



FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Rick Scott, Governor

Christina K. Daly, Secretary

LONG RANGE PROGRAM PLAN

Department of Juvenile Justice

Tallahassee

September 30, 2015

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 Committee on Appropriations
201 Capitol
Tallahassee, FL 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Florida 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 2016-17 through Fiscal Year 2020-21. 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 blue ink, appearing to read "Christina K. Daly".

Christina K. Daly
Secretary

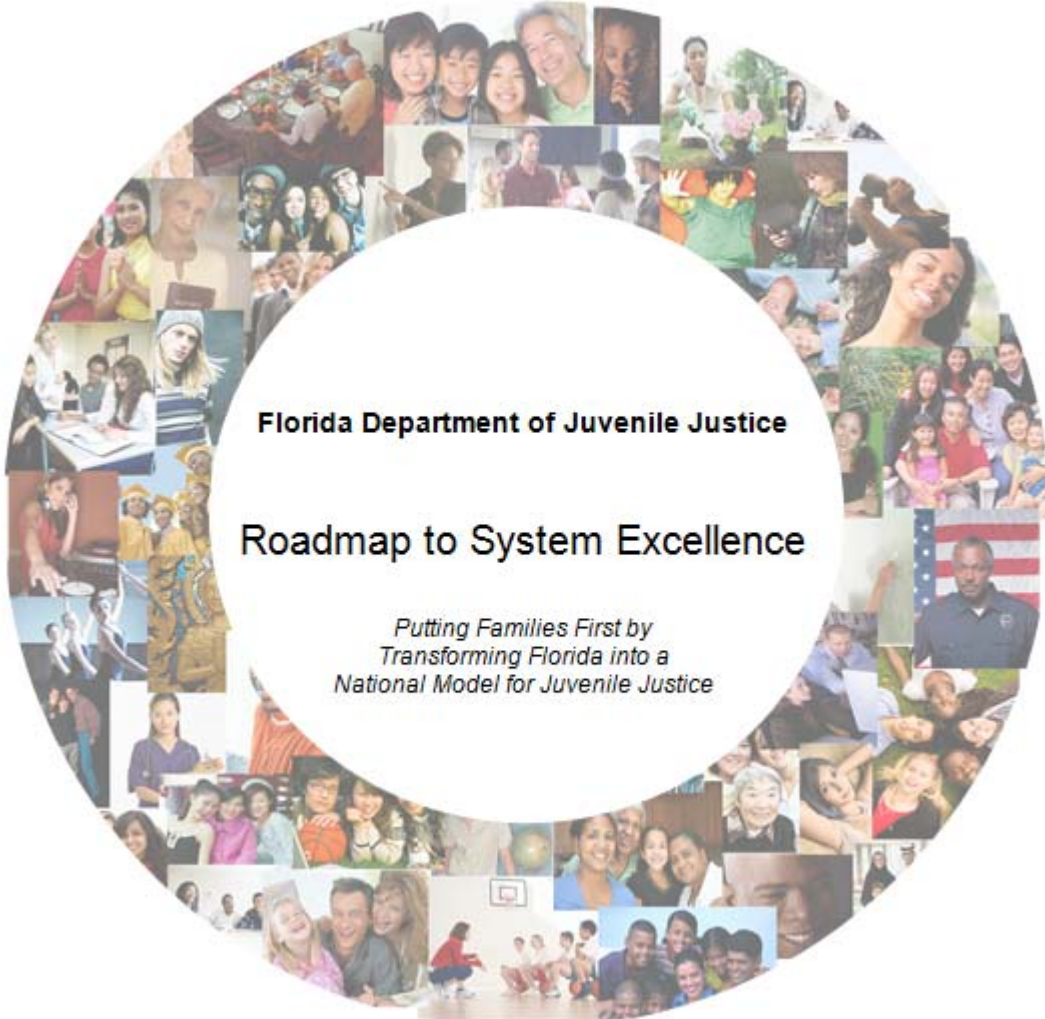
2737 Centerview Drive • Tallahassee, Florida 32399-3100 • (850) 488-1850
<http://www.djj.state.fl.us>

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



Florida Department
of Juvenile Justice
Long Range Program Plan

Fiscal Year 2016-17
through
Fiscal Year 2020-21



Florida Department of Juvenile Justice

Roadmap to System Excellence

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

Rick Scott, Governor

Christina K. Daly, Secretary

Department of Juvenile Justice

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 successes.

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

1. Prevent More Youth from Entering or Becoming Further Involved with the Juvenile Justice System
2. Enhance Workforce Effectiveness
3. Divert More Youth from Involvement with the Juvenile Justice System
4. Use Secure Detention Only When Necessary
5. Provide Optimal Services
6. Ensure Appropriate Youth Placement and Utilization of Residential Beds
7. Improve Communication and Collaboration with Stakeholders
8. Strengthen Practices and Processes

Agency Goals and Objectives

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

Objectives:

- Reduce the number of youth reentering the juvenile justice system after receiving prevention services.
- Increase awareness of prevention opportunities in all circuits so that more youth can be served through delinquency prevention programs.
- Reduce the overrepresentation of minority youth at each point of contact in Florida's juvenile justice system.
- Administer the Prevention Assessment Tool (PAT) to all youth identified as needing prevention services.
- Strengthen gender responsive strategies, programs, and services designed to keep boys and girls out of the juvenile justice system.
- Formalize a program with schools to prevent truancy and other status offense referrals of elementary and middle school youth.
- Manage the Florida Youth Commission.
- Enhance and strengthen relationships between youth and law enforcement officers and court personnel.

Goal 2: Enhance Workforce Effectiveness

Objectives:

- Seek compensation for direct care workers comparable to that of other similar state and national positions.
- Ensure suitability of staff who will work with juvenile justice youth as a condition of employment.
- Reduce direct care staff turnover and improve employee job satisfaction.
- Enhance and update the Protective Action Response (PAR) fidelity process.
- Revise the detention certification curriculum and redesign the probation academy.
- Create training for direct-care academies and in-service training about human trafficking.
- 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.
- Continue implementing trauma-informed practices throughout the juvenile justice system.
- Enhance staff development and training practices to support staff growth, development and success.
- Continuously analyze and improve technology resources to increase workforce effectiveness.
- Enhance supervisory and leadership courses to include e-learning and micro-learning.

Goal 3: Divert More Youth from Involvement with the Juvenile Justice System

Objectives:

- Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programs.
- Formalize a program with schools to prevent truancy and other status offense referrals of middle and elementary school youth.
- Identify and provide services for at-risk and referred youth ages 6 -11, to prevent or divert their involvement with the juvenile justice system and reduce the potential of their becoming Serious, Violent, and Chronic (SVC) offenders.
- Reduce the number of low and moderate-risk youth from entering residential commitment through effective community-based interventions.

Goal 4: Use Secure Detention Only When Necessary

Objectives:

- Provide appropriate alternatives to detention for youth who do not pose a risk to public safety and are likely to show up for court.
- Develop and implement secure detention alternatives in the least restrictive environment for youth meeting detention criteria.
- Reduce unnecessary and inappropriate detention by expanding the statewide electronic monitoring program.
- Expand respite bed services for youth charged with domestic violence.
- For youth who do not pose a risk to public safety, use non-secure detention alternatives, such as, electronic monitoring; and respite care, which allow them to remain at home and in their communities.
- Expand the Juvenile Detention Alternative Initiative.
- Reduce the number of school-related referrals.
- Decrease the number of low-risk-to-reoffend youth who are placed in secure detention by continued expansion of alternatives to secure detention
- Decrease the number of youth admitted into secure detention for Failure To Appear (FTA) court violations.
- Decrease the number of youth admitted to secure detention for violations of probation.

Goal 5: Provide Optimal Services

Objectives:

- Provide an atmosphere that is safe, secure, and rehabilitation-focused on the individual needs of the youth and their families, and their communities.
- Provide evidence-based or promising practices for interventions, gender-responsive programs, trauma-informed practices, opportunities for family involvement, and for a seamless continuity of a youth's education.

- Assess and improve the quality of evidence-based services delivery and promising delinquency interventions.
- Expand and enhance the delivery of trauma-informed services.
- Increase family engagement efforts throughout the juvenile justice continuum of services to foster a youth's success.
- Increase opportunities for vocational certifications and credentials in residential commitment programs.
- Increase the use of alternatives to confinement through monitoring and improvements in effective behavioral management systems.
- Expand the services available through and the number of Juvenile Assessment Centers (JACs) as identified by individual youth needs.
- Increase the percentage of youth who remain crime-free for one year after release from residential commitment through transition and re-entry services to 60% for non-secure commitments and to 63% for secure commitments.
- Implement an evidence-based interaction model for juvenile probation officers to use with youth who are on supervision.
- Increase identification human trafficking victims, connecting them to appropriate services throughout the juvenile justice continuum and provide training to all new direct care staff.
- Interface with juvenile justice partners and stakeholders to analyze and improve technology resources and services in ways that will optimize services for youth and families.

Goal 6: Ensure Appropriate Youth Placement and Utilization of Residential Beds

Objectives:

- Evaluate each youth's needs effectively to ensure placement provides individualized services that best serve the youth.
- Operate a system that allows for realignment of resources to provide appropriate services at every level within the system.
- Improve the strategic decision making process when placing or responding to violations of probation by adjudicated youth.
- Reduce the number of low-and moderate-risk to reoffend youth placed in residential commitment through the provision of effective community-based interventions.

Goal 7: Improve Communication and Collaboration

Objectives:

- Increase efforts to form partnerships and collaborate with others involved in and connected to the juvenile justice system, including faith and community-based organizations and workforce providers.
- Strengthen relationships with community partners and provide community outreach including parent and youth forums.

- Enhance and strengthen relationships between youth and law enforcement officers and court personnel.
- Foster coordinated services and information-sharing partnerships with other state agencies.
- Expand collaborative efforts with the Florida Department of Children and Families to care for youth dually served in the child delinquency and welfare systems.
- Cultivate relationships with the private provider community.
- Conduct workshops, trainings and presentations and develop resources for various stakeholder groups.
- Collaborate with juvenile justice partners and stakeholders to determine ways to improve technology resources and services in ways that improve information and data sharing.

Goal 8: Strengthen Practices and Processes

Objectives:

- Provide the right service, to the right youth, at the right time, in the right setting, and for the right duration and intensity.
- Ensure detention, day treatment and residential commitment environments are safe, secure, and respectful.
- Evaluate tools used to assess a youth's risks and needs to ensure the fidelity and validity of those tools.
- Appropriately address chronic misdemeanants.
- Expand the use of the Electronic Medical Record (EMR) system to all detention centers.
- Establish a statewide telephone consultative help line for those caring for youth in the juvenile justice system who are prescribed psychotropic medications.

Agency Service Outcomes and Performance Projections Tables

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

Objectives:

- Reduce the number of youth reentering the juvenile justice system after receiving prevention services.
- Reduce the overrepresentation of minority youth at each point of contact in Florida's juvenile justice system.

Outcomes	Baseline	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection
Percentage of youth who remain crime-free six months after completing prevention programs	FY 2013-14 94%	94%	94%	94%	94%	94%
Percentage of youth who remain crime-free while receiving prevention services	FY 2013-14 98%	98%	98%	98%	98%	98%
Relative Rate Index of arrests for black youth compared to white youth	FY 2013-14 2.9	2.88	2.87	2.86	2.85	2.84

Goal 2: Enhance Workforce Effectiveness

Objectives:

- Ensure suitability of staff for working with juvenile justice youth as a condition of employment.
- Reduce direct care turnover and improve employee job satisfaction.
- Seek Compensation for direct care workers comparable to that of other similar state and national positions.

Outcomes	Baseline	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection
Agency Turnover Rate (direct care staff)	FY 2014-15 30%	30%	30%	30%	30%	30%

Goal 3: Divert More Youth from Involvement with the Juvenile Justice System

Objectives:

- Divert youth who commit minor offenses from the juvenile justice system through the utilization of civil citations and other similar diversionary programming.
- Identify and provide services for at-risk and referred youth ages 6-11 to prevent or divert their involvement with the juvenile justice system and reduce the potential of their becoming Serious, Violent, and Chronic (SVC) offenders.
- Formalize a program with schools to prevent truancy and other status offense referrals of middle and elementary school students.
- Reduce the number of low and moderate-risk youth from entering residential commitment through effective community-based interventions.

