1,058	1,724	1,100
Percentage of youth who remain crime free one year after release from probation	81%	82%	81%	83%
Average number of youth served daily by Juvenile Probation Officer	41.5%	41.3	41.5	41.3
Number of youth court ordered to probation supervision	14,561	14,686	14,561	14,686
Number of youth served by the Redirection Program	1,614	1,378	1,614	1,614
Percentage of youth who remain crime free one year after release from the Redirection program	65%	69%	65%	70%

Exhibit II: Performance Measures and Standards

Probation and Community Corrections	Approved Prior Year Standard FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards FY 2014-15	Requested FY 2015-16 Standard
80700000 Program: Probation and Community Corrections				
80700800 Community Interventions & Services				
Number and percentage of referrals that are school related	11,193 15%	10,359 14%	11,193 15%	10,359 14%
Number of youth received at intake	44,780	44,634	44,780	44,780
Percent of youth who remain crime free one year after release from diversion or probation day treatment	82%	68%	82%	70%
Number of youth served by civil citation or other similar diversionary program	8,000	10,309	8,000	12,000
Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program	93%	96%	93%	97%
Number of youth diverted from court	27,775	17,066	27,775	17,066

Exhibit II: Performance Measures and Standards

Executive Direction and Support Services	Approved Prior Year Standard FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards FY 2014-15	Requested FY 2015-16 Standard
80750000 Program: Office of the Secretary/Assistant Secretary for Administrative Services				
80750100 Executive Direction and Support Services				
Total collections of statutorily mandated maintenance fees	\$1,000,000	\$816,585	\$1,000,000	\$1,000,000
80750200 Information Technology				
Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	6	3.5	6	6

Exhibit II: Performance Measures and Standards

Residential Corrections	Approved Prior Year Standard FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards FY 2014-15	Requested FY 2015-16 Standard
80800000 Program: Residential Corrections				
Percentage of residential commitment program reviewed by the Bureau of Quality Improvement during the fiscal year that will have zero (0) “failed” indicators and no more than one (1) “limited critical” indicator on all applicable indicators reviewed.	85%	59%	85%	85%
80800100 Non-Secure Residential Commitment				
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	60	16	60	50
Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.04	0.13	0.13
Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment	0.23	0.04	0.23	0.23
Total number of youth served in non-secure residential commitment	3,895	3,486	3,895	3,340
Average daily population of youth served in non-secure residential commitment by level (low and moderate)	Low = 219 Mod= 2,036	Low=154 Mod=1,219	2,255	1,455
Number of non-secure residential commitment beds on line	2,100	1,420	2,100	1,515
Number of youth receiving substance abuse treatment in non-secure residential commitment	1,827	2,148	1,827	2,070

Exhibit II: Performance Measures and Standards

Residential Corrections	Approved Prior Year Standard FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards FY 2014-15	Requested FY 2015-16 Standard
80800000 Program: Residential Corrections				
80800200 Secure Residential Commitment				
Percentage of youth who remain crime free one year after release from secure residential commitment	63%	56%	63%	63%
Total number of youth served in secure residential commitment	1,215	1,227	1,215	1,215
Number of secure residential commitment beds on line	908	724	908	717
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,074	641	1,074	634
Rate of incidents involving youth-on-youth batteries per 1000 youth served in secure residential commitment	0.13	0.02	0.13	0.13
Rate of incidents involving youth-on-staff batteries per 1000 youth served in secure residential commitment	.28	0.06	0.28	0.28
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=741 Max=165	High=481 Max=158	High=741 Max=165	High=505 Max=212
Number of escapes from secure residential commitment programs	0	0	0	0

Exhibit II: Performance Measures and Standards

Prevention and Victim Services	Approved Prior Year Standard FY 2013-14	Prior Year Actual FY 2013-14	Approved Standards FY 2014-15	Requested FY 2015-16 Standard
80900000 Program: Prevention and Victim Services				
80900100 Delinquency Prevention and Diversion				
Percentage of youth who remain crime free six months after completing prevention programs	87%	93%	87%	87%
Number of youth served through delinquency prevention programs	35,000	47,478	40,000	40,000
Percentage of youth who remain crime-free while receiving prevention services.	95%	89%	95%	95%
Percentage of programs that operate at 100% of contracted capacity.	95%	60%	95%	95%



LRPP: Exhibit III

Performance Measure Assessments

Exhibit III: Performance Measure Assessments

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

Measure: Percentage of youth who remain crime-free while in state operated secure detention

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
98%	98%	-	-

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:

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

- Training Technology
- Personnel Other (Identify)

Recommendations: Detention Services met the approved standard for FY 2013-14. Detention Services continue to strive for a crime-free environment and many of our implemented initiatives play a role in attempting to achieve this expectation.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
Program: Juvenile Detention
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 FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
0	0	-	-

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation:

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: There were zero escapes from secure detention during FY 2013-14. Detention Services continues to strive for achieving this standard.

Exhibit III: Performance Measure Assessments

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

Measure: Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
0.3	0.3	-	-

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation

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: Detention Services met the approved standard during FY 2013-14. Verbal intervention and a behavior management system that both rewards and holds youth accountable for behavior has contributed to Detention Services meeting this standard.

Exhibit III: Performance Measure Assessments

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

Measure: Number of youth on staff batteries per every 1000 youth served daily in state operated secure detention

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
0.3	0.3	-	-

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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: Providing a trauma-informed safe and secure environment continues to contribute to Detention Services meeting this standard.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
Program: Juvenile Detention
Service/Budget Entity: Detention Centers/8040010

Measure: Average daily population for state-operated secure detention

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
1,050	874	-176	16.76%

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: Departmental initiative to divert youth to non-secure placements

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: Detention reform efforts has allowed youth who would have previously met Secure Detention criteria to be placed in alternative settings.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

Measure: Percentage of youth who remain crime free during aftercare supervision

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
82%	77%	Under	6.3%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The Department has begun to focus residential services for high-risk youth, while allowing low-risk youth to remain in their home communities. High-risk youth historically have a higher recidivism rate than low-risk 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: N/A

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

- Training Technology
- Personnel Other (Identify)

Recommendations: At the direction of the Secretary, the Department is designing residential services to address the needs of high-risk youth, instead of a mixture of high- and low-risk youth. These services should better address criminogenic needs of this specific population and reduce recidivism.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Supervision/80700700

Measure: Percentage of youth who remain crime-free one year after release from aftercare supervision

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14)	Difference (Over/Under)	Percentage Difference
67%	64%	Under	4.6%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The Department has begun to focus residential services for high-risk youth, while allowing low-risk youth to remain in their home communities. High-risk youth historically have a higher recidivism rate than low-risk 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: N/A

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

- Training Technology
- Personnel Other (Identify)

Recommendations: At the direction of the Secretary, the Department has recently implemented community-based transitional services, specifically vocational and/or educational services, as well as mentoring and transportation to youth on post commitment probation and conditional release supervision. By providing vocational education, vocational training, employment training and job placement services to youth exiting residential commitment programming we can better meet the needs of this high risk population by giving them the necessary skills to lead positive and productive lives once they leave the juvenile justice system.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Supervision/80700700

Measure: Average daily population for home detention

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
1724	1,058	Under	43.4%

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 reduction is attributed to an increased focus on pre-arrest alternatives, and the overall statewide reduction in crime.

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: An overall reduction in the number of youth entering the juvenile justice system has resulted in fewer youth being placed in a detention status.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Supervision/80700700

Measure: Percent of youths who remain crime-free one year after release from probation

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
81%	82%	Over	1.2%

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: As a result of targeting staff development and fostering stakeholder relationships there has been a marked improvement in the expeditious application of quality supervision and interventions with 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 reduction is attributed to an increased focus on diversionary programming, and the overall reduction in probation dispositions.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Supervision/80700700

Measure: Average number of youth served daily by Juvenile Probation Officer

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
41	41	---	0%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: As a result of targeting staff development and fostering stakeholder relationships there has been a marked improvement in the expeditious application of quality supervision and interventions with youth.

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 checked="" 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: The reduction is attributed to an increased focus on diversionary programming, and the overall reduction in probation dispositions.

