



# FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Rick Scott, Governor

Christina K. Daly, Secretary

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## LONG RANGE PROGRAM PLAN

Department of Juvenile Justice

Tallahassee

September 30, 2016

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 2017-18 through Fiscal Year 2021-22. 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

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

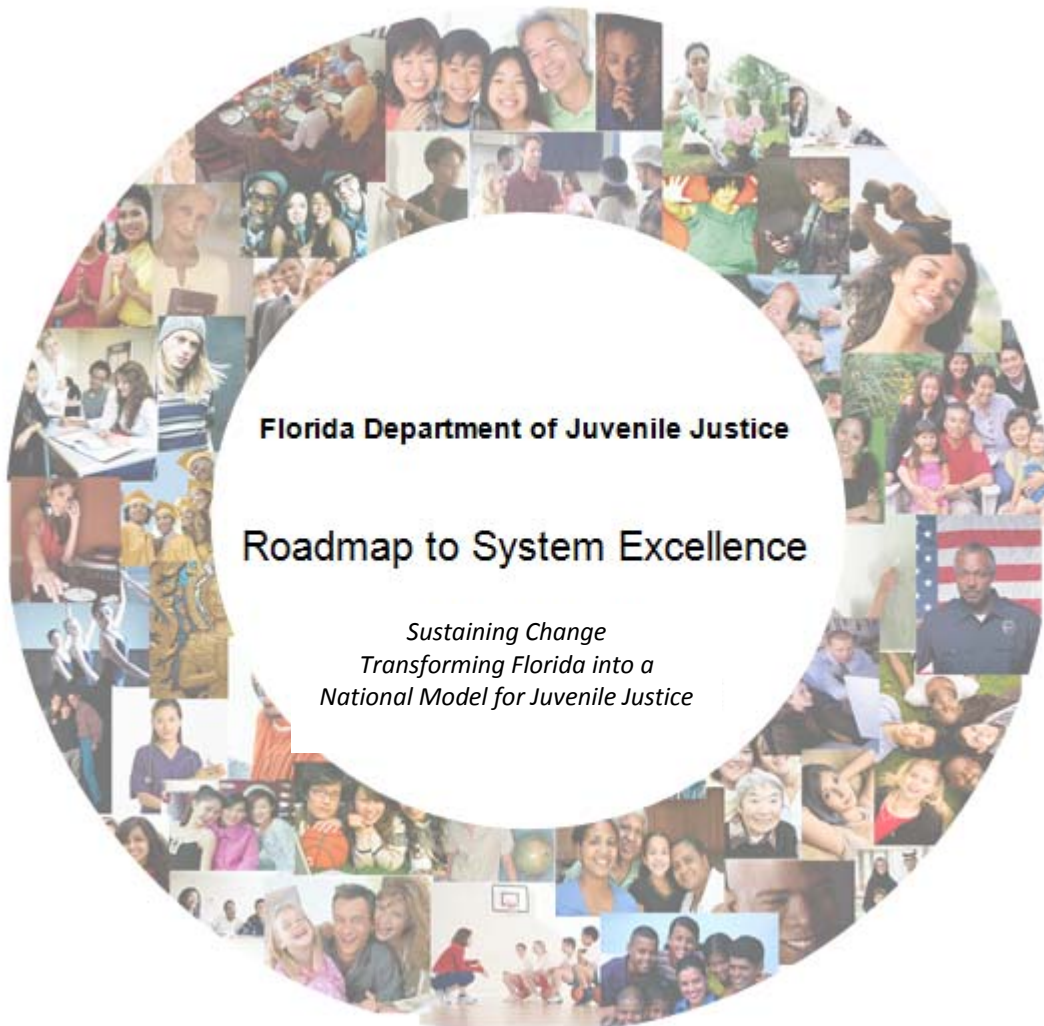
*The mission of the Department of Juvenile Justice is to increase public safety by reducing juvenile delinquency through effective prevention, intervention, and treatment services that strengthen families and turn around the lives of troubled youth.*



# Florida Department of Juvenile Justice

Long Range Program Plan

Fiscal Year 2017-18  
*through*  
Fiscal Year 2021-22



***Rick Scott, Governor***

***Christina K. Daly, Secretary***

# Department of Juvenile Justice

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## Our Mission

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### Increase Public Safety...

by reducing juvenile delinquency through effective prevention, intervention and treatment services that strengthen families and turn around the lives of troubled youth.