Outcomes	Baseline	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection
The number of youth diverted from court	FY 2014-15 17,268	16,584	16,253	15,927	15,609	15,297
The number of youth served by civil citation or other similar diversionary program	FY 2014-15 11,645	12,115	12,358	12,605	12,857	13,114
The number of arrests that are school related	FY2014-15 9,725	9,340	9,153	8,970	8,791	8,615
Percentage of youth who remain crime free one year after release from the Redirection program.	FY 2014-15 67%	68%	68%	68%	68%	68%
Percentage of youth committed that were low and moderate-risk youth	FY 2014-15 16%	14%	13%	12%	11%	10%

Goal 4: Use Secure Detention Only When Necessary

Objectives:

- Provide appropriate alternatives to detention for youth who do not pose a risk to public safety and are likely to show up for court.
- Reduce unnecessary and inappropriate detention by expanding the statewide electronic monitoring program.
- Develop and implement secure detention alternatives in the least restrictive environment for youth meeting detention criteria.
- 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.

Outcomes	Baseline	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection
Average daily population for state-operated secure detention	FY 2014-15 904	1,050	1,050	1,050	1,050	1,050
Number of youth supervised using electronic monitoring units as an alternative to secure detention	FY 2014-15 3,114	3,240	3,304	3,370	3,438	3,506
Number of youth admitted to secure detention solely for failure to appear	FY 2014-15 3,071	2,949	2,890	2,833	2,776	2,720

Goal 5: Provide Optimal Services

Objectives:

- 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.
- 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.

Outcomes	Baseline	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection
Percentage of all 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	FY 2014-15 70%	85%	85%	85%	85%	85%
Percentage of youth who remain crime-free one year after release from non-secure residential commitment	FY 2014-15 56%	60%	60%	60%	60%	60%
Number of escapes from non-secure residential commitment programs	FY 2014-15 37	60	60	60	60	60

Number of youth receiving substance abuse treatment in non-secure residential	FY2014-15 2,104	2,125	2,125	2,125	2,125	2,125
Percentage of youth who remain crime-free one year after release from secure residential commitment	FY 2013-14 58%	63%	63%	63%	63%	63%

Outcomes	Baseline	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection
Number of youth receiving substance abuse treatment in secure residential commitment	FY 2014-15 673	675	675	675	675	675
Number of escapes from secure residential commitment	FY 2014-15 0	0	0	0	0	0
The average Offense During Supervision (ODS) rate for youth served by probation day treatment services. (% of youth who did/will not receive an ODS)	FY 2013-14 60%	75%	75%	75%	75%	75%
Vocational Type 3, Certification, in Residential programs	FY 2014-15 44%	44%	44%	44%	44%	44%
The average Offense During Supervision (ODS) rate for youth served in non-secure residential programs	FY 2013-14 2%	2%	2%	2%	2%	2%
The average Offense During Supervision (ODS) rate for youth served in secure residential programs	FY 2013-14 2%	2%	2%	2%	2%	2%

Number of detention centers providing daily Life Skills Groups	FY 2014-15 100%	100%	100%	100%	100%	100%
Percentage of residential programs providing gender-specific programming	FY 2014-15 100%	100%	100%	100%	100%	100%

Goal 6: Ensure Appropriate Youth Placement and Utilization of Residential Beds

Objectives:

- Evaluate each youth’s needs effectively to ensure placement provides individualized services that best serve the youth.
- Operate a system that allows for realignment of resources to provide appropriate services at every level within the system.

Outcomes	Baseline	FY 2016-17 Projection	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection
Total number of youth served in non-secure residential commitment	FY 2014-15 3,270	3,270	3,270	3,270	3,270	3,270
Number of non-secure residential commitment beds on line	FY 2014-15 1,471	1,475	1,475	1,475	1,475	1,475
Average daily population of youth served in non-secure residential commitment	FY 2014-15 1,306	1,313	1,313	1,313	1,313	1,313
Total number of youth served in secure residential commitment	FY 2014-15 1,195	1,195	1,195	1,195	1,195	1,195
Number of secure residential commitment beds on line	FY 2014-15 727	770	770	770	770	770
Average daily population of youth served in secure residential commitment	FY 2014-15 617	621	621	621	621	621

Goal 7: Improve Communication and Collaboration

Objectives:

- 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.
- Strengthen relationships with community partners and provide community outreach including parent and youth forums.
- Enhance and strengthen relationships between youth and law enforcement officers and court personnel.

Goal 8: Strengthen Practices and Processes

Objectives:

- Provide the right service, at the right place, in the right way, at the right time
- Evaluate tools used to assess youth's risks and needs to ensure fidelity and validity.

NOTE: Some fiscal year 2014-15 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 Data Integrity staff will continue to validate the data, and final agency numbers will be reported in the Department's Comprehensive Accountability Report issued in December 2015.

Linkage to Governor's Priorities

Governor Scott has established a series of priorities to provide direction for the State of Florida and state agencies under the Executive Branch. 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 Budget

Reduce Government Spending

Reduce Taxes

Phase Out Florida's Corporate Tax

		GOVERNOR'S PRIORITIES								
		Improving Education	Economic Development and Job Creation				Maintaining Affordable Cost of Living in Florida			
		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	Correlation Legend: 3 = High correlation 2 = Medium correlation 1 = Low correlation 0 = No correlation									
	Prevent More Youth from Entering the Juvenile Justice System	2	2	0	0	0	3	3	0	0
	Enhance Workforce Effectiveness	2	3	0	0	0	3	3	0	0
	Divert More Youth from Involvement with 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	3	1	0	0
	Ensure Appropriate Youth Placement and Use of Residential Beds	1	1	0	0	0	3	3	0	0
	Improve Communication and Collaboration	1	3	1	1	0	2	2	0	0
	Strengthen Practices and Processes	0	1	3	2	0	3	2	2	0
	Score	11	15	4	4	0	23	20	2	0
DJJ Ability to Impact	Modest	Modest	Low	Low	None	High	High	Low	None	

Trends and Conditions

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:

Increasing public safety by reducing juvenile delinquency through effective prevention, intervention, and treatment services that strengthen and reform the lives of children.

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.

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.

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.

Preserving and strengthening the child's family and community ties whenever possible.

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.

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.

The Department of Juvenile Justice's mission 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 children.

In 2014, a major strategy of ensuring the sustainability of recent reform is the codification of improvements in statute. The legislation made a number of significant changes to our principle statute, Chapter 985. These changes aligned 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, and protect the public.

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.

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 and threats (SWOT) analysis was used to develop the FY 2016-17 – FY 2020-21, 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.

Building on the *Roadmap to System Excellence, Putting Families First in Transforming Florida into a National Model for Juvenile Justice (Roadmap)*, we 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. 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.

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;
Enhance workforce effectiveness;
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; and
Strengthen practices and process.

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.

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. 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.

This Long Range Program Plan explains the agency's immediate and long-range plans and the rationale for them. Two overarching themes, managing the at-risk youth population and managing resources, outline 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.

Goals

Outlined are our goals that describe how the Department plans to address its priorities. Many of our strategies and plans are already in progress and will continue to be applied not only in the next five years but for many years to come. The *Roadmap* documents many of our objectives, initiatives and efforts that have yielded many successes and improved outcomes for at-risk and troubled youth and as well as future practices and programs **to provide the right services, at the right place, in the right way, at the right time.**

We continue to strategically evaluate and reform our approach to juvenile justice. We are transforming the way we treat youth who touch our system to best ensure their rehabilitation and the safety of our communities. 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 is dependent upon community support.

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:

Those who are at-risk of entering our system (and can be prevented from doing so);

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

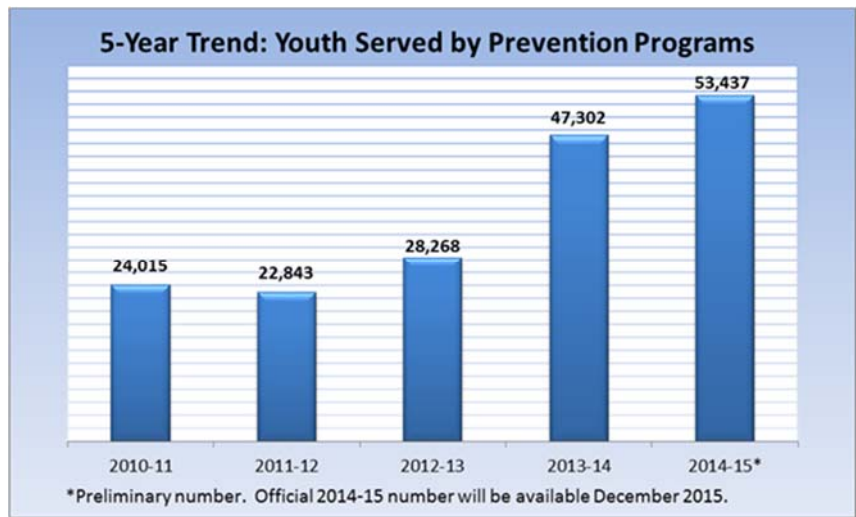
Those who need to be detained in our custody to protect the public (in secure detention or residential commitment).

GOAL: 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 target 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.

The Prevention Assessment Tool (PAT) is the uniform assessment tool administered to all youth entering DJJ prevention programs. It assesses the risks, needs and protective factors of at-risk youth. Then youth and their families are connected to appropriate services thus increasing the youth's chance for success and avoiding their further involvement with the juvenile justice system.

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.



DJJ has strengthened and improved its partnerships with the State Advisory Group, circuit advisory boards (CABs) and added school board representatives to CABs and re-entry boards in every circuit. We have also increased awareness of prevention opportunities in all circuits through “Community Conversations” to share information about prevention services with families, community activists, businesses, civic organizations, and others who are working to provide greater opportunities for Florida’s youth. We will continue to increase involvement in communities and provide dedicated resources for children and families to access needed services.

Over-representation

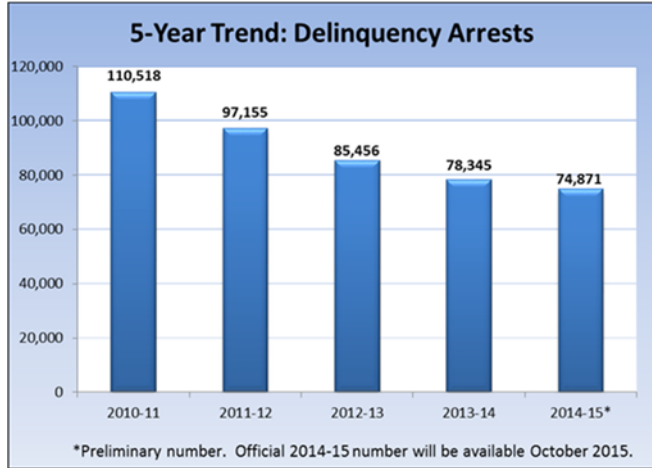
Over-representation of minority youth represents a hurdle to the agency’s mission of providing services that strengthen families and turn around the lives of troubled youth. Disparities continue to exist in the racial make-up of youth that come into contact with juvenile justice systems. Currently, minority youth are overrepresented relative to their white counterparts; previously termed as “Disproportionate Minority Contact (DMC)” and renamed as “Racial and Ethnic Disparity (RED)”. 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, 20.9 percent 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 percent of youth at all stages of the juvenile justice system. Rather, during FY 2013-14, black youth account for: 50 percent of arrests, 38 percent of youth diverted, 60 percent of youth detained, 51 percent of youth placed on probation, 62 percent of youth committed, and 63 percent of youth transferred to adult court.

		White	Black	Hispanic	Other
Juvenile Population (Age 10 - 17)	1,838,916	46.5%	20.9%	29.3%	
Juvenile Arrests	78,275	35.4%	49.6%	14.6%	
Petitions	27,431	32.3%	53.9%	13.4%	
Adjudications	19,491	32.3%	53.1%	14.2%	
Diverted	19,520	45.3%	38.4%	15.6%	
Probation Supervision	14,888	34.4%	51.4%	13.8%	
Residential Commitment	3,502	26.8%	61.7%	11.3%	
Transfer to Adult Court	1,684	22.3%	63.1%	14.2%	
Secure Detention	14,644	26.3%	59.8%	13.7%	

DJJ will continue to enhance and strengthen relationships between youth and law enforcement officers and court personnel. We have facilitated 30 workshops with 490 youth and 65 law enforcement officers in 11 circuits and will continue to promote positive relationships between minority youth and law enforcement and examine causes of arrest and misbehavior among youth.