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

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Supervision/80700700

Measure: Number of youth ordered to probation supervision

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
14,561	14,686	Over	0.8548%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: As a result of targeting staff development and fostering stakeholder relationships there has been a marked improvement in the expeditious application of quality supervision and interventions with youth.

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: There was only a very slight increase in the numbers. Fewer school referrals, an increased focus on diversionary programming and the overall reduction in probation dispositions has resulted in the actual numbers remaining relatively low compared to previous years.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Supervision/80700700

Measure: Number of youth served by the Redirection program

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
1,614	1,378	Under	15.8%

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: At the direction of the Secretary, the Department changed the Redirections services eligibility criteria to ensure that the right youth were being referred for this evidence-based intervention. As a result of the changes, the Department had to train its staff on the new protocols.

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 Department and our Redirections providers were not properly prepared at the onset of service implementation, from a provider staffing standpoint, due a procurement protest and the uncertainty surrounding the resolution of the protest.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: At the direction of the Secretary, the Department changed the Redirections services eligibility criteria to ensure that the right youth were being referred for this evidence-based intervention. As a result of the changes, the Department had to train its staff on the new protocols.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Supervision/80700700

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

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
65%	69%	Over	5.97%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The Department has begun to focus residential services for high-risk youth, while allowing low-risk youth to remain in their home communities. Accordingly, there has been an increase in referrals to Redirection of youth who would have otherwise been committed.

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: N/A

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

- Training Technology
 Personnel Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Interventions and Services/80700800

Measure: Number and percentage of referrals that are school related

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
11,193 – 15%	10,359 – 14%	Under	7.74%

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: At the direction of the Secretary, the Department has placed a greater focus on diversionary programming for first-time offenders.

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 addition to the greater emphasis being placed on diversionary services, there have been fewer referrals received from law enforcement agencies, as well as an overall reduction statewide in juvenile crime.

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

- Training Technology
 Personnel Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Interventions and Services/80700800

Measure: Number of youth received at intake

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
44,780	44,634	Under	0.33%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation: The overall reduction statewide in juvenile crime results in fewer youth being referred to the Department each year.

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Interventions and Services/80700800

Measure: Percentage of youth who remain crime-free one year after release from diversion or probation day treatment

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
82%	68%	Under	18.7%

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: 82% represents the percentage of diversion only youth and does not account for the day treatment population which is at a much higher risk to re-offend than diversionary 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: N/A

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

- Training Technology
- Personnel Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Interventions and Services/80700800

Measure: Number of youth served by civil citation or other similar diversionary program

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
8,000	10,309	Over	22.2%

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: As a result of targeting staff development and fostering stakeholder relationships, there have been an increased number of referrals to diversion programs.

External Factors (check all that apply):

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

Explanation: In addition to the increased focus of diversionary programming, there have been fewer referrals received from law enforcement agencies, which has resulted in more youth receiving civil citations.

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

- Training Technology
 Personnel Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Interventions and Services/80700800

Measure: Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
93%	96%	Over	3.2%

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: At the direction of the Secretary, the Department has put a greater emphasis on keeping low-risk offenders out of the juvenile justice system and instead placing them into more appropriate and successful diversion services.

External Factors (check all that apply):

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

Explanation: N/A

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

- Training Technology
- Personnel Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Probation and Community Corrections
 Service/Budget Entity: Community Interventions and Services/80700800

Measure: Number of youth diverted from court

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
27,775	17,066	Under	45.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: Instead of requesting the 27,775, which represents the number of youth “served” by a diversion program the Department should have requested the actual number of unduplicated youth that were diverted from court.

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: N/A

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

- Training Technology
- Personnel Other (Identify)

Recommendations: N/A

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Office of the Secretary/Assistant Secretary for Administration
 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 FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
1,000,000	816,585	-183,415	18%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

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 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: Juvenile Justice
 Program: Office of the Secretary/Assistant Secretary for Administration
 Service/Budget Entity: Information Technology/80750000200

Measure: Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
6	3.5	(2.5)	41.67%

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:

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

- Training Technology
- Personnel Other (Identify)

Recommendations:

Increased JJIS features and functionality have had an impact on response time but not to the extent to require a change to the approved standard.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Residential Corrections
 Service/Budget Entity: Non-Secure Residential/80800000

Measure: Percentage of residential commitment program reviewed by the Bureau of Quality Improvement during the fiscal year that will have zero (0) “failed” indicators and no more than one (1) “limited critical” indicator on all applicable indicators reviewed

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
85%	59%	Under	26%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: During the previous 18 months, the Quality Improvement (QI) scoring process was refined. QI reports now provide a rating for each indicator but do not provide an overall program rating.

This is the first full year the objectives have been stated so specifically, down to the basic indicator level. Residential program providers and Department staff worked on each objective with individual programs to incorporate program improvements for those indicators that did not meet the standard.

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: FY2013-14 was the first year that the Department provided residential commitment services through a system that is 100% privatized and there were new programs that came on line at the beginning of the fiscal year. The Quality Improvement review is just an annual snapshot that is coupled with several other Departmental comprehensive monitoring and assessment tools that are ongoing. While this performance measure was not met this year, this tool and others are used to target the technical assistance needed to improve program performance.

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

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

Recommendations: Of the 53 residential programs in operation for all of FY2013-14, 51 programs (96% of all programs) were reviewed for Quality Improvement during the fiscal year. Of those, 30 out of the 51 programs (which represents 59% of the total reviewed) had zero (0) “failed” indicators and no more than one (1) “limited critical” indicator on all applicable indicators reviewed.

Moving forward, the Department’s staff will be in a better position to provide technical assistance to program providers in meeting each specific indicator. About midway through FY2013-14, the Department created a pilot area to implement a shared services model of program monitoring and contract management. The Provider Management Shared Services (PMSS) unit was fully implemented in the rest of the state during the second month of FY2014-15. When Monitors visit a residential program for supplemental monitoring, they perform contract monitoring as needed, as well as routine monitoring events that may include programmatic monitoring, supplemental monitoring, clinical monitoring, or an administrative compliance review. In addition, all programs are rated for risk assessment. Risk-based monitoring more effectively directs PMSS monitoring and technical assistance resources to the programs most in need of technical assistance.

Exhibit III: Performance Measure Assessments

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

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

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	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 previous estimate was incorrect. However, the risk-assessment tool—Positive Achievement Change Tool (PACT)—that has been consistently used since FY2009-10, provides the Department with a validated risk-assessment tool. With consistent use of the PACT, the Department has more accurately identified those youths who are “less likely to reoffend.” Therefore, the Department is able to treat many of these more effectively in their local communities. This has resulted in the commitment of youths who are assessed as “more likely to re-offend.” However, the Department maintains the goal to attain a 60% rate for youth in non-secure commitment to remain crime-free one year after release.

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, based on research that demonstrates optimal outcomes if the level of service is matched to youth risks and needs. Under the current administration, there has been a focus on reserving costly and restrictive commitment placements for youth at greater risk to re-offend. This shift is reflected in the increase in the Average Prior Seriousness Index of youth released from residential non-secure commitment. Between FY2009-10 and FY 2011-12, the Average Prior Seriousness Index increased from 20.5% to 23.2%. The prior seriousness index reflects the seriousness of a youth’s delinquency history. Higher scores predict greater risk for future offending, meaning that youth who complete commitment programs are at greater risk to reoffend than residential completers in prior years.

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

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

Recommendations: The Department continues to contractually require the use of evidence-based practices in its programs and instituted an Evidence Based Services (EBS) module in the Juvenile Justice Information System (JJIS) in FY2013-14. Each contracted residential program provider has been trained on the use of the EBS module, which is designed to track the dosage each youth receives of evidence-based interventions while in the commitment setting. Further, the Department and its contractors continually address each youth’s risk factors and protective factors while in the commitment program, planning for the youth’s transition home with the youth, guardians and community stakeholders.

In FY2012-13, the Department received validation of the Residential Positive Achievement Change Tool (R-PACT) as a tool that can be used to assist in predicting recidivism of youth in residential program. The R-PACT is an assessment tool used to (1) identify residential youths’ criminogenic needs and risks, (2) guide the development of intervention strategies, and (3) assess youth progress. It is administered to all residential youth within 30 days of admission and every 90 days thereafter; also, an exit R-PACT is conducted prior to release.