## Our Vision

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

## Our Philosophy

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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

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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 re-entering 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 over-representation 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.
- 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 (F.A.C.) and 2) Protective Action Response (PAR) Rule 63-H-1, (F.A.C.), 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-to-reoffend 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.
- 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, 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 of 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.

# Agency Service Outcomes and Performance Projections Tables

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## 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 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection
Percentage of youth who remain crime-free six months after completing prevention programs	<b>FY 2014-15</b> 96%	96%	96%	96%	96%	96%
Percentage of youth who remain crime-free while receiving prevention services	<b>FY 2013-14</b> 99%	99%	99%	99%	99%	99%
Relative Rate Index of arrests for black youth compared to white youth	<b>FY 2014-15</b> 3.2	3.2	3.2	3.2	3.2	3.2

## 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 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection
Agency Turnover Rate (JDO & JPO only)	<b>FY 2015-16</b> 24.72%	24%	24%	24%	24%	24%



### 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-to-offend youth from entering residential commitment through effective community-based interventions.

Outcomes	Baseline	FY 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection
The number of youth diverted from court	FY 2015-16 14,893	14,303	14,017	13,737	13,462	13,193
The number of youth served by civil citation or other similar diversionary program	FY 2015-16 11,934	12,294	12,417	12,542	12,667	12,794
The number of arrests that are school related	FY 2015-16 8,139	7,817	7,660	7,507	7,357	7,210
Percentage of youth who remain crime free one year after release from the Redirection program.	FY 2014-15 68%	68%	68%	68%	68%	68%
Percentage of youth committed that were low and moderate-risk to re-offend youth	FY 2015-16 14%	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.

<b>Outcomes</b>	<b>Baseline</b>	<b>FY 2017-18 Projection</b>	<b>FY 2018-19 Projection</b>	<b>FY 2019-20 Projection</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>
Average daily population for state-operated secure detention	<b>FY 2015-16</b> 938	994	994	994	994	994
Number of youth supervised using electronic monitoring units as an alternative to secure detention	<b>FY 2015-16</b> 2,804	2,748	2,721	2,694	2,667	2,640
Number of youth admitted to secure detention solely for failure to appear to court	<b>FY 2015-16</b> 3,053	3,023	3,007	2,992	2,977	2,963

### **Goal 5: Provide Optimal Services**

*Objectives:*

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

<b>Outcomes</b>	<b>Baseline</b>	<b>FY 2017-18 Projection</b>	<b>FY 2018-19 Projection</b>	<b>FY 2019-20 Projection</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>
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	<b>FY 2015-16</b> 65%	85%	85%	85%	85%	85%
Percentage of youth who remain crime-free one year after release from non-secure residential commitment	<b>FY 2014-15</b> 55%	60%	60%	60%	60%	60%
Number of escapes from non-secure residential commitment programs	<b>FY 2015-16</b> 37	30	30	30	30	30