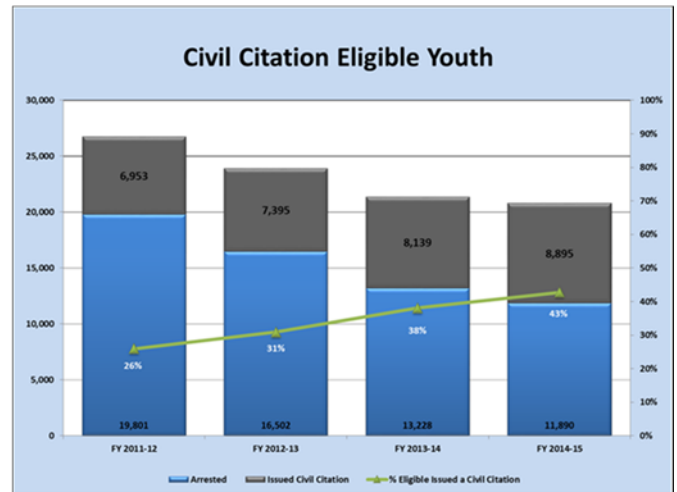
GOAL: Divert More Youth from Involvement with the Juvenile Justice System



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 needed treatment in their community will be diverted from detention, probation, and residential 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. Screening and intake functions have been revised to incorporate a more comprehensive look at the youth at the first point of contact with the Department. Improved tools have been implemented and data collection efforts are now becoming more meaningful with the creation of each individual diversion option available in JJIS.

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.

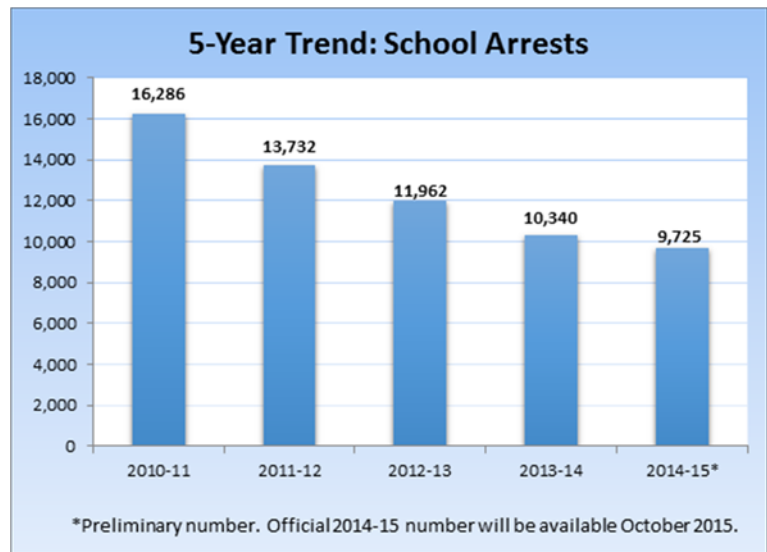


These options allow the Department to track individual outcomes and recidivism rates for each unique diversion program available across the state. 19,330 youths were served in Diversion programs or supervised by a juvenile probation officer under Diversion in Fiscal Year 2014-15.

Another means of diversion is the redirection program, which is a statewide community alternative where youth are taught skills and receive treatment to strengthen their pro-social behavior and address their criminogenic needs. Specific delinquency interventions include family centered, evidence-based practices (including treatments/therapies), promising practices and/or alternative family-centered therapies. The total number of youth served by redirection services in Fiscal Year

2014-15 was 1,585. We want to expand the number of youth participants in this program and expand the capacity for in-home, family-based therapies.

The number of all Florida youth arrested at school has decreased 40% from 16,286 in FY 2010-11 to 9,725 in FY 2014-15. 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. DJJ will continue to collaborate with schools to ensure Civil Citation is utilized, where appropriate, so the best outcomes are achieved through appropriate sanctions and services for students.



GOAL: 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 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. Local JDAI efforts are being piloted in five Florida circuits (4, 6, 13, 15 and 17).

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. DJJ developed an Effective Response System (ERS) to minimize the number of youth admitted to secure detention solely on a technical violation of probation (VOP). Chapter 985 revisions made in 2014 authorized DJJ to utilize the ERS for technical violations of probation with permission of juvenile judges. This strategy ensures that all appropriate responses to noncompliance with court-ordered sanctions are considered before a formal court violation is filed. The ERS uses graduated responses, as well as incentives, to appropriately address probation violations, encourage positive behavior and promote long-term change.

DJJ continually seeks alternatives to secure detention that are evidence-based or research-supported that effectively protect the public, appropriately hold youth accountable, and successfully support the rehabilitation of youth.

GOAL: 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 that are gender responsive and trauma informed and include training on life skills, job skills, dealing with change, 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.

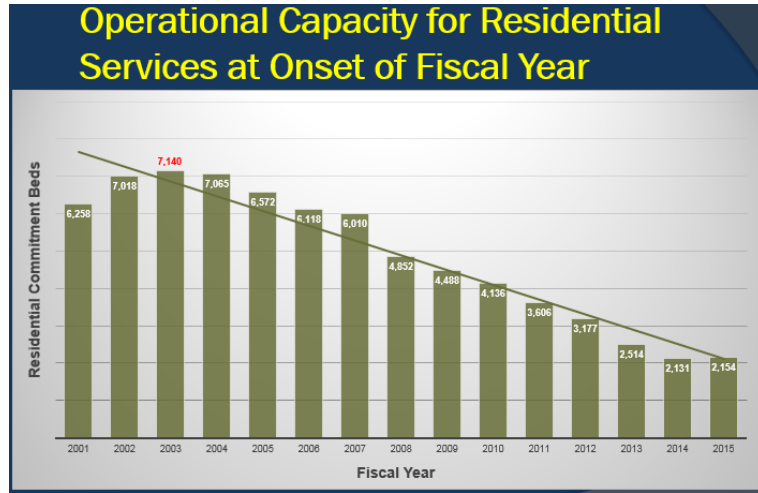
Juvenile assessment centers (JACs) across Florida provide critical intake and screening services for many of the youth and families referred to DJJ. After youth are presented to a JAC by law enforcement officers, JAC personnel assess the youth to determine whether they will be detained or released. During the screening process, youth's 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. In FY 2014-15, 46,565 referrals were processed through juvenile assessment centers.

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 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.

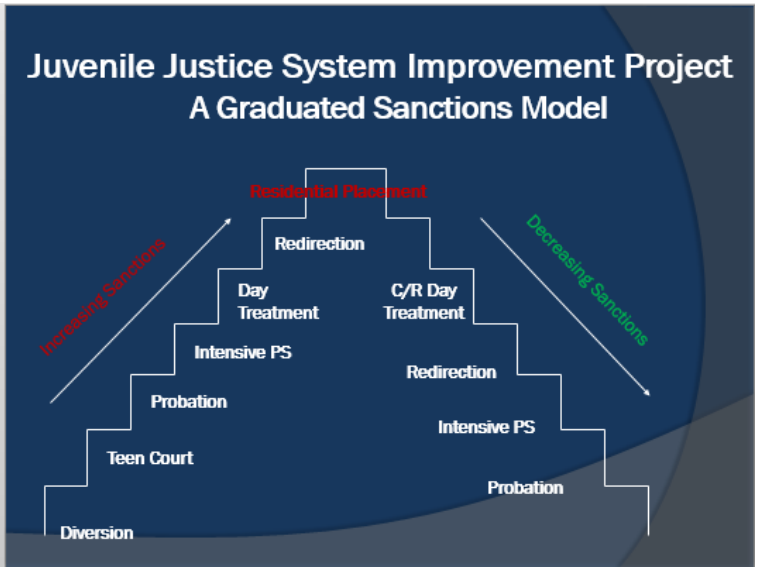
All youth referred for transition services receive the most appropriate services, based on assessments of their individualized needs. Program services are designed in this manner to effectively and efficiently serve all youth within the community. In FY 2014-15, 1,948 youth were served through the Transitional Services Program.

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.

However, 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. DJJ continues to increase opportunities



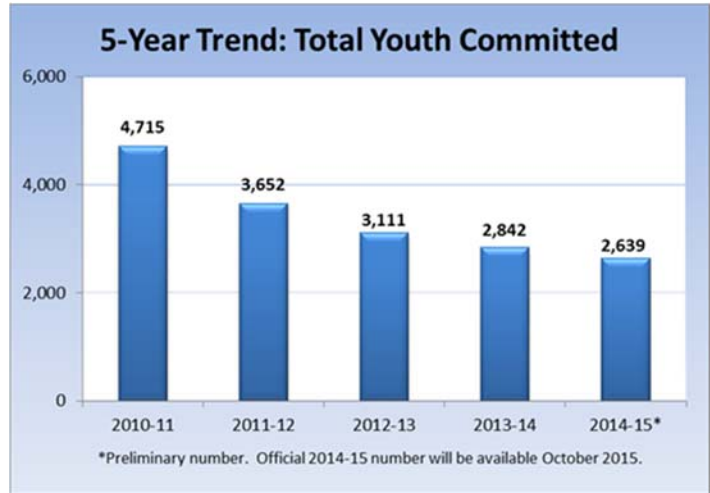
for industry-recognized certification for youth in residential programs pursuant to Ch.985.622, F.S. and all residential contracts initiated in FY 2013-14 included the requirement for the program to provide pre-vocational and vocational education with the goal of 100% of eligible youth achieving industry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

Due to the prevalence of youth who have endured traumatic experiences and may have a diagnosis of Post-Traumatic Stress Disorder (PTSD). DJJ screens all youth coming into its system using the PACT which includes several items related to the youth’s trauma history. We have increased the online training requirements for all direct care staff and are updating the officer academy training on trauma recognition and appropriate trauma informed responses.

The *Roadmap* expounds on many of DJJ's objectives and initiatives in providing optimal services designed to increase family engagement efforts throughout the continuum to encourage youth success. Our objective is to provide an atmosphere that is safe, secure, and rehabilitative-focused on the individual needs of both the youth, their families and even their communities.

GOAL: Ensure Appropriate Youth Placement and Use of Residential Beds

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 44% in the past five years.

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. In all efforts, public safety remains a priority.

The Dispositional Matrix Dashboard found here ([http://www.djj.state.fl.us/research/latest-initiatives/juvenile-justice-system-improvement-project-\(jjsip\)/disposition-matrix/disposition-matrix-dashboard](http://www.djj.state.fl.us/research/latest-initiatives/juvenile-justice-system-improvement-project-(jjsip)/disposition-matrix/disposition-matrix-dashboard)) shows youth that received optimum, appropriate, above, or below guidelines placement for their pact level and seriousness of their presenting offense.

During August 2014 - July 2015, there were 30,023 dispositions and 95% of youth received an optimum or appropriate placement.



Florida Department of Juvenile Justice Disposition Recommendation Matrix
 (Staff should begin with the least restrictive setting within a particular disposition category. See Structured Decision-Making guidelines.)

Most Serious Presenting Offense	PACT Risk Level to Reoffend			
	Low Risk to Reoffend	Moderate Risk to Reoffend	Moderate-High Risk to Reoffend	High Risk to Reoffend
Civil Citation Eligible ¹	Level 1	Level 1	N/A	N/A
Minor ²	Level 2 or 3a	Level 2 or 3a	Level 2 or 3a-c	Level 3a-c or 4
Serious ³	Level 2 or 3a	Level 2 or 3a-b	Level 3a-c or 4	Level 3a-c or 4
Violent ⁴	Level 2 or 3a-b	Level 2, 3a-c, or 4	Level 3a-c, 4, or 5	Level 3a-c, 4, or 5

¹ – Eligibility for civil citation is outlined in F.S. 985.12. Youth deemed ineligible for civil citation (based on community standards) should be reviewed under the "Minor" offense category based on the PACT risk level to reoffend.

² – All misdemeanor offenses.

³ – Felony offenses that do not include violence.

⁴ – Violent felony offenses (do not include misdemeanor assault and battery which are captured under "Minor").

Level 1 – Alternatives to Arrest	Level 2 – Diversion & Non-DJJ Probation
Level 3 – Community Supervision	Level 4 – Non-Secure Residential Commitment
(3a) – Probation Supervision	Level 5 – Secure Residential Commitment (High & Maximum Risk Programs)
(3b) – Probation Enhancement Services (ART, LifeSkills, etc.)	
(3c) – Day Treatment, MST, FFT, Minimum Risk Commitment	

Updated August 2015

Manage the Resources

The *Roadmap* provides a status of objectives and initiatives and lists accomplishments the Department has achieved to becoming a national model of juvenile justice excellence. As the country's largest agency providing care of and services for delinquent youth, Florida's juvenile justice system is a benchmark toward which other states can strive. The foundation of managing our resources is:

- Emphasizing the vital role that direct care staff play in the juvenile justice system;
- Improving communication and collaboration with our stakeholders and partners; and
- Strengthening practices and processes.