The Department uses the R-PACT to track key areas of development in residential youths. The tool collects data on such things as prior criminal history, academic performance, family relationships, involvement with antisocial peers, and use of appropriate social skills for controlling emotions and handling difficult situations.

The consistent use of the R-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.

The Department is in the process of building up community supports and resources for youth who leave residential commitment. These community resources and support systems increase a youth’s protective factors, which are critical to reducing recidivism rates.

Exhibit III: Performance Measure Assessments

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

Measure: Number of escapes from non-secure residential commitment programs

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
60	16	44 Under	73%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect. Because many youth previously committed to residential placements are now being served in the community, there was an anticipated resultant change in outcomes. The adjudicated youth in non-secure commitment programs are increasingly those who are assessed as a higher risk to reoffend, which may also lead to an increase in attempted escapes from non-secure programs. The Department’s estimate of 60 escapes from non-secure commitment was an over-estimation.

External Factors (check all that apply):

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

Explanation:

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

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

Recommendations: The Department continues to emphasize the importance of recruitment, training and retention of quality staff and sees this as a key component in the elimination of escapes. Training and technical assistance on evidence-based practices, in addition to the Department’s monitoring of adequate staffing ratios with appropriately-trained supervisory personnel to properly influence youth behaviors within each program, are key to continuing to have fewer escapes.

Exhibit III: Performance Measure Assessments

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

Measure: Rate of incidents involving youth-on-youth batteries per every 1,000 youth served daily in non-secure residential commitment

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
0.13	0.04	0.09 Under	69%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect. Because many youth previously committed to residential placements are now being served in the community, there was an anticipated resultant change in outcomes. The adjudicated youth in non-secure commitment programs are increasingly those who are assessed as a higher risk to reoffend, which may also lead to an increase in youth-on-youth batteries. However, the actual performance rate being significantly lower than predicted is a positive outcome and in line with the Department’s goals.

External Factors (check all that apply):

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

Explanation:

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

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

Recommendations: The Department continues to emphasize the importance of recruitment, training and retention of quality staff and sees this as a key component in the elimination of youth-on-youth batteries. Training and technical assistance on evidence-based practices, in addition to the Department’s monitoring of adequate staffing ratios with appropriately-trained supervisory personnel to properly influence youth behaviors within each program, are key to continuing this reduction of undesirable behaviors.

Exhibit III: Performance Measure Assessments

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

Measure: Rate of incidents involving youth-on-staff batteries per every 1,000 youth served daily in non-secure residential commitment

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
0.23	0.04	0.19 Under	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 previous estimate was incorrect. Because many youth previously committed to residential placements are now being served in the community, there was an anticipated resultant change in outcomes. The adjudicated youth in non-secure commitment programs are increasingly those who are assessed as a higher risk to reoffend, which may also lead to an increase in youth-on-staff batteries. However, the actual performance rate being significantly lower than predicted is a positive outcome and in line with the Department’s goals.

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: The Department continues to emphasize the importance of recruitment, training and retention of quality staff and sees this as a key component in the elimination of youth-on-staff batteries. Training and technical assistance on evidence-based practices, in addition to the Department’s monitoring of adequate staffing ratios with appropriately-trained supervisory personnel to properly influence youth behaviors within each program, are key to continuing this reduction of undesirable behaviors.

Exhibit III: Performance Measure Assessments

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

Measure: Total number of youth served in non-secure residential commitment

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
3,895	3,486	409 Under	10.5%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The total number of youth served in non-secure commitment has steadily declined since FY2007-08. From FY2010-11 to FY2011-12, the decline was 19.82%, which was nearly double the decline of the previous year (10.03%). However, the FY2012-13 actual performance result was 6.83% over what was estimated. Thus, when estimating the total number of youth to be served for FY2013-14, a reduction of 6.83% was used to estimate 3,895 youth to be served in non-secure residential commitment. The actual reduction between FY2012-13 and FY2013-14 was 19.36%: total actual youth served FY2012-13 was 4,161 and total actual youth served in FY2013-14 was 3,486, resulting in a 16.22% reduction in the total youth served in non-secure residential commitment—not the predicted 6.83% reduction.

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: The Department will continue to track and monitor data and trends, relating to youth arrests and commitments for future projections.

Exhibit III: Performance Measure Assessments

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

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

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
Low = 219 Moderate = 2,036	Low = 154 Moderate = 1,219	65 Under 817 Under	29.68% 40.13%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: Many youth previously committed to residential placements are now being served in the community, resulting in a change in outcomes. The adjudicated youth in non-secure commitment programs are increasingly those that are assessed as a higher risk 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: Declining delinquency arrest rates have reduced the number of youth referred for residential placement. Therefore, the average daily population of youth in non-secure programs continues to decrease.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: N/A. Having fewer youths in residential placement is a positive outcome of the Department's management efforts. The Department will continue to monitor youth arrest and commitment rates and adjust residential placement capacity to best meet anticipated needs. Residential commitments utilize between 86% and 94% of commitment capacity each week.

Exhibit III: Performance Measure Assessments

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

Measure: Number of non-secure residential commitment beds on line

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
2,100	1,420	680 Under	32.38%

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 previous estimate was incorrect, based upon the utilization rate of a generalized population. Through continual assessments of youth treatment needs, the number of generalized population beds has decreased in order to pay for the more intensive services needed by youth in our care. In FY2012-13, the Department used the “Intention To Negotiate” (ITN) and the contract renewal processes to ensure that beds and treatment services needed were obtained, resulting in 100% privatized residential commitment services provision in FY2013-14. Further, many youth previously committed to a low- or moderate-risk programs are now being served in the community.

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: Declining delinquency arrest rates have reduced the number of youth referred for residential placement. Therefore, the need for non-secure beds has continued to decrease.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: The Department’s philosophy is to provide treatment to a youth in the least restrictive environment possible when a youth is committed and as is appropriate to ensure public safety. All residential program contracts incorporate best practices into the delivery of delinquency interventions provided in all commitment settings. The Department will continue to monitor youth arrest and commitment rates and adjust residential placement capacity to best meet anticipated needs. Residential commitments utilize between 86% and 94% of commitment capacity each week with non-secure bed utilization holding steady at 90% to 95% weekly.

Exhibit III: Performance Measure Assessments

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

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

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
1,827	2,148	321 Over	17.57%

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: Treatments provided are based on a youth’s needs as prescribed by a physician. The estimate for the fiscal year was incorrect and was based upon a generalized population. Through continual assessments of youth treatment needs, the number of specialized beds was increased to meet the intensive services needed by youth in our care. In FY2012-13, the Department used the “Intention To Negotiate” (ITN) and the contract renewal processes to ensure that beds and treatment services needed were obtained, resulting in 100% privatized residential commitment services provision in FY2013-14. Therefore, more youth were assessed as needing substance abuse treatment and were able to receive those services through the specialized beds created by contracts and youth cases that were reviewed.

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 youth who are in non-secure residential commitment programs have greater individual treatment needs than those served in previous fiscal years.

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

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 FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
63%	56%	7% Under	7%

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 previous estimate was incorrect. However, the risk-assessment tool—Positive Achievement Change Tool (PACT)—that was fully implemented in FY2009-10, provides the Department with a validated risk-assessment tool. With consistent use of the PACT, the Department can more accurately identify those youths who are “less likely to reoffend,” and therefore treat many of these more effectively in their local communities. This has resulted in the commitment of youths who are assessed as “more likely to re-offend.”

External Factors (check all that apply):

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

Explanation: The Agency strives to treat youths in the least restrictive environment possible, based on research that demonstrates optimal outcomes if the level of service is matched to youth risks and needs. Under the current administration, there has been a focus on reserving costly and restrictive commitment placements for youth at greater risk to re-offend. This shift is reflected in the increase in the Average Prior Seriousness Index of youth released from residential secure commitment. Between FY2009-10 and FY 2011-12, the Average Prior Seriousness Index increased from 32.5% to 35.2%. The prior seriousness index reflects the seriousness of a youth’s delinquency history. Higher scores predict greater risk for future offending, meaning that youth who complete commitment programs are at greater risk to reoffend than residential completers in prior years.