<b>Outcomes</b>	<b>Baseline</b>	<b>FY 2017-18 Projection</b>	<b>FY 2018-19 Projection</b>	<b>FY 2019-20 Projection</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>
Number of youth receiving substance abuse treatment in non-secure residential	<b>FY 2015-16</b> 1,744	1,827	1,827	1,827	1,827	1,827
Percentage of youth who remain crime-free one year after release from secure residential commitment	<b>FY 2014-15</b> 57%	63%	63%	63%	63%	63%
Number of youth receiving substance abuse treatment in secure residential commitment	<b>FY 2015-16</b> 572	675	675	675	675	675
Number of escapes from secure residential commitment	<b>FY 2015-16</b> 8	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)	<b>FY 2013-14</b> 62%	75%	75%	75%	75%	75%
Vocational Type 3, Certification, in Residential programs	<b>FY 2015-16</b> 49%	49%	49%	49%	49%	49%
The average Offense During Supervision (ODS) rate for youth served in non-secure residential programs	<b>FY 2013-14</b> 2%	2%	2%	2%	2%	2%
The average Offense During Supervision (ODS) rate for youth served in secure residential programs	<b>FY 2013-14</b> 2%	2%	2%	2%	2%	2%
Number of detention centers providing daily Life Skills Groups	<b>FY 2015-16</b> 100%	100%	100%	100%	100%	100%
Percentage of residential programs providing gender-specific programming	<b>FY 2015-16</b> 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 2017-18 Projection	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection
Total number of youth served in non-secure residential commitment	<b>FY 2015-16</b> 3,105	3,270	3,270	3,270	3,270	3,270
Number of non-secure residential commitment beds on line	<b>FY 2015-16</b> 1,433	1,500	1,500	1,500	1,500	1,500
Average daily population of youth served in non-secure residential commitment	<b>FY 2015-16</b> 1,275	1,313	1,313	1,313	1,313	1,313
Total number of youth served in secure residential commitment	<b>FY 2015-16</b> 1,234	1,246	1,246	1,246	1,246	1,246
Number of secure residential commitment beds on line	<b>FY 2015-16</b> 688	770	770	770	770	770
Average daily population of youth served in secure residential commitment	<b>FY 2015-16</b> High=486 Max=151	High=531 Max=158	High=531 Max=158	High=531 Max=158	High=531 Max=158	High=531 Max=158

**NOTE:** Some fiscal year 2015-16 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 2016.

## 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

### Public Safety

Protect our communities by ensuring the health, welfare and safety of our citizens

	Improving Education	Economic Development and Job Creation			Public Safety	
	World Class Education	Focus on Job Growth and Retention	Reduce Taxes	Regulatory Reform	Phase Out Florida's Corporate Income Tax	Protect our communities by ensuring the health, welfare and safety of our citizens
<b>Correlation Legend:</b> 3 = High correlation 2 = Medium correlation 1 = Low correlation 0 = No correlation						
1. Prevent More Youth from Entering the Juvenile Justice System	2	2	0	0	0	3
2. Enhance Workforce Effectiveness	2	3	0	0	0	3
3. Divert More Youth from Involvement with the Juvenile Justice System	2	2	1	0	0	3
4. Utilize Secure Detention Only When Necessary	1	1	1	0	0	3
5. Provide Optimal Services	2	2	0	0	0	3
6. Ensure Appropriate Youth Placement and Use of Residential Beds	1	1	1	0	0	3
7. Improve Communication and Collaboration	1	3	3	1	0	3
8. Strengthen Practices and Processes	0	1	0	2	0	3
<b>Score</b>	11	15	6	3	0	24
<b>DJJ Ability to Impact</b>	<b>Modest</b>	<b>Modest</b>	<b>Low</b>	<b>Low</b>	<b>None</b>	<b>High</b>

## 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 program areas of prevention and victim services, 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:

1. Creation of an individual statute to focus on prevention.
2. Expansion of transition services.
3. Allowing opportunities for evening reporting centers and other alternatives to secure detention.
4. Creating a criminal statute for the neglect of any youth while in DJJ custody.
5. Placing accountability and reporting requirements on DJJ and enhancing the performance accountability system for service providers.
6. Limiting residential programs to 90 beds.
7. Combining low-and moderate-risk residential commitment risk levels to a “non-secure level.”
8. Requiring children be placed in detention in the circuit nearest their residence.
9. Allowing alternative consequences for technical violations of probation with judicial approval.
10. 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. The Department’s leadership team continues use the process that included a strengths weakness opportunities and threats (SWOT) analysis was used to develop the FY 2017-18 – FY 2021-22, 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:

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; and
8. 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 who:

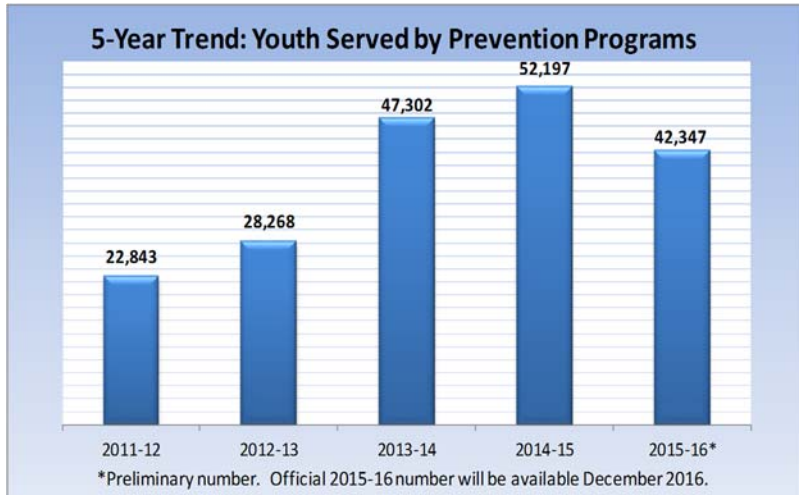
- are at-risk of entering our system (and can be prevented from doing so);
- are not a serious risk and can be best served in their community (diverted from the system, detention, or the court process itself); and
- need to be detained in our custody to protect the public (in secure detention or residential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

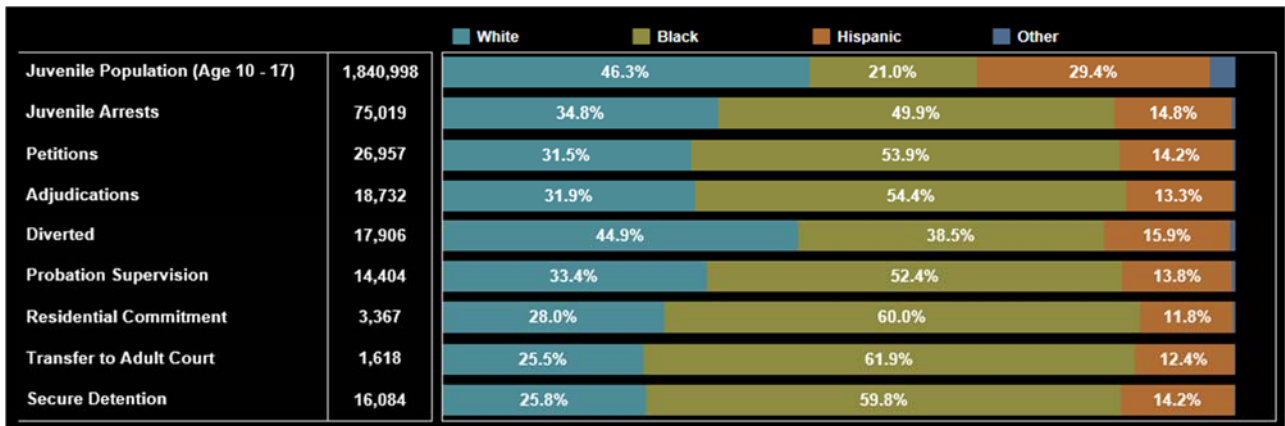
Also, the Department is working to bring the Stop Now and Plan (SNAP) for Schools to Florida. The SNAP for Schools (SNAP-S) early intervention model is delivered to students ages 6-11, focusing on developing SNAP skills to promote a positive change in behavior. The 13-week in-class program covers topics such as managing anger, handling group/peer pressure and dealing with bullying. To reduce emerging problems at home, school and in the community, SNAP for Boys is currently operational in circuits two, four, eight and nine. SNAP for Girls began in those same locations in August 2016.

### 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 1.84 million youth between the ages of 10-17 in Florida. Of this population, 21 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.