Goal: 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 and enhances the skills and knowledge of Florida's juvenile justice professionals. The *Roadmap* emphasizes the vital role that direct care staff, both the juvenile detention officer (JDO) and the juvenile probation officer (JPO) play in the juvenile justice system in Florida and how we care for and provide treatment for youth.

The juvenile justice system must be prepared to work effectively with young people that are gang-involved, victims of abuse, medically needy, physically challenged, developmentally delayed, violent, unpredictable, dual diagnosed, and youth with mental health disorders. Although the average youth we serve is between 15 and 17 years of age, officers must be trained to work with youth of varying ages from extremely young to young adults. Our efforts to transform juvenile justice calls for the critical task of recruiting and retaining a professional, well-trained and competent direct care staff. The Department has in recent years taken steps to ensure we are attracting potential candidates who understand the challenges of working directly with Florida's most troubling youth and are committed to ensuring that youth receive the appropriate and necessary services.

High turnover among DJJ direct care staff has led to excessively high vacancy rates as well as a high level of inexperience within staff ranks. The detention officer turnover rate was over 30% the past two years while probation officers exceed 13%. This compromises safety for both youth and staff and impacts public safety within the community as well. It is critical that retention of direct care staff be addressed as the highest of DJJ's priorities. It is incumbent that the problems associated with turnover be addressed in a comprehensive way now before we are faced with more severe issues of safety within our detention centers and in our communities.

The staff's knowledge and skills are crucial to ensuring that youth appropriately get the help they need. A statewide training needs assessment and job task analysis (JTA) was completed for staff in the detention officer position. Motivational Interviewing was added to the Detention Academy to assist officers with interviewing skills. A total revision of the JDO training certification curriculum is under way.

To ensure JPOs effectively assist the youth and families they serve, greater emphasis will be placed on community involvement in strengthening families and helping support youth in becoming responsible citizens. JPOs are integrated into the local community and more directly involved in the delivery of evidence-based delinquency intervention services. A statewide training needs

assessment and JTA was conducted for JPOs. The collation of the JTA data was also completed and revisions for the JPO training certification course have begun.

DJJ collaborates closely with providers and stakeholders to ensure the services for youth align with statewide requirements. A training advisory council was created to intensify focus on providing for the full learning needs of the juvenile justice professional and to improve services through collaboration with informed and engaged stakeholders.

Public and stakeholder comments led to the Protective Action Response (PAR) Intervention Model Reengineering Project, which will focus on complete systems that could be applied across the continuum of DJJ services. The PAR training will include more emphasis and tools in verbal prevention, intervention, and de-escalation and incorporate realistic scenarios into the training. We also want to enhance and update the PAR fidelity process—a protocol established to provide requested technical assistance in an attempt to ensure the proper use of the Department’s intervention program.

The Department also supports management and leadership development by offering opportunities for employees to participate in the Certified Public Manager (CPM) training program at Florida State University. Currently, 11 management-track employees successfully began the two-year CPM training program.

GOAL: Improve Communication and Collaboration with Stakeholders

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. 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, at the right time, in the right setting, and for the right duration and intensity.**



Eight agencies created an interagency agreement to “coordinate services and supports for children in Florida to collaborate on developing necessary local and statewide resources for children being served by multiple agencies...to ensure that policy, procedure, service delivery, and resource development are provided in a manner that maximizes the likelihood of positive outcomes.”

Employers can also be useful partners in helping turn the life of troubled youth around or prevent them from making poor choices. The Department will seek out and partner with workforce providers to establish job and/or community service opportunities. Probation Chiefs are involved in all 24 regional CareerSource boards and the Secretary serves as a board member of CareerSource Florida.

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. The topics 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 continues to partner with law enforcement and the courts to keep open lines of communication to ensure there is an appropriate and timely exchange of information in order to best serve youth. We will continue to seek input on improvements and unmet needs from our stakeholders and partners.

GOAL: Strengthen Practices and Processes

DJJ has embarked on an aggressive research agenda to provide relevant information to stakeholders and the public and is constantly researching the most effective tools used to assist in the care of youth and evaluating currently used tools, practices and programs.

DJJ was selected as one of four sites to participate in the Juvenile Justice System Improvement Project (JJISP), a national initiative to reform the juvenile justice system by translating “what works” into everyday practice and policy. The JJISP is composed of two tiers: The Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders, which includes having a graduated sanction continuum of services and an evaluation component achieved through the Standardized Program Evaluation Protocol (SPEP). The Comprehensive Strategy stresses adequate resource allocation at each stage of the continuum from universal prevention through prevention, diversion, probation, residential placement and re-entry. Youth are served in the least restrictive placement appropriate, reserving residential placement for high risk youth.

The slide titled "Standardized Program Evaluation Protocol (SPEP)" features a dark blue background with white and yellow text. It lists the following points:

- Captures delinquency interventions
 - Service Type
 - Service Quantity/Dosage
 - Service Quality
 - Juvenile Characteristics
- Identifies shortcomings
- Makes recommendations

A bracket labeled "JJIS" groups the first two main points. To the right, a list of criteria is shown next to a large question mark: "right services", "right place", "right way", "right time", and "right youth". At the bottom, the text reads: "Optimize intervention effectiveness and positive outcomes to reduce recidivism." The date "8/31/2015" is in the bottom left corner and the number "25" is in the bottom right corner.

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. DJJ has 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. 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. This outcome-based focus assists the Department with moving research-based and best practices in to balance throughout all four program areas.

In other critical areas we continue to strengthen practices and processes to include: expanding the use of Electronic Medical Record (EMR) System to all detention centers and by ensuring detention, day treatment and residential commitment environments are safe, secure and respectful.

The EMR incorporates medical, mental health, and substance abuse forms and documents that comprise an individual health care record and allows medical, mental health, and substance abuse professional to enter youth-specific information into JJIS. We are examining the possibility of incorporating the EMR into other program areas.

We have done extensive work to carry out the Prison Rape Elimination Act (PREA) by implementing a tool and process for evaluating the environment and practices in residential and detention programs. Through separate, in person interviews with staff and youth, monitors discuss interviewee's perception of safety conditions and review the grievance and behavioral management process. Interviews are annual, unannounced, and conducted with random participants who have been in the program (or employed with the program) for varying lengths of time.

In Summary

Governor Rick Scott continues his commitment to Florida's at-risk youth and families. The Governor's 2015-16 "Keep Florida Working" Budget included over \$10 million in strategic reinvestment of funding for essential prevention and diversion programs, as well as education and health services within DJJ.

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

Fortunately, crime has been decreasing in Florida and around the nation. DJJ works 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. 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 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.

Human Trafficking: This policy outlines the Department of Juvenile Justice's commitment to identify human trafficking victims within the care of the Department, refer them to appropriate community or Department service providers and report any disclosure of human trafficking incidents to the Florida Abuse Hotline.

Information Technology Resource Planning and Management: Changes to be made to align the policy and procedure with the automated Information Resource Request (IRR) generation system. The system was designed to automate the former paper-based process and improve the efficiency and accuracy of IRR review and approvals.

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 is anticipated to be published by June 2016.

Project Management: This is a new policy to assure the Department’s compliance with the Agency for State Technology’s Project Management and Oversight Standard, Rules 74.1001-.009. F.A.C. which will improve project management and project tracking. There will be changes in internal procedures and interfaces with project team members and project stakeholders.

Protective Action Response (PAR) Rule: 63H-1 Florida Administrative Code (FAC), Authorized Mechanical Restraints: The PAR rule is being rewritten to make the language easier to understand. The revision will emphasize the non-physical and verbal strategies for the prevention of a crisis and will continue to stress that physical intervention is the last absolute resort.

Security Requirements for Office Machines with Data Storage Capability: Changes are being made in response to the Auditor General audit regarding disposition and disposal of storage media. These changes will improve security and documentation of storage media disposal and will require additional documentation and tracking of disposition forms.

Potential Legislative Policy Changes

No Cost Identification Cards for Youth Transitioning from DJJ

Statutory Citation

Section 322.051, F.S.

Current Situation

Section 322.051, F.S., which sets fees for identification cards, provides several exceptions for requiring a fee for such card. Youth transitioning out of the DJJ system need identification cards to prepare for college, seek employment, apply for financial assistance, and most other things that come with being an adult. Identification cards are a key document for youth transitioning to normal, adult life.

Proposed Change

Amend statute to allow HSMV to provide no cost ID cards to youth transitioning out of the DJJ system.

Justification

The change would allow HSMV to provide no cost ID cards to youth transitioning out of the DJJ system. An identification card is one document needed for these youth to prepare for college, employment, financial assistance or independence, and most other things that come with being an adult. This change will help our youth to be successful in their transition.

Fiscal Impact

The cost to HSMV to provide the cards is approximately \$5,000, depending on whether the card is an original, renewal, or replacement. HSMV has agreed to provide this service utilizing current resources.

General Revenue receipts would also be impacted by this potential change. HSMV has determined a range of GR impact from \$47,500 to \$62,500, depending on the type of card issued (original cards have larger impact to GR). Depending on the type of card issued (renewal or replacement) this would also impact the Highway Safety Operating TF. HSMV has estimated this impact to be \$15,000 to \$22,500, based on the type of card (replacement cards having a larger impact).

Detention Cost Share**Statutory Citation**

Section 985.686, F.S.; Section 985.6015, F.S.

Current Situation

DJJ operates 21 secure detention facilities with more than 1,300 beds in 21 counties. Statute requires a cost sharing policy (section 985.686, F.S.) whereby each county (other than fiscally constrained counties) must pay the Department to share in the cost for secure detention. Costs are allocated among counties based on their percentage of total utilization of secure detention across the state. Statute provides that counties are responsible for costs to detain juveniles awaiting disposition of their criminal cases "prior to final court disposition," otherwise known as pre-disposition, and the state is responsible for the cost of housing juveniles after the disposition (post-disposition), as well as the all the costs for fiscally constrained counties. The terms pre- and post-disposition have been a source of considerable debate and litigation since implementation began in 2005.

Proposed Change

Amend statute to remove disposition from the determination of costs borne by the county and Department, replacing it with a predictable cost-sharing relationship based on actual costs and county utilization. Establish a cost-sharing methodology to calculate the shared county and state financial obligations for juvenile detention based upon a fixed payment rate of total actual costs of providing detention care. This consistent and predictable method would remove confusion for both the state and counties and aide in avoiding potential future litigation.

Justification

Establishment of a consistent and predictable cost-sharing methodology to calculate the shared county and state financial obligations for juvenile detention based upon a fixed payment rate of total actual costs of providing detention care. This would remove confusion for both the state and counties, aide in avoiding potential future litigation, and ensure a consistent and dependable revenue stream.

Fiscal Impact

The state would receive revenues from the counties based on the expenditures from the most recently completed fiscal year. The revenues would be dependent upon the amount expended by fiscal year for detention care. In years when there are increases in the detention center budget, the following year will see increases in revenues to the state from the counties. In years where reductions occur to the detention center budget, the following year will see revenues from the counties decrease.

Task Forces and Studies in Progress

Chief Information Officer (CIO) Association: The purpose of the CIO Association is to improve the coordination and communication among agency Chief Information Officers, 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 by juvenile justice education programs that are in compliance with all applicable provisions of state statutes and rules.

Department of Juvenile Justice/Department of Education/School Board Task Force: This task force developed a statewide, electronic education exit plan for students in residential commitment programs. The exit plan is a new module in the Juvenile Justice Information System (JJIS) that is accessible to: educational staff at residential commitment programs; school district DJJ transition contacts in a student's receiving school districts; Juvenile Probation Officers (JPOs); and JPO supervisors. Future work development include making changes to the transition plan.

Departmental Grant Committee: The purpose of this committee 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 whose efforts are focused on the goals of identifying methods for integrating Trauma Informed Care departmentally and developing 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. This collaboration is designed 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. It consists of 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. The purpose of these workgroups 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 sessions. Individual training records

and system reports are automatically maintained and easily accessible. A professional instructional design team continually develops and updates course content.

Multi-State Information Sharing and Analysis Center (MS-ISAC): The MS-ISAC is the focal point for cyber threat prevention, protection, response and recovery for the nation's state, local, tribal, and territorial (SLTT) governments. The MS-ISAC 24x7 cyber security operations center provides real-time network monitoring, early cyber threat warnings and advisories, vulnerability identification and mitigation and incident response.

Multi-System Collaboration Training and Technical Assistance: This workgroup is part of the multi-agency team that was selected to participate in developing methods to improve the multi-system collaborations working with children, with access to national experts including Georgetown University, Center for Juvenile Justice Reform.