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 Department continues to contractually require the use of evidence-based practices in its programs and instituted an Evidence Based Services (EBS) module in the Juvenile Justice Information System (JJIS) in FY2013-14. Each contracted residential program provider has been trained on the use of the EBS module, which is designed to track the dosage each youth receives of evidence-based interventions while in the commitment setting. Further, the Department and its contractors continually address each youth’s risk factors and protective factors while in the commitment program, planning for the youth’s transition home with the youth, guardians and community stakeholders.

In FY2012-13, the Department received validation of the Residential Positive Achievement Change Tool (R-PACT) as a tool that can be used to assist in predicting recidivism of youth in residential program. The R-PACT is an assessment tool used to (1) identify residential youths’ criminogenic needs and risks, (2) guide the development of intervention strategies, and (3) assess youth progress. It is administered to all residential youth within 30 days of admission and every 90 days thereafter; also, an exit R-PACT is conducted prior to release.

The Department uses the R-PACT to track key areas of development in residential youths. The tool collects data on such things as prior criminal history, academic performance, family relationships, involvement with antisocial peers, and use of appropriate social skills for controlling emotions and handling difficult situations.

The consistent use of the R-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.

The Department is in the process of building up community supports and resources for youth who leave residential commitment. These community resources and support systems increase a youth’s protective factors, which are critical to reducing recidivism rates.

Exhibit III: Performance Measure Assessments

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

Measure: Total number of youth served 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 FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
1,215	1,227	12 Over	0.99%

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: Previous estimate was incorrect. The total number of youth served in secure commitment has steadily declined since FY2007-08. From FY2009-10 to FY2013-14, the average annual decline was 14.2%. The cumulative decline has been 56.8%. Thus, when estimating the total number of youth to be served for FY2013-14, a reduction of 16.21% was used to estimate 1,215 youth to be served in secure residential commitment. The actual reduction was 15.38% from the previous fiscal year total youth served (1,450), resulting in an actual 1,227 total youth served in secure residential commitment for FY2013-14.

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: N/A

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

- Training Technology
- Personnel Other (Identify)

Recommendations: The Department will continue to track and monitor data and trends, relating to youth arrests and commitments for future projections.

Exhibit III: Performance Measure Assessments

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

Measure: Number of secure residential commitment beds on line

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
908	724	184 Under	20.26%

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 previous estimate was incorrect, based upon the utilization rate of a generalized population. Through continual assessments of youth treatment needs, the number of generalized population beds has decreased in order to pay for the more intensive services needed by youth in our care. In FY2012-13, the Department used the “Intention To Negotiate” (ITN) and the contract renewal processes to ensure that beds and treatment services needed were obtained, resulting in 100% privatized residential commitment services provision in FY2013-14. Further, many youth previously committed to a low- or moderate-risk programs are now being served in the community. The number of secure beds was decreased to meet the treatment needs of the youth served. The average utilization rate for secure beds on line in FY2012-13 was almost 88%. In FY2013-14, the average utilization rate for secure beds on line was almost 92%.

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: Declining delinquency arrest rates have reduced the number of youth referred for residential placement. Therefore, the need for secure beds has decreased.

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

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

Recommendations: The Department’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. All residential program contracts incorporate best practices into the delivery of delinquency interventions provided in all commitment settings. The Department will continue to monitor youth arrest and commitment rates and adjust residential placement capacity to best meet anticipated needs. Residential commitments utilize between 86% and 94% of commitment capacity each week with secure bed utilization holding steady at 88% to 94% weekly.

Exhibit III: Performance Measure Assessments

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

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

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
1,074	641	433 Under	40.32%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: Treatments provided are based on youth needs as prescribed by a physician. The estimate for the fiscal year was incorrect and was based upon a generalized population. Through continual assessments of youth treatment needs, the number of specialized beds was increased to meet the intensive services needed by youth in our care. In FY2012-13, the Department used the “Intention To Negotiate” (ITN) and the contract renewal processes to ensure that beds and treatment services needed were obtained, resulting in 100% privatized residential commitment services provision in FY2013-14. Therefore, fewer youth were assessed as needing substance abuse treatment but were determined to need other services, which were provided through the specialized beds created by contracts and youth cases that were reviewed.

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

Measure: Rate of incidents involving youth-on-youth batteries per every 1,000 youth served daily in secure residential commitment

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
0.13	0.02	0.11 Under	84.62%

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 previous estimate was incorrect. Because many youth previously committed to residential placements are now being served in the community, there was an anticipated resultant change in outcomes. The adjudicated youth in secure commitment programs are increasingly those who are assessed as a higher risk to reoffend, which may also lead to an increase in youth-on-youth batteries. However, the actual performance rate being significantly lower than predicted is a positive outcome and in line with the Department’s goals.

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: The Department continues to emphasize the importance of recruitment, training and retention of quality staff and sees this as a key component in the elimination of youth-on-youth batteries. Training and technical assistance on evidence-based practices, in addition to the Department’s monitoring of adequate staffing ratios with appropriately-trained supervisory personnel to properly influence youth behaviors within each program, are key to continuing this reduction of undesirable behaviors.

Exhibit III: Performance Measure Assessments

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

Measure: Rate of incidents involving youth-on-staff batteries per every 1,000 youth served daily in secure residential commitment

Action:

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

Approved Standard FY2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
0.28	0.06	0.22 Under	78.57%

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 previous estimate was incorrect. Because many youth previously committed to residential placements are now being served in the community, there was an anticipated resultant change in outcomes. The adjudicated youth in secure commitment programs are increasingly those who are assessed as a higher risk to reoffend, which may also lead to an increase in youth-on-staff batteries. However, the actual performance rate being significantly lower than predicted is a positive outcome and in line with the Department’s goals.

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: The Department continues to emphasize the importance of recruitment, training and retention of quality staff and sees this as a key component in the elimination of youth-on-staff batteries. Training and technical assistance on evidence-based practices, in addition to the Department’s monitoring of adequate staffing ratios with appropriately-trained supervisory personnel to properly influence youth behaviors within each program, are key to continuing this reduction of undesirable behaviors.

Exhibit III: Performance Measure Assessments

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

Measure: Average daily population of youth served in secure residential commitment by level (High and Maximum)

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
High = 741 Max = 165	High = 481 Max = 158	260 Under 7 Under	35.09% 4.24%

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: Declining delinquency arrest rates have reduced the number of youth referred for residential placement. Since FY2009-10, the cumulative decline in the number of youth served in secure commitment has decreased by 56.8%.

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: Declining delinquency arrest rates have reduced the number of youth referred for residential placement. Therefore, the average daily population of youth in secure programs has decreased.

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

- Training Technology
 Personnel Other (Identify)

Recommendations: N/A. Having fewer youths in residential placement is a positive outcome of the Department's management efforts. The Department will continue to monitor youth arrest and commitment rates and adjust residential placement capacity to best meet anticipated needs.

Exhibit III: Performance Measure Assessments

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

Measure: Number of escapes from secure residential commitment programs

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
0	0	0	0

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

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

External Factors (check all that apply):

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

Explanation:

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

- Training Technology
- Personnel Other (Identify)

Recommendations: While the Department acknowledges that 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: 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:

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

Approved Standard FY 2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
35,000	47,478	12,478 Over	36%

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: More youth are being served in community-based prevention programs. Last fiscal year, millions of dollars in additional funding was redirected to establish and expand prevention and intervention services. As a result, more contracts and slots were awarded to providers throughout the state than estimated.