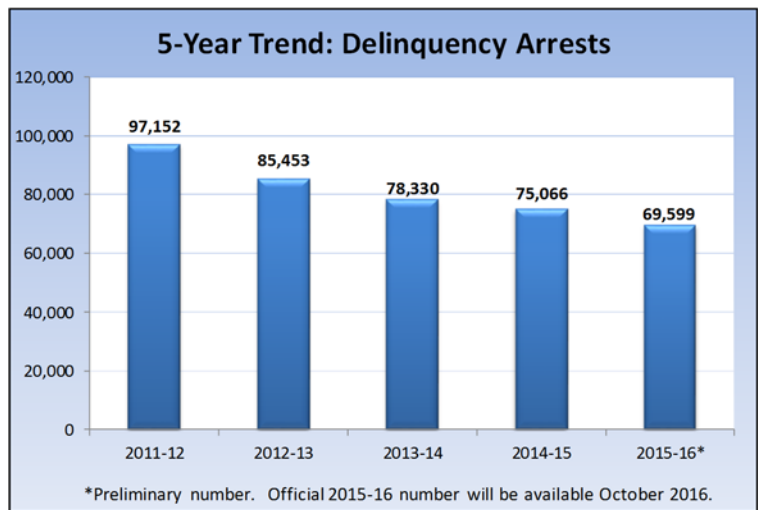
Rather, during FY 2014-15, black youth account for: 49.9 percent of arrests, 38.5 percent of youth diverted, 59.8 percent of youth detained, 52.4 percent of youth placed on probation, 60 percent of youth committed, and 62 percent of youth transferred to adult court.



DJJ will continue to enhance and strengthen relationships between youth and law enforcement officers and court personnel. Since 2014, we have facilitated 70 meetings statewide with approximately 600 youth and 200 law enforcement officers. We will continue to promote positive relationships between minority youth and law enforcement.

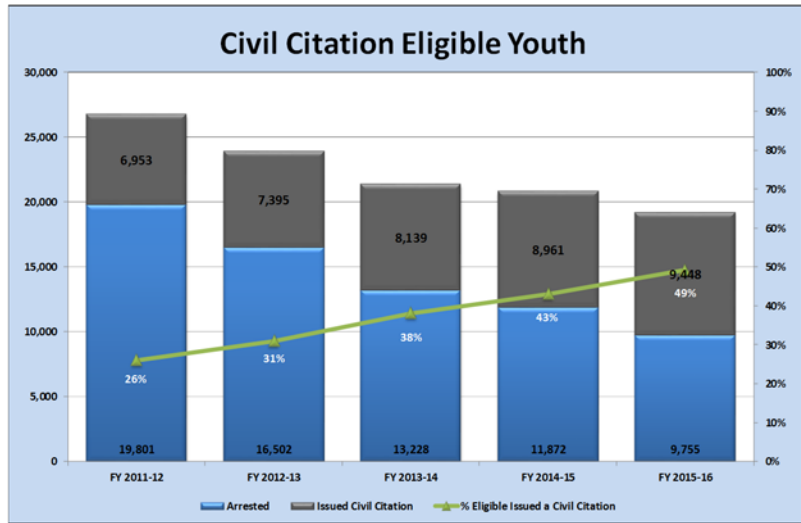
### GOAL: Divert More Youth from Involvement with the Juvenile Justice System

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.

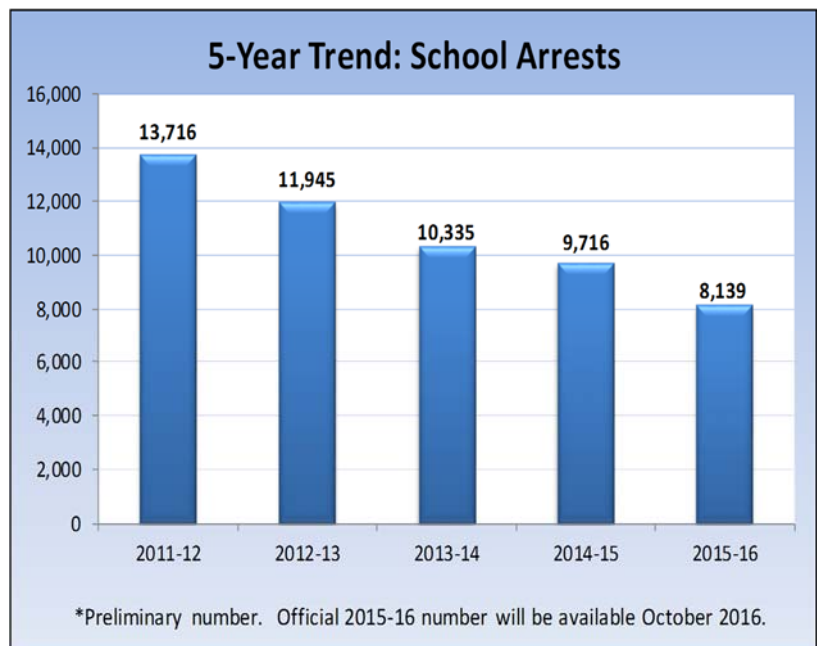
Youth who commit minor offenses can receive alternative sanctions that still hold them accountable for their actions. If they are not arrested, they can receive a Civil Citation and be diverted from the juvenile justice system without a formal arrest record. If they are arrested, DJJ can recommend a 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. The number of youth served in diversion programs or supervised by a juvenile probation officer under Diversion in FY 2015-16 is 17,293.