Prison Rape Elimination Act (PREA): The PREA workgroup participates with the Department's Statewide PREA Coordinator to ensure compliance with federal standards in the agency's PREA implementation efforts. As a result, policies and rules were modified, operational plans updated, ongoing training implemented, 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.

Protective Action Response (PAR) Intervention Model Reengineering (IMR) Project: This workgroup was created to approach the reengineering of the PAR model as a holistic process. The workgroup focuses on complete systems that could be applied across the continuum of DJJ services, rather than evaluating the strength of stand-alone verbal or physical intervention models.

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 designed 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 Council on Human Trafficking: This group's emphasis is on supporting victims of human trafficking by enhancing available care options such as increasing housing options and utilizing wrap around community services in areas that do not have human trafficking specific services available.

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 addresses 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 youth 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 are not readily available 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 DJJ.

Technology Advisory Council: Established within the Agency for State Technology (AST) to consider and make recommendations to the AST Executive Director (ED) on such matters as enterprise information technology policies, standards, services, and architecture. The Council may also identify and recommend opportunities for the establishment of public-private partnerships when considering technology infrastructure and serves in order to accelerate project delivery and provide a source of new or increased project funding. The AST ED consults with the council with regard to executing AST duties and responsibilities related to statewide information technology strategic planning and policy.

Training Advisory Council: This council was created to intensify focus on servicing the full learning needs of the juvenile justice professional and to strengthen learning opportunities through collaboration with informed and engaged stakeholders.



LRPP: Exhibit II

Performance Measures and Standards

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Juvenile Detention	Code: 80400000			
Service/Budget Entity: Detention Centers	Code: 80400100			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
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	3	0	0
Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention	0.3	0.42	0.3	0.3
Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention	0.3	0.24	0.3	0.3
Average daily population for state-operated secure detention	1,050	904	1,050	1,050

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Probation and Community Corrections	Code: 80700000			
Service/Budget Entity: Community Supervision	Code: 80700700			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Percentage of youth who remain crime-free during aftercare supervision	82%	79%	82%	80%
Percentage of youth who remain crime-free one year after release from aftercare supervision	67%	67%	67%	68%
Average daily population for home detention	1,724	1,131	1,724	1,131
Percentage of youth who remain crime-free one year after release from probation	81%	81%	81%	82%
Average number of youth served by Juvenile Probation Officer	41.5	42.3	41.5	42.3
Number of youth court ordered to probation supervision	14,561	13,620	14,561	13,620
Number of youth served by the Redirection Program	1,614	1,585	801	801
Percentage of youth who remain crime-free one year after release from the Redirection program	65%	67%	65%	68%
Percent of youth who remain crime-free one year after release probation day treatment	0	0	68%	68%

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Probation and Community Corrections	Code: 80700000			
Service/Budget Entity: Community Interventions and Services	Code: 80700800			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Number and percentage of referrals that are school related	11,193:15%	9,725:13%	11,193:15%	9,725:13%
Number of youth received at intake	44,780	42,188	44,780	42,188
Percent of youth who remain crime-free one year after release from diversion or probation day treatment	82%		0	0
Percent of youth who remain crime-free one year after release from diversion	0	0	87%	87%
Number of youth served by civil citation or other similar diversionary program	8,000	11,645	8,000	12,810
Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program	93%	95%	93%	96%
Number of youth diverted from court	27,775	17,268	27,775	17,268

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Office of the Secretary/Assistant Secretary for Administration	Code: 80750000			
Service/Budget Entity: Executive Direction and Support Services	Code: 80750100			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Total collections of statutorily mandated maintenance fees	\$1,000,000	\$703,364	\$850,000	\$850,000

Program: Office of the Assistant Secretary/Assistant Secretary for Administration	Code: 80750000			
Service/Budget Entity: Information Technology	Code: 80750200			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	6	4.5	6	6

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Residential Corrections	Code: 80800000			
Service/Budget Entity: Non-Secure Residential	Code: 80800000			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014- 15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Percentage of all 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	85%	70%	85%	85%

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Residential Corrections	Code: 80800000			
Service/Budget Entity: Non-Secure Residential	Code: 80800100			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Percentage of youth who remain crime-free one year after release from non-secure commitment	60%	56%	60%	60%

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Residential Corrections	Code: 80800000			
Service/Budget Entity: Non-Secure Residential	Code: 80800100			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Number of escapes from non-secure residential commitment programs	60	37	60	60
Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.08	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	0.17	0.23	0.23
Total number of youth served in non-secure residential commitment	3,895	3,270	3,895	3,270
Average daily population of youth served in non-secure residential commitment	2,255	1,306	1987	1,313
Number of non-secure residential commitment beds on line	2,100	1,471	1987	1,475
Number of youth receiving substance abuse treatment in non-secure residential commitment	1,827	2,104	1,827	2,125

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Residential Corrections	Code: 80800000			
Service/Budget Entity: Secure Residential Commitment	Code: 80800200			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Percentage of youth who remain crime-free one year after release from secure residential commitment	63%	58%	63%	63%
Total number of youth served in secure residential commitment	1,215	1,195	1,215	1,195
Number of secure residential commitment beds on line	908	727	908	770
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,074	673	1,074	675
Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in secure residential commitment	0.13	0.06	0.13	0.13
Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in secure residential commitment	0.28	0.15	0.28	0.28
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=741 Max=165	High=458 Max=158	High=739 Max=169	High=595 Max=175
Number of escapes from secure residential commitment programs	0	0	0	0

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
-------------------------------------	---------------------------

Program: Prevention and Victim Services	Code: 80900000			
Service/Budget Entity: Delinquency Prevention and Diversion	Code: 80900100			
Approved Performance Measures for FY 2015-16 (Words)	Approved Prior Year Standard FY 2014-15 (Numbers)	Prior Year Actual FY 2014-15 (Numbers)	Approved Standards for FY 2015-16 (Numbers)	Requested FY 2016-17 Standard (Numbers)
Percentage of youth who remain crime-free six months after completing prevention programs	87%	94%	87%	90%
Number of youth served through delinquency prevention programs	40,000	53,437	40,000	45,000
Percentage of youth who remain crime-free while receiving prevention services	95%	98%	95%	95%
Percentage of programs that operate at 100% of contracted capacity	95%	95%	95%	95%



LRPP: Exhibit III

Assessment of Performance for Approved Performance Measures

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 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
0	3	+3	100%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: There were 3 escape incidents during FY 2014-15. Law Enforcement was contacted and all youth were apprehended. This occurred due to human error as a result of violations of policy or rule.

External Factors (check all that apply):

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

Explanation of the difference and why it occurred:

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

- Training Technology
- Personnel Other (Identify)

Recommendations: None.

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 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
0.3	0.42	0.12 Over	33%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: The at-risk youth requiring detention services often has a number of very diverse issues. As with any adolescent, behavioral responses are often impulsive and unpredictable. The increase in the number of youth on youth incidents can be attributed to the number of youth in our system with significant trauma histories that lack the coping skills to respond appropriately to triggers.

Detention Services on-going reform efforts continue to incorporate trauma-informed practices into daily operations. This concentrated focus serves to provide opportunities for youth to develop better coping skills and prevent them from exhibiting behaviors that place themselves or others at risk.

External Factors (check all that apply):

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

Explanation of the difference and why it occurred:

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

- Training Technology
 Personnel Other (Identify)

Recommendations: None.

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 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
82%	79%	3% Under	3%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: Residential services are reserved for those youth at the highest risk to re-offend and those with the highest need. This population of high-risk youth are much more likely to recidivate on aftercare supervision (i.e. post commitment supervision) than the lower risk youth served on probation.

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 of the difference and why it occurred:

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

- Training Technology
- Personnel Other (Identify)

Explanation: The department has implemented community-based transitional services, specifically vocational and educational services, employment training, job placement, as well as mentoring and transportation services to youth on aftercare (i.e. post commitment supervision) in an effort to better meet the needs of this high-risk population. In addition, the department has made it a priority to utilize Redirection services for this population in an effort to address criminogenic needs through evidence-based programming.

Recommendations: The department recommends changing this standard to 80% for FY 2016-17.

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:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
1724	1,131	593 Under	34%

Factors Contributing to 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 of the difference and why it occurred: Our projections were incorrect. Fewer youth were placed in a detention status, which is positive for the department.

External Factors (check all that apply):

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

Explanation of the difference and why it occurred: The reduction in the number of youth being placed on Home Detention is attributed to an increased focus on pre-arrest alternatives, such as civil citation, and other similar diversionary programming for low-risk non-violent offenders, as well as the overall statewide reduction in juvenile crime. The overall reduction in the number of youth entering the juvenile justice system has resulted in fewer youth being placed into a detention status.

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: The department recommends changing this standard to 1,131 for FY 2016-17.

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:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
41.5	42.3	.8 Over	2%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: There is a 17% statewide turnover rate for Juvenile Probation Officers (JPOs) and as a result of having fewer staff, caseloads have gotten higher.

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 of the difference and why it occurred:

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) |

Explanation: The department is working on a possible solution to: 1.) create a graduated salary scale for JPO's, Senior JPO's and JPO Supervisors; 2.) Identify and recruit a readily available applicant pool in order to expedite the hiring process, and 3.) create OPS internships. In addition, the Office of Probation and Community Corrections is working with Staff Development and Training to begin conducting "regional" JPO Academy's to expedite the JPO certification requirements necessary to get new hires back to their respective circuits to carry full caseloads.

Recommendations: The department will recommend changing this performance standard for FY 2016-17 to 42.3.

Exhibit III: Performance Measure Assessments

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

Measure: Number of youth court ordered to probation supervision.

Action:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
14,561	13,620	941 Under	6%

Factors Contributing to 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 checked="" type="checkbox"/> Other (Identify) |

Explanation of the difference and why it occurred: Our projections were incorrect. The decrease in probation dispositions can be attributed to an increased focus on diversionary programming, such as civil citation, which is positive for the department.

External Factors (check all that apply):

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

Explanation of the difference and why it occurred: Fewer school referrals, an increased focus on diversionary programming and the overall reduction in juvenile crime has resulted in fewer 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: The department recommends changing this standard to 13,620 for FY 2016-17.

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 FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
1,614	1,585	29 Under	2%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred:

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 of the difference and why it occurred: Provider staffing levels were insufficient in a numbers of locations hindering our ability to make appropriate referrals for service. In addition, Medicaid requirements were often a challenge and at times made the referral process challenging.

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

- Training Technology
 Personnel Other (Identify)

Explanation: The department has identified those areas of the state with the highest need of Redirection Services to assist the provider in targeting appropriate staffing levels. Also, the Medicaid component has been eliminated and is no longer a part of the redirection referral process.

Recommendations: None.

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 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
11,193 – 15%	9,725 : 13%	1,468 Under	2%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: Our projections were incorrect. The reduction in school referrals can be attributed to the department's greater emphasis on utilizing pre-arrest services, such as civil citation, and other diversionary programming for first-time offenders. This is positive for the department.

External Factors (check all that apply):

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

Explanation of the difference and why it occurred: The reduction can be attributed to the overall reduction in juvenile crime, statewide.

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

- Training Technology
 Personnel Other (Identify)

Recommendations: The department recommends changing this standard to 9,725:13% for FY 2016-17.

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 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
44,780	42,188	2,592 Under	6%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: Our projections were incorrect. The reduction in intake referrals can be attributed to the department's greater emphasis on utilizing pre-arrest services, such as civil citation, and other diversionary programming for first-time offenders. This is positive for the department.

External Factors (check all that apply):

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

Explanation of the difference and why it occurred: The reduction can be attributed to the overall reduction in juvenile crime, statewide.

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

- Training Technology
 Personnel Other (Identify)

Recommendations: The department recommends changing this standard to 42,188 for FY 2016-17.

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
82%			

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred:

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 of the difference and why it occurred:

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: This measure has been deleted and replaced with the following NEW measures and standards:

Percent of youth who remain crime-free one year after release from probation day treatment. The approved standard is 68%.

Percent of youth who remain crime-free one year after release from diversion. The approved standard is 87%.

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:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
27,775	17,268	10,507 Under	38%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred:

External Factors (check all that apply):

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

Explanation of the difference and why it occurred: The decrease in the number of youth diverted from court can be attributed to the number of school arrests and the overall reduction in juvenile crime, statewide.

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: The department recommends changing this standard to 17,268 for FY 2016-17.