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: During FY2013-14, the Office of Prevention held Community Conversations in localities throughout the state to determine prevention services needs and to make stakeholders aware of funding streams and programs available.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: Continued funding for prevention and intervention services.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Prevention and Victim Services
 Service/Budget Entity: Delinquency Prevention and Diversion/80900100

Measure: Percentage of youth who remain crime-free after six months of completing prevention programs

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
87%	93%	Over	5%

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 difference between actual performance results and approved standard is so minimal 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
- 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: Greater focus on and funding for prevention and intervention services.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The slight increase in youth who remain crime free after six months of completing services is evidence that prevention services are working. The focus should remain on prevention and intervention services as we work to keep kids out of the juvenile justice system by addressing their risk factors and strengthening their protective factors.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Prevention and Victim Services
 Service/Budget Entity: Delinquency Prevention and Diversion/80900100

Measure: Percentage of youth who remain crime-free while receiving prevention services

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY2013-14	Difference (Over/Under)	Percentage Difference
95%	98%	Over	3%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The difference between actual performance results and approved standard is so minimal 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
- 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: Greater focus on and funding for prevention and intervention services.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The slight increase in youth who remain crime free while receiving prevention services is evidence that prevention services are working. The focus should remain on prevention and intervention services as we work to keep kids out of the juvenile justice system by addressing their risk factors and strengthening their protective factors.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
 Program: Prevention and Victim Services
 Service/Budget Entity: Delinquency Prevention and Diversion/80900100

Measure: Percentage of programs that operate at 100% contracted capacity

Action:

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

Approved Standard FY 2013-14	Actual Performance Results FY 2013-14	Difference (Over/Under)	Percentage Difference
95%	60%	Under	35%

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: Several contracted prevention programs had to be removed from the analysis when determining the utilization rate because of the structure of those contracts ex., Slots vs. Youth Served. Therefore, a valid percentage could not be captured for this standard. Additionally, there were some programs that did not meet their target capacity and some that exceeded.

External Factors (check all that apply):

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

Explanation:

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

- Training Technology
- Personnel Other (Identify)

Recommendations: We will continue to provide technical assistance to those providers who have difficulty obtaining youth referrals which results in them not reaching their target capacity. We recommend this measure be removed from the performance measurement assessments.



LRPP: Exhibit IV

Performance Measure Validity and Reliability

Exhibit IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Juvenile Detention
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 the Bureau of Research and Planning. This is defined as the percentage of youth released from secure detention during the fiscal year that did not violate or commit a new offense resulting in an adjudication or adjudication withheld during their secure detention stay.

JJIS secure detention data records are extracted and examined by staff of the Bureau of 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 Bureau of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of the Bureau 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.

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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Juvenile Detention
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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Juvenile Detention
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 the Bureau of Research and Planning.

Based upon criteria and professional discretion, field staff report the incident to the CCC. The information is forwarded to the Assistant Secretary and the Assistant Chief of the 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 Bureau of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

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

http://www.djj.state.fl.us/Research/Common_Definitions/index.html.

The stability and accuracy of 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Juvenile Detention
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 the Bureau of Research and Planning.

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

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

Validity:

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

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This outcome allows for evaluations of the Department's effectiveness in meeting the agency mission, to reduce juvenile crime, and its goals and objectives.

Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules, and steps in processing data; and checking the results. Information on youth placed in secure detention is entered into 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 Bureau of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

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

http://www.djj.state.fl.us/Research/Common_Definitions/index.html.

The stability and accuracy of 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Juvenile Detention
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 the Bureau of Research and Planning.

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

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

Validity:

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

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

Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules, and steps in processing data; and checking the results. Information on youth placed in secure detention is entered into 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 Bureau of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of the Bureau 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 the Bureau of Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: http://www.djj.state.fl.us/Research/Common_Definitions/index.html.

The stability and accuracy of 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

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

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

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

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

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

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

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 the Bureau of Research and Planning.

JJIS home detention data records are extracted for every youth served during the fiscal year. Admission dates and release dates are truncated at the beginning and end of the fiscal year. For example, if youth were placed into home detention during the previous fiscal year, 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 the Bureau of 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 the Bureau 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 the Bureau of Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: http://www.djj.state.fl.us/Research/Common_Definitions/index.html.

The stability and accuracy of 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

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 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 the Bureau of 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 budget entity.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense after release from probation or post-commitment probation supervision.

Reliability:

Using the methodology that counts both the youth who completed their probation or post-commitment probation supervision during the fiscal year in question and then subsequently recidivate one year after release from that status. The data is then compiled and reviewed by the Bureau of 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 Bureau of Research and Planning. The Bureau of 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

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 staff at the Headquarters Office. Probation Headquarters staff maintains very reliable counts, as all staffing changes are processed through this central office.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

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 youths who receive the appropriate disposition are 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 the Bureau of 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 the Bureau of Research and Planning. The Bureau of 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

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 Program. The Office of Public Policy and Government Accountability (OPPAGA) has been given the responsibility for conducting an evaluation of this program.

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 the Bureau of Research and Planning. The Bureau of 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

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700

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 Redirection Program is entered into JJIS by Juvenile Probation Officers (JPOs) and contracted case managers. Data Integrity Officers (DIOs), under the direction of the Bureau of 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 the Bureau of Research and Planning. The Bureau of 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

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Intervention and Services/80700800

Measure: 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 the Bureau of 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 Bureau of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of the Bureau of Research and Planning and sent to the DIOs concerning data entry error rates associated with data. 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

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Intervention and Services/80700800

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 are 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 the Bureau of 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 the Bureau of Research and Planning. The Bureau of 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Intervention and Services/80700800

Measure: Percent of youth who remain crime-free one year after release from diversion or probation day treatment

Action (check one):

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

Data Sources and Methodology:

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 diversion or day treatment 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 Community and Intervention 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 Community Intervention and Services 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, by Juvenile Probation Officers, and contracted case managers. Data Integrity Officers (DIOs), under the direction of the Bureau of 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 Community Intervention and Services between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within the Bureau of Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

http://www.djj.state.fl.us/Research/Common_Definitions/index.html.

The information is entered into the JJIS database by field staff and providers who are trained by DIOs under the direction of the Bureau of Research and Planning. The Bureau of 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Intervention and Services/80700800

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 event 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 Bureau of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Intervention and Services 80700800

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

http://www.djj.state.fl.us/Research/Common_Definitions/index.html.

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

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Intervention and Services/80700800

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 Bureau of Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of the Bureau 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

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) database. 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

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 Bureau of 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

Department: Juvenile Justice
Program: Residential Correction
Service/Budget Entity: Residential Corrections Program/808000

Measure: Percentage of all residential commitment programs reviewed by the Bureau of Monitoring and Quality Improvement during the fiscal year that will have zero (0) “failed” indicators and no more than one (1) “limited critical” indicator on all applicable indicators reviewed

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 compliance report for each program 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:

The annual compliance review 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. Annual compliance reviews include educational services and those services provided directly by contracted providers. This information is useful when evaluating the past performance of contract 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 two days of training and pass an examination in order to become certified in the process. Teams consist of between three and ten 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, QI 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. 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

Department: Juvenile Justice
Program: Residential Corrections
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 youth 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), and the Department of Corrections (DOC). Youth released is defined as all youth who complete non-secure commitment 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 non-secure commitment are matched with DJJ, 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) 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 within the Bureau of 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 the 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 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 the 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 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.

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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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 (CCC) 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 instruments 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

Department: Juvenile Justice
Program: Residential Corrections
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 the Department. That goal 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 the 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 Bureau of 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 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 the 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. The Bureau of Research and Planning extracts and analyzes JJIS data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: http://www.djj.state.fl.us/Research/Common_Definitions/index.html.

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

EXHIBIT IV: Performance Measure Validity and Reliability

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

The multiple systems in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-staff 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

Department: Juvenile Justice
Program: Residential Corrections
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 database 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 residential 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 the 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.

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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

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

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

Action (check one):

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

Data Sources and Methodology:

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

CS/CS/HB 7055, which passed in Legislative Session 2014 and was signed into law by the Governor, omitted the distinction between low-risk and moderate-risk residential commitment and replaced those definitions with “non-secure” in Ch. 985 F.S. Because some youth may have been adjudicated as low-risk or moderate-risk prior to the July 1, 2014, effective date, the data source for reporting this measure in FY2014-15 will include all those youth served in “low-risk,” “moderate-risk,” and “non-secure” residential services.

Validity:

Utilization of the residential beds (population) is an important measure for management. Although this measure is not useful for calculation of unit cost, the 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 the 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.