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 FY 2015-16 was 1,611. 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 41% from 13,716 in FY 2011-12 to 8,139 in FY 2015-16. 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 continues 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 has a cost of approximately \$274 per day per youth, which is shared between the state and counties.

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).

In 2015-16, the Department opened Evening Reporting Centers (ERC) in circuits 13 (Hillsborough) and 15 (Palm Beach) as part of JDAI. ERCs are an alternative to incarceration that allows youth charged with non-violent offenses to avoid secure detention altogether or avoid it temporarily while awaiting trial. Participating youth attend the program during peak crime hours, where they receive academic assistance and life skills training. They also participate in enrichment activities and community services.

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

In an effort to provide optimal services to our youth and families, the Department has made family engagement, across the continuum, a priority. Examples of current family engagement efforts include: SNAP, Parenting

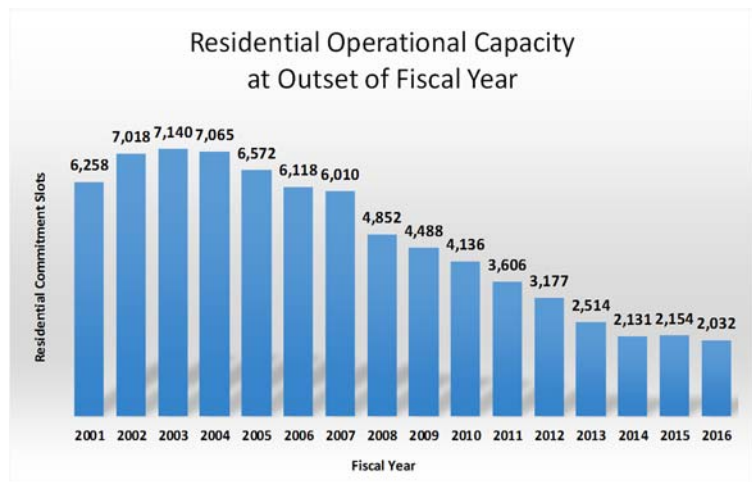
Wisely, youth and parent orientations and parenting support groups that are fun and organized through the circuits.

The Department has begun implementation of Effective Practices in Community Supervision (EPICS), which is an evidenced-based interaction model for juvenile probation officers (JPOs) to utilize with high-risk youth who are currently on supervision in the community. EPICS is currently being utilized in circuits one, five, 14 and 18. Circuits three, nine, 12, 19 and 20 are next in line for future rollout. 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 2015-16, 2,042 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.



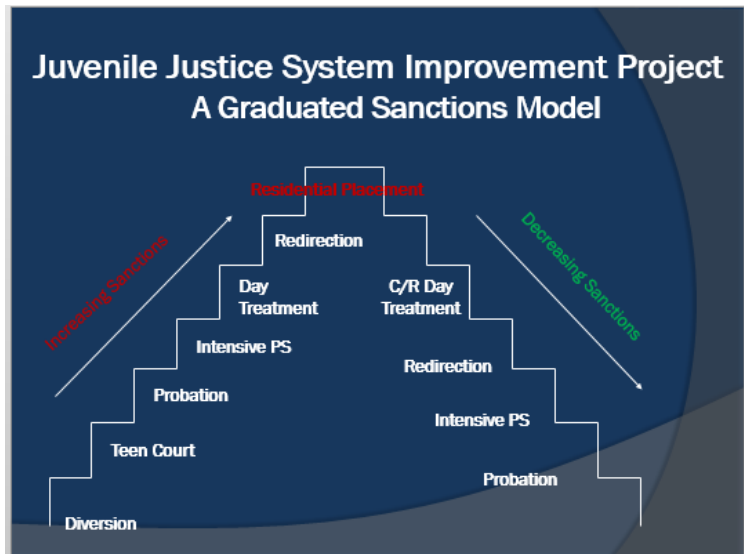
However, DJJ will maintain sufficient bed capacity to meet the needs of youth throughout the state at varying levels of restrictiveness and with the ability to provide the needed specialized mental health, substance abuse, sex offender services, educational and vocational training, and gender responsive programs (both in non-secure and secure commitment placement).