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
\$1,000,000	\$703,364	\$296,636 under	30%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred:

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 of the difference and why it occurred: With the decline in juvenile delinquency and a corresponding reduction in the number of youth placed on probation or being committed to a residential commitment facility, billings and collections over the last three fiscal years have declined over 27%. The department has billed parents and/or guardians in excess of \$17 million dollars and collected approximately \$2.5 million during this same time period. Average collections over the last three fiscal years total \$839,161 which is approximately 14.78% of billings.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The performance standard has been adjusted for FY 2015-16 to reflect the expected revenues from the Cost of Care Recovery program.

Exhibit III: Performance Measure Assessments

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Residential Commitment/808000000

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:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
85%	70%	15% Under	15%

Factors Contributing to 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 of the difference and why it occurred: It is the department’s goal for 85 % of its contracted providers of residential commitment programs to achieve this measure. Overall, the providers reviewed did achieve an 11% improvement toward this goal from last fiscal year. 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):

- | | |
|--|---|
| <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 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 of the difference and why it occurred: FY 2014-15 was the second year that the department provided residential commitment services through a system that is 100% privatized and new programs that came on line throughout the fiscal year.

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

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

Recommendations: It remains the department’s goal for this performance standard to remain at 85%.

The Monitoring and Quality Improvement review is just one 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. 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 FY 2013-14, 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 FY 2014-15. 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 Commitment/80800100

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

Action:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
60%	56%	4% Under	4%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: The previous estimate was incorrect. However, the risk-assessment tool—Positive Achievement Change Tool (PACT)—that has been consistently used since FY 2009-10 provides the department with a validated risk-assessment tool. With consistent use of the PACT, the department has more accurately identified those youth who are “less likely to reoffend.” Therefore, the department is able to treat many of these youth more effectively in their local communities. This has resulted in the commitment of youth 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 of the difference and why it occurred: The department strives to treat youth 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 FY 2011-12 and FY 2013-14, the Average Prior Seriousness Index increased from 23.7% to 26.2% (moderate-risk) and from 19.8% to 22% (low-risk). 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):

Training

Personnel

Technology

Other (Identify)

Recommendations: The department's goal for this performance measure remains 60%.

The department contractually requires each residential commitment provider to use evidence-based practices in its programs. The inclusion of an Evidence Based Services (EBS) module in the Juvenile Justice Information System (JJIS) in FY 2013-14 and its ongoing use is integral to this practice. 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 FY 2012-13, 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. In FY 2014-15, one R-PACT training was held each month, in various locations throughout the state, in order to provide residential contracted providers the opportunity to send staff to those training events. R-PACT training of provider staff results in the consistent use of this tool and in reliable fidelity of its use in each program.

The department uses the R-PACT to track key areas of development in residential youth. 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.

It is expected that the consistent use of the R-PACT and the department's targeted efforts to improve transition services with successful community re-entry as one of the youth's primary objectives will improve the rate at which youth remain crime-free after residential commitment. The department continually builds the 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 Commitment/80800100

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

Action:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
3,895	3,270	625 Under	16%

Factors Contributing to 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 of the difference and why it occurred: The total number of youth served in non-secure commitment has steadily declined since FY 2007-08. From FY 2010-11 to -12, the decline was 19.82%, which was nearly double the decline of the previous year (10.03%). However, the FY 2012-13 actual performance result was 6.83% over what was estimated. When estimating the total number of youth to be served for FY 2013-14, a reduction of 6.83% was used to estimate 3,895 youth to be served in non-secure residential commitment. The actual reduction between FY 2012-13 and FY 2013-14 was 19.36%: total actual youth served FY 2012-13 was 4,161 and total actual youth served in FY 2013-14 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. Therefore, there was no requested reduction for -15, in order to see if another one more year of service would result in continued decline.

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 of the difference and why it occurred:

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 will request a reduction for this performance standard of 3,270 total number of youth served in non-secure residential commitment for FY 2016-17.

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.

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 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
2,255	1,306	949 Under	42%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: The total number of youth served in non-secure commitment has steadily declined since FY 2007-08. The actual, average daily population of youth served in non-secure commitment in FY 2013-14 was 1,373. However, FY 2014-15 was the first year of implementing the statutory revision (F.S. 985) that eliminated low-risk and moderate-risk commitment status into “non-secure commitment,” resulting in a combined total for non-secure commitment. Therefore, there was no requested reduction for FY 2014-15, in order to ascertain if there would be a continued decline in the total number of youth served.

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 of the difference and why it occurred: 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
- Personnel
- Technology
- Other (Identify)

Recommendations: The department will request a reduction to this performance standard to 1,313 for FY 2016-17. Having fewer youth 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 are analyzed for utilization rates weekly. For FY 2014-15, the weekly utilization rates ranged between 80% and 100% of commitment capacity for non-secure residential services.

Exhibit III: Performance Measure Assessments

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:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
2,100	1,471	629 Under	30%

Factors Contributing to 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 of the difference and why it occurred: 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. 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):

- | | |
|--|---|
| <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 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 of the difference and why it occurred: Declining delinquency arrest rates have reduced the number of youth referred for residential placement. Therefore, the need for non-secure beds on line has continued to decrease.

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 will request a reduction in FY 2016-17 to this performance standard to 1,475 non-secure commitment beds on line. 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. For FY 2014-15, the weekly utilization rates ranged between 80% and 100% of commitment capacity for non-secure residential services.

Exhibit III: Performance Measure Assessments

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:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
1,827	2,104	277 Over	15%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: 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. Since FY 2012-13, the department has used the "Intention To Negotiate" (ITN) and the contract renewal processes to ensure that the beds and treatment services needed for committed youth were obtained. Since FY 2013-14, all residential commitment services have been 100% privatized. Also since FY 2013-14, the estimated number of youth with substance abuse treatment needs in non-secure residential commitment has increased. Therefore, more youth were assessed as needing substance abuse treatment and were able to receive those services through the specialized beds created by contracts.

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 of the difference and why it occurred: The youth who were served in FY 2014-15 in non-secure residential commitment programs had greater individual treatment needs than those served in the previous fiscal year.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The department will request an increase to this performance standard to 2,125 youth in non-secure residential commitment to receive substance abuse treatment. The agency continues to address the treatment needs of the youth 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 FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
63%	58%	5% Under	5%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: The previous estimate was incorrect. However, the risk-assessment tool—Positive Achievement Change Tool (PACT)—that has been consistently used since FY 2009-10, provides the department with a validated risk-assessment tool. With consistent use of the PACT, the department has more accurately identified those youth 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 youth who are assessed as “more likely to re-offend.” However, the department maintains the goal to attain a 63% rate for youth in 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 of the difference and why it occurred of the difference and why it occurred for the difference and why it occurred: The agency strives to treat youth 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 FY 2011-12 and FY 2013-14, the Average Prior Seriousness Index increased from 35.2% to 36.2% (high-risk) and from 40.1% to 43% (maximum-risk). 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):

Training

Personnel

Technology

Other (Identify)

Recommendations: The department's goal for this performance measure remains 63%.

The department contractually requires each residential commitment provider to use evidence-based practices in its programs. The inclusion of an Evidence Based Services (EBS) module in the Juvenile Justice Information System (JJIS) in FY 2013-14 and its ongoing use is integral to this practice. 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 FY 2012-13, 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. In FY 2014-15, one R-PACT training was held each month, in various locations throughout the state, in order to provide residential contracted providers the opportunity to send staff to those training events. R-PACT training of provider staff results in the consistent use of this tool and in reliable fidelity of its use in each program.

The department uses the R-PACT to track key areas of development in residential youth. 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.

It is expected that 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 will improve the rate at which youth remain crime-free after residential commitment. The department continually builds community support 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 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
1,215	1,195	20 Under	2%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: Previous estimate was incorrect. The total number of youth served in secure commitment has steadily declined since FY 2007-08. From FY 2009-10 to FY 2013-14, 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 FY 2013-14, a reduction of 16.21% was used to estimate 1,215 youth who would be served in secure residential commitment in FY 2013-14. However, the actual reduction was 15.38% from the previous fiscal year total youth served (1,450), resulting in a total of 1,227 total youth served in secure residential commitment for FY 2013-14. That total was actually 12 more youth than estimated. Therefore, the department maintained its estimation of 1,215 total youth to be served in secure residential commitment for FY 2014-15.

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 of the difference and why it occurred:

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

- Training Technology
 Personnel Other (Identify)

Recommendations: The department has requested a reduction to this standard for FY 2016-17 to 1,195 youth served in secure residential commitment. This requested reduction is in keeping with the general downward trend in the number of youth adjudicated to secure commitments. 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 Commitment/80800200

Measure: Number of secure residential commitment beds on line.

Action:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
908	727	181 Under	20%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: 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.

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 of the difference and why it occurred: Declining delinquency arrest rates have reduced the number of youth referred for residential placement. Therefore, the need for secure beds has decreased while the cost for needed treatment services for those youth has increased.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: The department will request a reduction in this standard for FY 2016-17 for the number of secure residential commitment beds on line to be 770. The department’s philosophy is to provide treatment to youth in the least restrictive environment possible when youth 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. Secure residential commitments utilize between 86% and 96% of commitment capacity each week.

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 FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
1,074	673	401 Under	37%

Factors Contributing to the Difference:

Internal Factors (check all that apply):

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

Explanation of the difference and why it occurred: 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 FY 2012-13, 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 FY 2013-14. Therefore, fewer youth than anticipated in FY 2014-15 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 of the difference and why it occurred: There were fewer youth who needed substance abuse treatment services in FY 2014-15 in secure residential commitment programs than were anticipated. The total number of youth served in FY 2014-15 (673) is a 5% increase over the number of youth (641) in secure residential commitment who received substance abuse treatment services in FY 2013-14.

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

- Training Technology
 Personnel Other (Identify)

Recommendations: The department will request a decrease to this performance standard for FY 2016-17, anticipating that 675 youth in secure commitment will need substance abuse treatment services. The agency continues to address the treatment needs of youth 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: Average daily population of youth served in secure residential commitment by level (High and Maximum)

Action:

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

Approved Standard FY 2014-15	Actual Performance Results FY 2014-15	Difference (Over/Under)	Percentage Difference
High = 741 Max = 165	High = 458 Max = 158	283 Under 7 Under	38% 4%

Factors Contributing to 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 of the difference and why it occurred: Declining delinquency arrest rates have reduced the number of youth adjudicated to secure residential commitment (high-risk and maximum-risk placement). Since FY 2009-10, the cumulative decline in the number of youth served in secure commitment has decreased by more than 57%.

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 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 of the difference and why it occurred: 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):

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

Recommendations: The department will request a decrease to this performance standard for FY 2016-17, anticipating an average daily population of 595 youth in high-risk commitment and 175 youth in maximum-risk commitment. While having fewer youth 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.



LRPP: Exhibit IV

Performance Measure Validity and Reliability

LRPP 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 Data Integrity. 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 Data Integrity 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 Data Integrity, 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 Data Integrity. 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.

LRPP 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.

LRPP 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 per every 1000 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 Data Integrity.

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 Data Integrity 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.

LRPP 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 per every 1000 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 Data Integrity. 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.

LRPP 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 Data Integrity.

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 Data Integrity 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 Data Integrity. 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.

LRPP 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.

"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 Data Integrity 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 Data Integrity. 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.

LRPP 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 completion from aftercare is then divided by the total number of youth that completed 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 Community Supervision.

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 Data Integrity 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 Data Integrity. 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.

LRPP 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 Data Integrity.

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 Data Integrity 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 Data Integrity 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 Data Integrity. 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.

LRPP 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 completing probation during the fiscal year that did not violate or commit a new offense resulting in an adjudication, adjudication withheld, or adult conviction within 12 months of program completion.

The number of youth placed on either 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 Data Integrity, extract Probation data from JJIS for analysis.

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 youth brought back to the attention of the Department for a subsequent offense after release from probation supervision.

Reliability: Using the methodology that counts the youth who completed their 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 Data Integrity 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 Data Integrity. The Bureau of Research and Data Integrity 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.

LRPP 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 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 good and is improving. The number of active JPOs is maintained in an electronic database by Probation and Community Corrections staff at the Headquarters Office. Probation Headquarters staff maintains very reliable counts, as all staffing changes are processed through this central office.

LRPP 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 Data Integrity 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 Data Integrity. The Bureau of Research and Data Integrity 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.

LRPP 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).

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 Data Integrity. The Bureau of Research and Data Integrity extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records. This information is provided to OPPAGA for further analysis and assessment, which provides an additional level of reliability.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: 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 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. 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 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 Data Integrity, 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 Data Integrity. The Bureau of Research and Data Integrity extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records.