Therefore, the data may be relied upon with a high degree of confidence as the basis for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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 the 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 for management decisions

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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 youth's name, and the funding source for the treatment. A definition of "treatment" was provided so that reporting was consistent. These reports are compiled into a spreadsheet monthly and totaled to provide the number of youth receiving treatment services 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 the 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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, do not have adjudication withheld, or are not convicted in adult criminal court for an offense that occurred within one year of release from secure residential commitment. This measure is compiled using information from the Juvenile Justice information System (JJIS), the Florida Department of Law Enforcement (FDLE), and the Department of Corrections (DOC). Youth released is defined as all youth who complete secure residential commitment 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 secure residential commitment 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 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 the 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 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 the 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 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.

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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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 commitment program for at least one day during the fiscal year under analysis is included in this measure. Youth placements are entered into the JJIS database by field staff and providers in the three residential regions. Secure residential commitment data from JJIS is then extracted by the Bureau of 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 secure commitment. Using this methodology that ensures every youth that is served in 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 the 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.

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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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 the 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 for management decisions

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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 youth's name, and the funding source for the treatment. A definition of "treatment" was provided so that reporting was consistent. These reports are compiled into a spreadsheet monthly and totaled to provide the number of youth receiving substance abuse treatment services 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 the 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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 the Department. That goal 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 the 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 Bureau of 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 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 the 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.

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

Department: Juvenile Justice
Program: Residential Corrections
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 the Department. 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 the advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

Reliability:

The number of youth served daily in secure residential commitment is provided to Residential Services staff by the Bureau of 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 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 the 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.

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

Department: Juvenile Justice
Program: Residential Corrections
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 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 records on youth movements in and out of residential facilities.

Validity:

Utilization of the residential beds (population) is an important measure for management. Although this measure is not useful for calculation of unit cost, the 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 the 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.

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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
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 (CCC) 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 instruments 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

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. The Bureau of Research and Planning conducts the outcome evaluation of the 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 providers. A monthly report is generated by the Bureau of Research and Planning to help monitor data integrity. Department staff notify and assist the providers 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 for management decisions.

Reliability of Florida Network's data is obtained through oversight and technical assistance to the providers. A series of monthly performance measurement reports are generated by the Bureau of Research and Planning to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Bureau of Research and Planning will also notify and assist the providers 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 for 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

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). The Bureau of 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 providers. A monthly report is generated by the Bureau of Research and Planning to help monitor data integrity. Department staff notifies and assists the providers 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 for management decisions.

Reliability of Florida Network's data is obtained through oversight and technical assistance to the providers. A series of monthly performance measurement reports are generated by the Bureau of Research and Planning to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Bureau of Research and Planning will also notify and assist the providers 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Prevention and Victim Services
Service/Budget Entity: Delinquency Prevention and Diversion/80900100

Measure: Percentage of youth who remain crime-free while receiving prevention services

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 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 Bureau of Research and Planning conducts the outcome evaluation of these data.

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

“Youth released” is defined as all youth who are released from a prevention program during the fiscal year. JJIS arrest records of these youth are studied to determine whether they committed an offense for which they were adjudicated, convicted, or had adjudication of delinquency withheld while receiving prevention services. The percentage of youth who remain crime-free while receiving prevention services is calculated by dividing the number of youth found not to have an adjudication, adjudication withheld, or adult conviction for an offense that occurred while receiving prevention services by the number of youth released from prevention program during the fiscal year.

Validity:

This calculation and its methodology provide an accurate reflection of the effectiveness of programs providing prevention services. This count provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to dollars appropriated to the budget entity.

Reliability:

Reliability is obtained through oversight and technical assistance to the providers. 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 for management decisions. Reliability of Florida Network's data is obtained through oversight and technical assistance to the providers. A series of monthly performance measurement reports are generated by the Bureau of Research and Planning to help monitor data integrity.

In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Bureau of Research and Planning will also notify and assist the providers 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 for management decisions.

EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Prevention and Victim Services
Service/Budget Entity: Delinquency Prevention and Diversion/80900100

Measure: Percentage of programs that operate at 100% of contracted capacity

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 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). The Bureau of Research and Planning conducts the outcome evaluation of these data.

Prevention contracts include the number of youth to be served for the term of the contract. The actual youth served during the fiscal year was divided by the contracted number of youth to be served to calculate percent of contracted capacity. The number of programs operating at or above 100% was divided by the total number of programs to generate the percentage of programs that operate at 100% of contracted capacity.

Validity:

The number of youth served compared to contracted youth to serve is an appropriate indicator that delinquency prevention programs are providing services pursuant to their grant or contract. 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 providers. A monthly report is generated by the Bureau of Research and Planning to help monitor data integrity. Department staff notify and assist the providers 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 for management decisions.

Reliability of Florida Network's data is obtained through oversight and technical assistance to the providers. A series of monthly performance measurement reports are generated by the Bureau of Research and Planning to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Bureau of Research and Planning will also notify and assist the providers 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 for management decisions.



LRPP -Exhibit V

Associated Activities Contributing to Performance Measure

Exhibit V: Associated Activity Contributing to Performance Measures

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures		
Measure Number	Approved Performance Measures for FY 2014-15 (Words)	Associated Activities Title
80400000 Program: Juvenile Detention 80400100 Detention Centers		
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 ACT0520 Health Services ACT0530 Mental Health Services
4.	Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention.	ACT0510 Secure Supervision ACT0520 Health Services ACT0530 Mental Health Services
5.	Average daily population for state-operated secure detention.	ACT0510 Secure Supervision ACT0520 Health Services ACT0530 Mental Health Services ACT0540 Food Services ACT0560 Transportation Services

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

Measure Number	Approved Performance Measures for FY 2014-15 (Words)	Associated Activities Title
80700000 Program: Probation and Community Corrections 80700700 Community Supervision		
1.	Percentage of youth who remain crime free during aftercare supervision.	ACT0600 Counseling and Supervision (<i>Contracted</i>) ACT0610 Counseling and Supervision (<i>State-Prov</i>)
2.	Percentage of youth who remain crime-free one year after release from aftercare supervision.	ACT0600 Counseling and Supervision (<i>Contracted</i>) ACT0610 Counseling and Supervision (<i>State-Prov</i>) ACT0730 Transitional Services ACT0750 Sex Offender Treatment
3.	Average daily population for home detention.	ACT0610 Counseling and Supervision (<i>State-Prov</i>) ACT0730 Transitional Services
4.	Percentage of youth who remain crime-free one year after release from probation.	ACT0610 Counseling and Supervision (<i>State-Prov</i>) ACT0730 Transitional Services ACT0750 Sex Offender Treatment
5.	Average number of youth served daily by Juvenile Probation Officer.	ACT0610 Counseling and Supervision (<i>State-Prov</i>) ACT0730 Transitional Services ACT0750 Sex Offender Treatment
6.	Number of youth court ordered to probation supervision.	ACT0610 Counseling and Supervision (<i>State-Prov</i>) ACT0730 Transitional Services ACT0750 Sex Offender Treatment
7.	Number of youth served by the Redirection Program.	ACT0740 Redirection Services
8.	Percentage of youth who remain crime-free one year after release from the Redirection Program.	ACT0740 Redirection Services

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

Measure Number	Approved Performance Measures for FY 2014-15 (Words)	Associated Activities Title
80700000 Program: Probation and Community Corrections 80700800 Community Intervention and Services		
1.	Number and percentage of referrals that are school related.	ACT0700 JAC Administration ACT0710 Intake and Screening
2.	Number of youth received at intake.	ACT0700 JAC Administration ACT0710 Intake and Screening
3.	Percent of youth who remain crime-free one year after release from diversion or probation day treatment.	ACT0600 Counseling and Supervision (<i>Contracted</i>) ACT0610 Counseling and Supervision (<i>State Prov</i>) ACT0720 Diversion
4.	Number of youths served by civil citation or other similar diversionary program.	ACT0610 Counseling and Supervision (<i>State Prov</i>) ACT0720 Diversion
5.	Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program.	ACT0610 Counseling and Supervision (<i>State Prov</i>) ACT0720 Diversion
6.	Number of youth diverted from court.	ACT0610 Counseling and Supervision (<i>State Prov</i>) ACT0720 Diversion
8075000 Program: Office of the Secretary/Assistant Secretary for Administration 80750100 Executive Direction and Support Services		
	Total Collections of statutorily mandated maintenance fees.	ACT0100 Finance and Accounting
80750200 Information Technology		
	Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports.	ACT300 Executive Direction ACT310 Administrative Services ACT0320 Application Development/Support ACT0340 Network Operations ACT0350 Desktop Support