DJJ, with assistance from Georgetown University’s Center for Juvenile Justice Reform, has implemented the Juvenile Justice System Improvement Project (JJSIP) in 15 of the 20 judicial circuits statewide with the remaining five circuits scheduled for completion in 2017. 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.



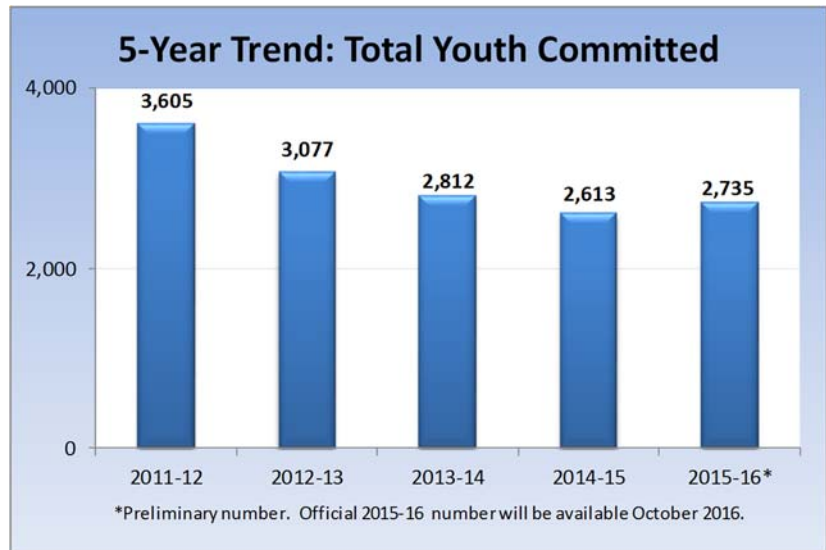
**GOAL: Ensure Appropriate Youth Placement and Use of Residential Beds**

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 24% 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 2015 - July 2016, there were 26,754 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 <sup>1</sup>	Level 1	Level 1	N/A	N/A
Minor <sup>2</sup>	Level 2 or 3a	Level 2 or 3a	Level 2 or 3a-c	Level 3a-c or 4
Serious <sup>3</sup>	Level 2 or 3a	Level 2 or 3a-b	Level 3a-c or 4	Level 3a-c or 4
Violent <sup>4</sup>	Level 2 or 3a-b	Level 2, 3a-c, or 4	Level 3a-c, 4, or 5	Level 3a-c, 4, or 5

<sup>1</sup> – 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.

<sup>2</sup> – All misdemeanor offenses.

<sup>3</sup> – Felony offenses that do not include violence.

<sup>4</sup> – Violent felony offenses (do not include misdemeanor assault and battery which are captured under “Minor”).

- |   |   |
|---|---|
| <b>Level 1</b> – Alternatives to Arrest<br><b>Level 3</b> – Community Supervision<br><b>(3a)</b> – Probation Supervision<br><b>(3b)</b> – Probation Enhancement Services (ART, EPICS, LifeSkills, etc.)<br><b>(3c)</b> – Day Treatment, MST, FFT, Minimum Risk Commitment | <b>Level 2</b> – Diversion & Non-DJJ Probation<br><b>Level 4</b> – Non-Secure Residential Commitment<br><b>Level 5</b> – Secure Residential Commitment (High & Maximum Risk Programs) |
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Updated January 2016

# 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. It is critical that the Department continues to equip its staff with the best tools and emphasize 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 in how we care for and provide treatment for youth. The Department's Office of Staff Development & Training (SD&T) is currently implementing initiatives to help reduce direct care staff turnover and enhance the skills and knowledge of Florida's juvenile justice professionals.