LRPP 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 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 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 the day treatment program 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 that completed 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 program completion 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 Data Integrity, 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 Data Integrity. 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 Data Integrity. The Bureau of Research and Data Integrity 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.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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 (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 Data Integrity 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 Data Integrity, 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 Data Integrity 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.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Interventions 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 Data Integrity 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 Data Integrity. The Bureau of Research and Data Integrity 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.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Interventions 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 Data Integrity, 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 Data Integrity. 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 Data Integrity. The Bureau of Research and Data Integrity 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.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

Measure: Percent of youth who remain crime-free one year after release from diversion.

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 diversion programs.

JJIS records are extracted and examined to select those cases that completed diversion programs. 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 the diversion program, 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 diversion 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 that completed diversion for that fiscal year. This quotient is the percentage that remains crime-free.

Validity: Percentage of youth who remain crime-free one year after program completion from diversion 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 diversion services.

Reliability: Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules, and steps in processing data; and checking the results. Information for youth placed on diversion is entered into the JJIS database by Juvenile Probation Officers, and contracted case managers. Data Integrity Officers (DIOs), under the direction of the Bureau of Research and Data Integrity, 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 Data Integrity. 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 Data Integrity. The Bureau of Research and Data Integrity 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.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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 (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). 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 if 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 Data Integrity, train and monitor field staff with regard to accuracy of data entry.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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 (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 into JJIS by field staff. Data Integrity Officers (DIOs), under the direction of the Bureau of Research and Data Integrity 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 Data Integrity. 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.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Interventions 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 Data Integrity, 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 Data Integrity 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.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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 (check one):

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

Data Sources and Methodology: Data collection of statutorily mandated maintenance fees is actual receipts that are recorded into the Florida Accounting Information Resource (FLAIR) system. The FLAIR system is reconciled to the Department of Financial Services' (DFS) records. Field staff enters offender information into the Juvenile Justice Information System (JJIS). The Bureau of Finance and Accounting extracts that information and creates an account for each selected parent/guardian. A monthly billing is submitted to the parents/guardians for costs incurred during the billing cycle. Subsequent billings reflect balance forward, payments received, new charges, and ending balance. Revenue received is recorded in the FLAIR system and payments are posted to the parent/guardian account. Parents/guardians may submit payments to the Bureau of Finance and Accounting or to the local Clerk of the Court, who in turn submits revenue to the Department on a monthly basis.

Validity: Effective July 1, 2000, law requires parents/guardians to pay for a portion of the cost of care for their children in DJJ programs. Effective July 1, 2004, SB2632 amending Florida Statutes 985.215 and 985.233 and creating Florida Statute 985.2311 was enacted to add supervision to the requirement to pay cost of care for children in DJJ programs.

Reliability: The Department of Financial Services' reconciliation process ensures accuracy and is reliable. In addition, feedback from parents/guardians allows for correcting data in the JJIS. A monthly invoice is submitted to parents/guardians for costs incurred during the billing cycle. Subsequent billings reflect balance forward, payments received, new charges and ending balance. As revenue is received, it is recorded in FLAIR. At the end of each month FLAIR is reconciled to the Department of Financial Services' revenue accounts.

Explanation: This performance standard has been adjusted for FY 2015-16 to reflect the expected revenues from the Cost of Care Recovery program.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Office of the Assistant Secretary/Assistant Secretary for Administration
Service/Budget Entity: Information Technology/80750200

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

Action (check one):

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

Data Sources and Methodology: Juvenile Justice Information System (JJIS) and system response time feedback from the Management Information Systems (MIS) staff are the data sources for this information. Staff analyzes the time to process an information request from JJIS for juvenile offender and criminal history reports (in seconds). 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 elapsed from the action to select an Expanded Face Sheet until the report is displayed on the screen. This ensures that any 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, selecting a youth from the face sheet screen and use of a stopwatch to measure the elapsed time from the action of 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 6 seconds, technical staff research to determine if there are extenuating circumstances causing the variances. Variances in the manual process of using a stopwatch have not yielded significant differences in response times.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Residential Commitment/80800000

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 Monitoring and Quality Improvement (MQI) publishes an annual compliance report for each program reviewed, listing the scores achieved 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 monitoring review measures overall performance of programs and focuses on best practices. In an effort to continually enhance residential program performance, the MQI process provides a comprehensive evaluation of program practices, performance, and compliance with contract and department standards. Annual compliance reviews include educational services and services delivered directly by contracted providers. While the annual compliance report monitoring process is only one piece of the program’s overall performance, this information is useful when evaluating the past performance of contract bidders for a new program. It is also an indicator of the overall quality of the administration of juvenile justice programs.

Reliability: Policy requires that anyone serving as a peer reviewer on an MQI review team complete two days of Certified Peer Reviewer Training and pass an examination in order to become certified in the MQI process. All regional monitors on an MQI review team must arrive at consensus on every key indicator rating and conduct an exit conference with representatives from the program/provider at the end of the monitoring event. The use of standardized work papers, interview questions, file review checklists, and observation guides helps ensure consistent and appropriate ratings. In addition, MQI conducts monthly inter-rater reliability exercises to ensure consistent ratings throughout the state. Finally, an informal challenge program is in place, whereby the lead reviewer, while on-site, may contact the MQI Bureau 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 all MQI reviews. Final ratings may be considered on a case-by case basis for management decisions.

LRPP 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 Data Integrity.

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 Data Integrity. 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.

LRPP 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 mandated 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 the headquarters Office of Residential Services. This data is sent out to the Residential Regional Directors 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 a problem within a program as it relates to safety and security. This measure is useful as a management tool because it alerts Headquarters to programs that may be in need of technical assistance or corrective action to reduce the likelihood of future escapes. It also serves as an indicator of the effectiveness of staff supervision of the youth in residence, security instruments, and procedures throughout the system.

Reliability: Daily, a staff person from ORS headquarters reviews all incident reports received by the Inspector General's Office for residential commitment programs. This includes reviewing the incident classification, reading the narrative, and reviewing video footage of the incident. The information is then provided to the Residential Regional Directors for review and verification. All incidents involving an escape are summarized quarterly in a separate document, which is sorted by secure and non-secure programs. For this measure, the number of youths involved in an escape incident is what is reported. This data is directly collected from the program. Procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. It may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

Measure: Rate of incidents involving youth-on-youth batteries per every 1000 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 mandated 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. The formula used is: $(\# \text{ of verified batteries}/365) / (\text{Average Daily Population}/1000) = \text{rate of incidents per 1000 youth served daily}$.

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 that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in the facility. It also serves as an indicator of the effectiveness of staff supervision of the youth in residence, security instruments, and procedures throughout the system.

Reliability: The number of youth served daily in non-secure residential commitment is provided to Residential Services staff by the Bureau of Research and Data Integrity. 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 Data Integrity extracts and analyzes JJIS data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: http://www.djj.state.fl.us/Research/Common_Definitions/index.html.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

Measure: Rate of incidents involving youth-on-staff batteries per every 1000 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: All residential programs are mandated to immediately contact the Department's Central Communication Center to report battery incidents. 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. Incident information is 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. The formula used is: $(\# \text{ of verified batteries} / 365) / (\text{Average Daily Population} / 1000) = \text{rate of incidents per 1000 youth served daily}$.

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 Data Integrity. 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 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 Data Integrity 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.

LRPP 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. A youth may be served in non-secure residential commitment more than once in a fiscal year. Youth placements are entered into the JJIS database by field staff and providers in the three residential regions. For compilation of this measure, data from JJIS is scrubbed so that a single youth is counted only one time.

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 residential service providers may 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.

LRPP 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.

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 includes 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.

LRPP 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: Weekly, the statewide commitment manager for the Office of Residential Services tracks and updates the commitment beds on line. This is coordinated with the contracts unit to assure that any changes to contracted capacity is captured. This report is then disseminated throughout the agency. Upon completion, it is emailed weekly to Department's Legislative Affairs staff for appropriate dissemination to 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: The statewide commitment manager tracks the use of residential treatment services and associated beds, using the data entered into 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. 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. The data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: 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 services sends a report monthly that lists the youth who began treatment during that month to the appropriate Regional Director of the Office of Residential Services (ORS). That data is transmitted to ORS headquarters and compiled for a statewide tally. Each report provides the DJJ ID number of each youth, the youth's name, and the funding source for the treatment. A definition of "treatment" is provided so that reporting is consistent. The monthly reports are compiled into a single spreadsheet for an annual report based upon the monthly reports. The spreadsheet is scrubbed for duplicate DJJ ID numbers to ensure that a single youth is not counted multiple times because one youth may receive substance abuse treatment services from more than one residential commitment program in a year. The scrubbed report then provides the total number of youth in non-secure residential commitment who received substance abuse treatment services for the fiscal year.

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: Substance abuse services are self-reported by each residential program to the appropriate Regional Director of the Office of Residential Services (ORS). That data is transmitted to ORS headquarters and compiled monthly. All data is compiled into an annual service summary. That information is compared by the Office of Research and Data Integrity with the substance abuse services placement data—by program—as maintained in JJIS, which serves as further verification that the self-reported monthly information matches with the individual youth records maintained in the Juvenile Justice Information System (JJIS). The data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: 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, and 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 for 12 months post-release to determine whether they commit an offense 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 monthly review 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 Data Integrity. 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.

LRPP 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. A youth may be served in secure residential commitment more than once in a fiscal year. 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 Data Integrity for analysis of the number of youths served in secure residential commitment, and these numbers are provided to the program area. For compilation of this measure, data from JJIS is scrubbed so that a single youth is counted only one time.

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, every youth who is served in secure residential commitment at least one day during the fiscal year provides an accurate data count of the demand on the Department's resources.

Reliability: Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by Data Integrity Officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each judicial circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval, and signature. These checks help to ensure 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.

LRPP 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: Weekly, the statewide commitment manager for the Office of Residential Services staff tracks and updates the commitment beds on line. This is coordinated with the contracts unit to assure that any changes to contracted capacity are captured. This report is then disseminated throughout the agency for verification. Upon completion, it is emailed weekly to the Department's Legislative Affairs staff for appropriate dissemination to 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: The statewide commitment manager tracks the use of residential treatment services and associated beds, using the data entered into 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. 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. The data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: 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 (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 services sends a report monthly that lists the youth who began treatment during that month to the appropriate Regional Director of the Office of Residential Services (ORS). That data is transmitted to ORS headquarters and compiled for a statewide tally. Each report provides the DJJ ID number of each youth, the youth's name, and the funding source for the treatment. A definition of "treatment" is provided so that reporting is consistent. The monthly reports are compiled into a single spreadsheet for an annual report based upon the monthly reports. The spreadsheet is scrubbed for duplicate DJJ ID numbers to ensure that a single youth is not counted multiple times because one youth may receive substance abuse treatment services from more than one residential commitment program in a year. The scrubbed report then provides the total number of youth in secure residential commitment who received substance abuse treatment services for the fiscal year.

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: Substance abuse services are self-reported by each residential program to the appropriate Regional Director of the Office of Residential Services (ORS). That data is transmitted to ORS headquarters and compiled monthly. All data is compiled into an annual service summary. That information is compared by the Office of Research and Data Integrity with the substance abuse services placement data—by program—as maintained in the Juvenile Justice Information System (JJIS), which serves as further verification that the self-reported monthly information matches with the individual youth records maintained in JJIS. The data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

Measure: Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily 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 mandated 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. The formula used is: (# of verified batteries/365) / (Average Daily Population/1000) = rate of incidents per 1000 youth served daily.

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 the facility. It also serves as an indicator of the effectiveness of staff supervision of the youth in residence, security instruments, and procedures throughout the system.

Reliability: The number of youth served daily in secure residential commitment is provided to Residential Services staff by the Bureau of Research and Data Integrity. 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.

LRPP 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 1000 youth served daily 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: All residential programs are mandated to immediately contact the Department's Central Communication Center to report battery incidents. 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. Incident information 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. The formula used is: (# of verified batteries/365) / (Average Daily Population/1000) = rate of incidents per 1000 youth served daily.

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 Data Integrity. 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.

LRPP 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 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.

LRPP 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 mandated 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 a problem within a program as it relates to safety and security. This measure is also useful as a management tool because it alerts Headquarters to programs that may be in need of technical assistance or corrective action to reduce the likelihood of future escapes. It also serves as an indicator of the effectiveness of staff supervision of the youth in residence, security instruments, and procedures throughout the system.

Reliability: Daily, a staff person from ORS headquarters reviews all incident reports received by the Inspector General's Office for residential commitment programs. This includes reviewing the incident classification, reading the narrative, and reviewing video footage of the incident. The information is then provided to the Residential Regional Directors for review and verification. All incidents involving an escape are summarized quarterly in a separate document, which is sorted by secure and non-secure programs. For this measure, the number of youths involved in an escape incident is what is reported. This data is directly collected from the program. Procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. It may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

Measure: Percentage of youth who 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 Data Integrity 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 Data Integrity 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.