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

Measure Number	Approved Performance Measures for FY 2014-15 (Words)	Associated Activities Title
80800000 Program: Residential Corrections		
	Percentage of residential commitment programs reviewed by the Bureau of Quality Improvement during the fiscal year that will have zero (0) “failed” indicators and no more than one (1) “limited critical” indicator on all applicable indicators reviewed.	ACT0010 Executive Direction
80800000 Program: Residential Corrections 80800100 Non-Secure Residential Commitment		
1.	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
2.	Number of escapes from non-secure residential commitment programs.	ACT0790 Care and Custody
3.	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
4.	Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770 Mental Health Treatment ACT 050 Health Services
5.	Total number of youth served in non-secure residential commitment.	ACT0790 Care and Custody
6.	Average Daily Population of Youth Served in non-secure residential commitment.	Act0790 Care and Custody
7.	Number of non-secure residential commitment beds on-line.	ACT0790 Care and Custody
8.	Number of youth receiving substance abuse treatment in non-secure residential commitment.	ACT0790 Care and Custody

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

Measure Number	Approved Performance Measures for FY 2014-15 (Words)	Associated Activities Title
80800000 Program: Residential Corrections 80800200 Secure Residential Commitment		
1.	Percentage of youth who remain crime-free one year after release from secure residential commitment.	ACT0750 Sexual Offender Treatment ACT0820 Vocational Training ACT0800 Behavior Training and Life Skills
2.	Total number of youth served in secure residential commitment.	ACT790 Care and Custody
3.	Number of secure residential commitment beds on-line.	ACT0790 Care and Custody
4.	Number of youth receiving substance abuse treatment in secure residential commitment facilities.	ACT0780 Substance Abuse Treatment
5.	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
6.	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
7.	Average Daily Population of youth served in secure residential commitment by level. (high and maximum)	ACT0790 Care and Custody
8.	Number of escapes from secure residential commitment programs.	ACT0790 Care and Custody

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

Measure Number	Approved Performance Measures for FY 2014-15 (Words)	Associated Activities Title
80900000 Program: Prevention and Victim Services 80900100 Delinquency Prevention and Diversion		
1.	Percentage of youth that remain crime free six months after completing prevention programs.	ACT0910 Secure CINS/FINS ACT0920 Non Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance ACT0950 Employment Services ACT0950 Violence Reduction ACT0970 After School Programming
2.	Number of youth served through delinquency prevention programs.	ACT0910 Secure CINS/FINS ACT0920 Non Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance ACT0950 Employment Services ACT0950 Violence Reduction ACT0970 After School Programming
3.	Percentage of youth who remain crime-free while receiving prevention services.	ACT0910 Secure CINS/FINS ACT0920 Non Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance ACT0950 Employment Services ACT0950 Violence Reduction ACT0970 After School Programming
4.	Percentage of programs that operate at 100% of contracted capacity.	ACT0910 Secure CINS/FINS ACT0920 Non Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance ACT0950 Employment Services ACT0950 Violence Reduction ACT0970 After School Programming

JUVENILE JUSTICE, DEPARTMENT OF		FISCAL YEAR 2013-14			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			513,807,681	4,806,244	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			48,770,878	0	
FINAL BUDGET FOR AGENCY			562,578,559	4,806,244	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
<i>Executive Direction, Administrative Support and Information Technology (2)</i>					4,786,774
Secure Supervision * Number of cases served		31,895	2,407.27	76,779,973	
Health Services * Number of cases served		36,608	481.36	17,621,458	
Mental Health Services * Number of cases served		31,895	98.79	3,151,038	
Food Services * Number of resident days food services are provided		318,234	19.30	6,142,531	
Transportation * Number of miles youth transported		668,118	2.14	1,428,182	
Facilities, Repair Maintenance * Square feet maintained		994,077	2.28	2,267,610	
Counseling And Supervision - Contracted * Number of youth served		4,977	3,922.80	19,523,776	
Counseling And Supervision - State Provided * Number of youth served		26,944	2,410.34	64,944,309	
Juvenile Assessment Center Administration * Number of youth served		51,522	77.67	4,001,961	
Intake And Screening * Number of cases served		76,541	367.77	28,149,361	
Diversion * Number of youth served		27,786	182.79	5,079,021	
Transitional Services * Number of youth served		1,071	5,452.09	5,839,192	
Redirection Services * Number of youth served		1,378	6,681.52	9,207,128	
Sex Offender Treatment * Number of youth served		395	7,093.51	2,801,935	
Mental Health Treatment * Number of youth served		3,486	1,961.66	6,838,339	
Substance Abuse Treatment * Number of youth served		2,789	3,951.77	11,021,478	
Care And Custody * Number of youth served		4,713	29,404.07	138,581,385	
Behavioral Training And Life Skills * Number of youth served		4,713	760.00	3,581,901	
Vocational Training * Number of youth served		4,713	471.20	2,220,745	
Secure Children-in-need-of-services / Families-in-need-of-services * Number of youth served		1	37,499.00	37,499	
Non-secure Children-in-need-of-services / Families-in-need-of-services * Number of youth served		14,121	2,266.26	32,001,820	
Female Diversion Programs * Number of youth served		2,110	6,466.07	13,643,406	
School Attendance * Number of youth served		2,307	399.84	922,421	
Employment Services * Number of youth served		14	23,636.64	330,913	
Violence Reduction * Number of youth served		20,151	381.17	7,681,002	
Afterschool Programming * Number of youth served		8,774	658.01	5,773,397	
Central Communications Center * Number of incidents received and logged for review		10,149	32.05	325,298	
Juvenile Justice System Improvements * Number of programs impacted		80	47,760.25	3,820,820	
TOTAL				473,717,899	4,786,774
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					
REVERSIONS				88,860,714	19,470
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				562,578,613	4,806,244

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

(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.

(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.

(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.

(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

Glossary of Terms and Acronyms

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

A

Abscond – To hide, conceal, or absent oneself from the jurisdiction of the court or supervision of the department to avoid prosecution or supervision.

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

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 residential 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) as defined by the State of Florida Agency for Health Care Administration (AHCA) in the Florida Medicaid Community Behavioral Health Services

Coverage and Limitations Handbook. [NOTE: Effective with the U.S. Effective July 5, 2013, no newly admitted youth to a DJJ residential commitment program may be determined eligible for Medicaid of any kind while in residence in the commitment program. Department of Health and Human Services Centers for Medicare & Medicaid Services (CMS) “Special Terms and Conditions, Number 11-W-00206/4,” that was issued to AHCA on June 14, 2013, “Services for individuals who are residing in residential commitment facilities operated through the Department of Juvenile Justice, as defined in state law, are not eligible for FFP.” Thus, youth in DJJ residential programs were transitioned out of BHOS and Child In Care Medicaid services by August 31, 2013.

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 – 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 person under the age of 18 or any person who is alleged to have committed a violation of law occurring prior to the time the person reached the age of 18 years.

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.

Common Assessments – A student assessment instrument selected by the Florida Department of Education that is required to be administered within 10 days of student entry and prior to exit. The common assessment is required for students in residential and day treatment programs. The current common assessment is provided by WIN Learning, in partnership with Florida Ready to Work.

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), and outcome evaluation data.

Conditional Release – The care, treatment, help, supervision, and provision of transition-to-adulthood services 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 his or her 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. See "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 – A nonresidential, community-based program designed to provide therapeutic intervention to youth who are served by the department, placed on probation or conditional release, or committed to the minimum-risk nonresidential level. A day treatment program may provide education and career and technical education services and shall provide case management services; individual, group, and family counseling; training designed to address delinquency risk factors; and monitoring of a youth's compliance with, and facilitation of a youth's completion of, sanctions if ordered by the court. Program types may include, but are not limited to, career programs, marine programs, juvenile justice alternative schools, 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 – Any intake, probation or similar program; regional detention center or facility; or community-based program, whether owned and operated by or contracted by the Department, which provides intake, supervision, or custody and care of children who are alleged to be or who have been found to be delinquent.

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 – The Florida Department of Juvenile Justice.

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 Care – The temporary care of a child in secure or non-secure detention, pending a court adjudication or disposition or execution of a court order.

Detention Center or Facility – A facility used pending court adjudication or disposition or execution of court order for the temporary care of a child alleged or found to have committed a violation of law. A detention center or facility may provide secure custody. A facility used for the commitment of adjudicated delinquents shall not be considered a detention center or facility.

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.

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

E

EBP: Evidence-Based Practice

EBS – Evidence Based Services [Module]. This term refers to a module that was incorporated into the Department's Juvenile Justice Information System (JJIS) in FY 2013-14. The EBS Module is used by service providers to document a youth's participation in an evidence-based or promising treatment practices or delinquency interventions in order to ensure each youth is receiving the right service, at the right time and for the right duration in order for the treatment to be most effective. Data from the EBS Module will be used from each program's specified primary services for a combined Standardized Program Evaluation Protocol (SPEP) report that document the effectiveness of the program's delivery of each primary service.

EEEP Electronic Educational Exit Plan – The plan is a separate module in JJIS and is required for all students exiting residential programs. Educational staff at the program initiates the plan (Section A) in the EEEP module, the receiving school districts DJJ transition contact completes (Section B) and the

education program staff finalizes the plan (Section C). JPOs have access to these plans and the information should be reviewed at community reentry team meetings.

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.

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

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

Human Trafficking - The trade in humans, most commonly for the purpose of sexual slavery, forced labor, or for the extraction of organs or tissues.

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 initial acceptance and screening by the department of juvenile assessment center personnel of a complaint or a law enforcement report or probable cause affidavit of delinquency to determine the recommendation to be taken in the best interests of the child, the family, and the community. The emphasis of intake is on diversion and the least restrictive available services. Consequently, intake includes such alternatives as (a) The disposition of the complaint, report, or probable cause affidavit without court or public agency action or judicial handling when appropriate;

(b) The referral of the child to another public or private agency when appropriate; (c) The recommendation by the department of judicial handling when appropriate and warranted.

IOC: Impact of Crime. The Impact of Crime curriculum was developed by DJJ as a delinquency intervention program designed to teach youth about the impact that crimes has on not only the victims of a crime but also how the act can and does impact their families and their community. Only a certified IOC facilitator may teach the curriculum. The curriculum consists of seven interactive chapters, designed to teach youth the impact that crimes have. By showing how their actions impact others, youth learn how to accept responsibility for their actions, and how to develop critical thinking skills that increase the possibility of remaining crime-free upon their return to their community and how to start addressing the harm they have caused.

IT: Information Technology

J

JAC: Juvenile Assessment Center

JDO: Juvenile Detention Officer

JJIS: Juvenile Justice Information System

JJSIP: Juvenile Justice System Improvement Project

Juvenile Justice System Improvement Project – The Florida Department of Juvenile Justice (DJJ), with assistance from the Georgetown University’s Center for Juvenile Justice Reform, is implementing the Juvenile Justice System Improvement Project (JJSIP). JJSIP is an initiative to reform the juvenile justice system by translating "what works" into everyday practice and policy. The JJSIP provides a framework for implementing best practices throughout the juvenile justice system. The framework includes a comprehensive strategy and a Dispositional Matrix (a “structured decision making tool”) which compares delinquent youths’ needs, risks, and offenses(s) to match youth to appropriate services at the right restrictiveness level.

JPO: Juvenile Probation Officer – The authorized agent of the department who performs the intake, case management, or supervision functions.

JPOS: Juvenile Probation Officer Supervisor

Judicial Circuit – Any one of the 20 Circuits as set forth in s. 26.021.

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

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

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

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

Juvenile Probation Officer (JPO) – This position is designed to track youth from entry to exit from the juvenile justice system, facilitate the completion of court-ordered sanctions, and provide/refer for intervention services.

K-L

Length of Stay – Length of stay 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. However, with the changes made to Ch.985, F.S., during the 2014 Legislative Session, all residential commitment programs that formerly were referred to as “low-risk” and moderate-risk” are now referred to as “nonsecure.”

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. However, with the changes made to Ch. 985, F.S., during the 2014 Legislative Session, all residential commitment programs that formerly were referred to as “low-risk” and “moderate-risk” are now referred to as “nonsecure.”

N

Non-secure Detention – Means temporary, non-secure custody of the child while the child is released to the custody of the parent, guardian, or custodian in a physically nonrestrictive environment under the supervision of the department staff pending adjudication, disposition, or placement. Forms of non-secure detention include, but are not limited to, home detention, electronic monitoring, day reporting centers, evening reporting centers, and non-secure shelters. Non-secure detention may include other requirements imposed by the courts.

Nonsecure Residential Commitment – With the changes made to CH.985, F.S., during the 2014 Legislative Session, all residential commitment programs that formerly were referred to as “low-risk” and “moderate-risk” are now referred to as “nonsecure.” Programs for adjudicated youths who are committed to a nonsecure residential program 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 place 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

PAR – Protective Action Response

PAT – Prevention Assessment Tool

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

Prevention Assessment Tool -- An assessment instrument used to identify risks and needs throughout 12 domains for prevention youth. The assessment is conducted using Motivational Interviewing skills and structured conversation with the youth. Upon completion of a PAT an overview report will serve to guide the development of intervention strategies and direct the right services to the right youth.

Prison Rape Elimination Act – Federal standards effective August 20, 2012 that dictate the responsibility of adult and juvenile correction facilities to protect inmates and youth from sexual abuse and harassment.

Probation – The legal status of probation created by law and court order in cases involving a child who has been 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. Youth on probation may be assessed and classified for placement in day-treatment probation programs designed for youth who represent a minimum risk to themselves and public safety and do not require placement and services in a residential setting.

Program – A program is where a youth receives services based upon assessment and rehabilitation needs, where prevention focused, probation focused or community focused.

Protective Action Response – This term refers to the verbal and physical intervention program utilized by direct care staff. It is the intent of the Department that the least restrictive means of intervention be used based on the individual needs of each youth. DJJ provides and requires extensive training in safe PAR techniques for staff, including the staff of contracted providers. Properly using these techniques protects the safety of staff and youth. The Office of Residential Services and its contracted providers strive for a restraint-free, therapeutic environment in all residential commitment programs.

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 Program – A residential program is where a youth is placed to receive services based on adjudication and treatment needs. Programs may be co-located and may offer multiple service components.

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.

R-PACT -- Residential Positive Achievement Change Tool.

Residential Positive Achievement Change Tool -- The Residential Positive Achievement Change Tool (R-PACT) is an assessment survey instrument used in residential programs to identify youths' criminogenic needs, guide the development of intervention strategies, and assess youth progress. .

RSMS: Residential Services Monitoring System

S

Secure Detention – Temporary custody of the child while the child is under the physical restriction of a secure detention center or facility pending adjudication, disposition, or placement.

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.

SPEP – Standardized Program Evaluation Protocol -- Standardized Program Evaluation Protocol – The SPEP is an evaluation tool to identify shortcomings in juvenile programs or services, specifically delinquency intervention services. The SPEP evaluates how closely delinquency interventions, as provided, align with the most prominent criminological and psychological research in the field. Furthermore, the SPEP helps identify concrete recommendations for improvement in order to optimize intervention effectiveness and positive outcomes. The SPEP evaluates services in the following categories:

- Service Type (e.g., cognitive behavioral; group counseling)

- Service Quantity/Dosage (Duration and intensity of contact hours)
- Service Quality (e.g., written protocols/manuals; training; fidelity monitoring; corrective action) and risk level of youth served.

Stop Now and Plan Program – This program is designed to help children ages 6-11 who are exhibiting at risk behaviors, make better choices, control their behavior and avoid contact with law enforcement.

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

T-U-V

Trauma-Informed Care (TIC) – Services that are provided to children with a history of trauma, recognizing the symptoms of trauma and acknowledging the role that trauma has played in the child’s life. Trauma may include, but is not limited to, community and school violence, physical or sexual abuse, neglect, medical difficulties, and domestic violence.

VSA (Very Special Arts) – This program is available through the education department and provides artist in residency opportunities on hour per week for 10 weeks in the areas of drama, movement, music, and visual art. This program is provided at no cost to residential or day treatment programs.

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