LRPP 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 Data Integrity 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 Data Integrity 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 Data Integrity 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 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 Data Integrity 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 Data Integrity 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 Data Integrity 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 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 Data Integrity 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 Data Integrity 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 Data Integrity 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 Data Integrity will also notify and assist the providers that have potential data problems to correct or to 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 Measures

Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2015-16 (Words)	Associated Activities Title
80400000 Juvenile Detention 80400100 Detention Centers		
1	Percentage of youth who remain crime-free while in state-operated secure detention.	Secure Detention Mental Health Services
2	Number of escapes from state-operated detention facilities.	Secure Supervision Central Communications Center Facilities Repair Maintenance
3	Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention.	Secure Supervision Mental Health Services Health Services
4	Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention.	Secure Supervision Mental Health Services Health Services
5	Average daily population for state operated secure detention.	Secure Supervision Mental Health Services Transportation Services Food Services

Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2015-16 (Words)	Associated Activities Title
80700000 Probation and Community Corrections 80700700 Community Supervision		
6	Percentage of youth who remain crime-free during aftercare supervision	Counseling and Supervision - Contracted Counseling and Supervision - State Provided Transitional Services Sex Offender Treatment
7	Percentage of youth who remain crime-free one year after release from aftercare supervision.	Counseling and Supervision - Contracted Counseling and Supervision - State Provided Transitional Services Sex Offender Treatment
8	Average daily population for home detention.	Counseling and Supervision - Contracted Counseling and Supervision - State Provided
9	Percentage of youth who remain crime-free one year after release from probation.	Counseling and Supervision - State Provided Counseling and Supervision - Contracted Transitional Services Sex Offender Treatment
10	Average number of youth served daily by Juvenile Probation Officer	Counseling and Supervision - State Provided Transitional Services Sex Offender Treatment
11	Number of youth court ordered to probation supervision.	Counseling and Supervision - State Provided Counseling and Supervision - Contracted Sex Offender Treatment
12	Number of youth served by the Redirection Program.	Redirection Services
13	Percentage of youth who remain crime-free one year after release from the Redirection program.	Redirection Services
14	Percent of youth who remain crime free one year after release from probation day treatment	Counseling and Supervision - State Provided Counseling and Supervision - Contracted Sex Offender Treatment

Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2015-16 (Words)	Associated Activities Title
	80700000 Probation and Community Corrections 80700800 Community Interventions and Services	
15	Number and percentage of referrals that are school related.	JAC Administration Intake and Screening
16	Number of youth received at intake.	JAC Administration Intake and Screening
17	Percent of youth who remain crime-free one year after release from diversion.	Counseling and Supervision - State Provided Counseling and Supervision - Contracted Redirection Services Diversion
18	Number of youth served by civil citation or other similar diversionary program.	Diversion Counseling and Supervision - Contracted Counseling and Supervision - State Provided
19	Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program.	Diversion Counseling and Supervision - Contracted Counseling and Supervision - State Provided
20	Number of youth diverted from court.	Diversion Counseling and Supervision - Contracted Counseling and Supervision - State Provided

Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2015-16 (Words)		Associated Activities Title
80750000 Office of the Secretary/Assistant Secretary for Administration 80750100 Executive Direction and Support Services			
21	Total collections of statutorily mandated maintenance fees.		Finance and Accounting
80750000 Office of the Secretary/Assistant Secretary for Administration 80750200 Information Technology			
22	Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports		Executive Direction Administrative Services Application Development/Support Network Operations Desktop Support

Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2015-16 (Words)	Associated Activities Title
	8080000 Residential Corrections	
	80800100 Non-Secure Residential Commitment	
23	Percentage of all Residential Commitment programs reviewed by the Bureau of Quality Improvement during the fiscal year that have zero (0) "failed" indicators and no more than one (1) "limited critical" indicator on all applicable indicators reviewed.	Executive Direction
24	Percentage of youth who remain crime-free one year after release from non-secure commitment.	Mental Health Treatment Sex Offender Treatment Substance Abuse Treatment Behavior Training and Life Skills Vocational Training
25	Number of escapes from non-secure residential commitment programs	Care and Custody
26	Rate of incidents involving youth-on-youth batteries per every 1,000 youth served daily in non-secure residential commitment.	Health Services Care and Custody Behavior Training and Life Skills
27	Rate of incidents involving youth-on-staff batteries per every 1,000 youth served daily in non-secure residential commitment.	Health Services Care and Custody Behavior Training and Life Skills
28	Total number of youth served in non-secure residential commitment.	Care and Custody
29	Average daily population of youth served in non-secure residential commitment.	Care and Custody
30	Number of non-secure residential commitment beds on line.	Care and Custody
31	Number of youth receiving substance abuse treatment in non-secure residential commitment.	Substance Abuse Treatment Care and Custody

Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2015-16 (Words)	Associated Activities Title
	8080000 Residential Corrections 80800200 Secure Residential Commitment	
32	Percentage of youth who remain crime-free one year after release from secure residential commitment.	Sex Offender Treatment Mental Health Treatment Substance Abuse Treatment Behavior Training and Life Skills Vocational Training
33	Total number of youth served in secure residential commitment.	Care and Custody
34	Number of secure residential commitment beds on line.	Care and Custody
35	Number of youth receiving substance abuse treatment in secure residential commitment.	Substance Abuse Treatment Care and Custody
36	Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in secure residential commitment.	Health Services Care and Custody Behavior Training and Life Skills
37	Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in secure residential commitment.	Health Services Care and Custody Behavior Training and Life Skills
38	Average daily population of youth served in secure residential commitment by level (High and Maximum risk)	Care and Custody
39	Number of escapes from secure residential commitment programs	Care and Custody

Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2015-16 (Words)		Associated Activities Title
80900000 Prevention and Victim Services			
80900100 Delinquency Prevention and Diversion			
40	Percentage of youth who remain crime-free six months after completing prevention programs.		Secure CINS/FINS Non-Secure CINS/FINS Female Diversion Programs School Attendance Employment Services Violence Reduction After School Programming Juvenile Justice System Improvements
41	Number of youth served through delinquency prevention programs		Secure CINS/FINS Non-Secure CINS/FINS Female Diversion Programs School Attendance Employment Services Violence Reduction After School Programming Juvenile Justice System Improvements
42	Percentage of youth who remain crime-free while receiving prevention services.		Secure CINS/FINS Non-Secure CINS/FINS Female Diversion Programs School Attendance Employment Services Violence Reduction After School Programming Juvenile Justice System Improvements
43	Percentage of programs that operate at 100% of contracted capacity.		Secure CINS/FINS Non-Secure CINS/FINS Female Diversion Programs School Attendance Employment Services Violence Reduction After School Programming Juvenile Justice System Improvements

JUVENILE JUSTICE, DEPARTMENT OF		FISCAL YEAR 2014-15			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		546,648,604		4,722,909	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget		9,090,399		0	
FINAL BUDGET FOR AGENCY		555,739,003		4,722,909	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					4,704,567
Secure Supervision * Number of cases served		33,872	3,029.04	102,599,736	
Health Services * Number of cases served		38,337	391.09	14,993,354	
Mental Health Services * Number of cases served		33,872	83.42	2,825,601	
Food Services * Number of resident days food services are provided		329,817	21.57	7,115,778	
Transportation * Number of miles youth transported		503,554	3.08	1,551,080	
Facilities, Repair Maintenance * Square feet maintained		994,077	2.55	2,531,739	
Counseling And Supervision - Contracted * Number of youth served		7,559	2,623.04	19,827,561	
Counseling And Supervision - State Provided * Number of youth served		47,653	1,437.97	68,523,544	
Juvenile Assessment Center Administration * Number of youth served		25,611	169.34	4,336,840	
Intake And Screening * Number of cases served		74,871	399.78	29,931,856	
Diversion * Number of youth served		19,330	312.69	6,044,365	
Transitional Services * Number of youth served		1,948	5,351.10	10,423,941	
Redirection Services * Number of youth served		1,585	5,804.12	9,199,524	
Sex Offender Treatment * Number of youth served		563	9,959.31	5,607,091	
Mental Health Treatment * Number of youth served		4,465	2,718.95	12,140,100	
Substance Abuse Treatment * Number of youth served		2,777	3,072.62	8,532,679	
Care And Custody * Number of youth served		4,465	30,315.90	135,360,495	
Behavioral Training And Life Skills * Number of youth served		4,465	854.42	3,814,967	
Vocational Training * Number of youth served		4,465	529.62	2,364,772	
Secure Children-in-need-of-services/Families-in-need-of-services * Number of youth served		4,827	7.77	37,500	
Non-secure Children-in-need-of-services/ Families-in-need-of-services * Number of youth served		10,308	3,434.55	35,403,341	
Female Diversion Programs * Number of youth served		2,110	7,414.03	15,643,599	
School Attendance * Number of youth served		535	3,296.15	1,763,438	
Employment Services * Number of youth served		15	6,927.40	103,911	
Violence Reduction * Number of youth served		9,936	823.14	8,178,700	
Afterschool Programming * Number of youth served		25,721	338.35	8,702,828	
Central Communications Center * Number of incidents received and logged for review		2,323	194.27	451,287	
Juvenile Justice System Improvements * Number of programs impacted		75	39,966.99	2,997,524	
TOTAL				521,007,151	4,704,567
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER					
REVERSIONS				34,731,955	18,342
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above (4)				555,739,106	4,722,909
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 significant ly

(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.

Aftercare – See *Conditional Release*.

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.

ART: Aggression Replacement Training.

Average Daily Population (ADP) – 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 a 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 Federal Financial Participation.” 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, the public defender, and the head of law enforcement agencies that permits an arresting officer to offer a youth in custody sanctions including up to 50 hours of community service and intervention services in lieu of referral to a juvenile intake office.

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, prevention, and day treatment programs. The current common assessment is provided by WIN Learning, in partnership with Florida Ready to Work.

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

Communities That Care Model – A delinquency prevention model developed in 1990 by David Hawkins and Richard Catalano. The model identifies delinquency risk and resiliency factors within the community, family, school, and individual domains.

Community Reentry Team (CRT) – A community based team in each judicial circuit that meet meets to identify community resources for youth returning from residential commitment programs.

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 (CR) – 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.

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.

Crossover Youth Practice Model – The Center for Juvenile Justice Reform developed the Crossover Youth Practice Model to address the unique needs of youth that fluctuate between the child welfare and juvenile justice systems.

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

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.

Effective Practices in Community Supervision (EPICS) – a cognitive-based approach that utilizes a combination of monitoring, service referrals, and face-to-face interventions to provide youth with a sufficient “dosage” of treatment interventions through a collaborative working relationship between the juvenile probation officer (JPO), the youth and family. The EPICS model helps translate the risk, needs, and responsivity principals into practice by helping the JPO focus their time and interactions with higher risk offenders on addressing criminogenic needs.

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 (EBP) – 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.

Home Detention (HD) -- A type of detention where the child is returned to the custody of the child's parent, guardian, custodian or other responsible adult, under the supervision of the child's parent/guardian pending court hearings.

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 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; and, (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

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 Detention Officer (JDO) – This position is designed to ensure the safe and secure custody of all assigned youth in detention facilities while ensuring that all youth are provided their constitutional rights with special concerns for legal, medical, and mental health issues.

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 Justice Information System (JJIS) – The primary database system used by all DJJ program areas, partners, and providers to provide data to identify the needed services, document the services provided to youth, maintain youth demographics, trace youth interactions with the Department, and to track statuses of interactions, actions, and dispositions of youth in the juvenile justice system.

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.

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.

JPOS: Juvenile Probation Officer Supervisor.

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. Prompted by a demonstrated need to protect the public, all programs provide twenty-four-hour-per-day secure custody, care, and supervision. 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

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 (PAT) – 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 (PAR) – 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.

Racial Ethnic Disparity (RED) – Racial and ethnic disparity refers to unequal treatment of youth of color in the juvenile justice system. RED results in disparate outcomes for similarly situated youth.

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 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.

Shared Services – Consolidation of the department's contract management, contract procurement, and monitoring functions to ensure services procured from providers are directly aligned to youth outcomes, as well as facilitation of sharing best practices between providers and DJJ staff to deliver these outcomes.

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 – 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.

Stop Now And Plan® Program – Is an evidence-based model designed in 1985 for young children in conflict with law enforcement. The focus of this program is on teaching high risk children with disruptive behavior problems and their family's emotion regulation, self-control and problem solving skills.

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 one 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, prevention, detention 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