SDT's strategic focus for FY 2017-18 are:

- Crisis Intervention Model Implementation
- Academy Delivery
  - Blended Academy
  - Job-Specific Academy
- Succession Planning
- Leadership Development

## INITIATIVES-AT-A-GLANCE

### **Crisis Intervention Model:**

In early 2015, the Department of Juvenile Justice and juvenile justice partners began seeking an enhanced crisis intervention model for residential and detention facilities and probation programs to prevent crises from occurring, de-escalate potential crises, manage acute physical behavior, and reduce potential and actual injury to youth and staff. There was an identified need to re-engineer the Department's current response model to ensure its conformity to the agency's *Roadmap*. A procurement for a crisis intervention model was issued, which is currently still in the negotiations stage.

### **Academy Delivery:**

SD&T is in the process of developing a blended academy and job-specific academy to become more responsive to changing training needs around the state while efficiently utilizing resources. We are also using this opportunity to update material to be consistent with the *Roadmap* and move from a lecture-oriented to a more scenario-based style of instruction to better facilitate skill transfer from the learning environment to the on-the-job environment. By combining probation and detention trainee populations, we can offer more frequent academies at more locations around the state, decreasing trainee wait times and reducing both the need and consequent expense for travel.

- The *blended academy* is a week-long certification training that trainees will be able to attend while in the process of completing their Phase I requirements. The courses in this academy are based on topics common to both current academies.
- The *job-specific academy* will be probation or detention specific and will cover topics that are unique to each job. Trainees must have completed both their Phase I requirements and the blended academy before they can attend the job-specific academy.

**Succession Planning:**

DJJ is in the process of undergoing tremendous change in the arena of workforce planning and talent management. DJJ is readying itself, along with other state agencies, for the pending retirement of approximately 25 percent of its current leadership by implementing a systematic, methodical approach to end-to-end talent management. This approach is also important when addressing the normal attrition of the workforce due to unexpected turnover of key and/or critical positions. SD & T’s focus is to develop strategies to identify, develop, and retain staff within the Department with a particular focus on building the DJJ organizational workforce strength.

The DJJ Executive Leadership Team has recognized this challenge and has committed to investing in a Succession Planning and Competency Development project by allocating dedicated internal resources to assist with the development of a formalized succession plan and competency model for leadership roles.

**Leadership Development:**

When the Department made the decision to shift strategically to focus on Succession Planning, it became clear that in order to be successful, DJJ would need to assess and strengthen its menu of leadership development options. This research of existing trainings currently available to DJJ identified that there was a clear gap at all levels of options regarding leadership development. Based on this, SD&T has created an expanded menu of options that will be piloted in FY 2016-17. This has included an expansion of instructor-led options and e-learning options.

**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

The slide features a dark blue background with white and yellow text. At the top, the title 'Standardized Program Evaluation Protocol (SPEP)' is displayed in large white font. Below the title, a list of bullet points is shown: 'Captures delinquency interventions' (with sub-bullets for Service Type, Service Quantity/Dosage, Service Quality, and Juvenile Characteristics), 'Identifies shortcomings', and 'Makes recommendations'. A yellow bracket groups the first three items and is labeled 'JJIS'. To the right of the list, the text 'right services, right place, right way, right time, right youth' is written in yellow, followed by a large yellow question mark. At the bottom of the slide, the text 'Optimize intervention effectiveness and positive outcomes to reduce recidivism.' is written in white. In the bottom left corner, the date '8/31/2015' is visible, and in the bottom right corner, the number '15' is present.

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.

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.

The department has done extensive work to carry out the Prison Rape Elimination Act (PREA). A tool and process was implemented for evaluating the environment and practices in residential and detention programs. Through separate, in person interviews with staff and youth, monitors discuss the interviewee's perception of safety conditions and review the program's 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. Currently DJJ has had all of our programs audited by Department of Justice (DOJ) certified auditors to ensure compliance with the PREA standards. At the close of FY 2015-16, the Department had 21 state-operated regional juvenile detention centers and had contracted with private providers for the operation of 48 residential facilities, some of which provide more than one program on the site and are considered one facility. In FY 2015-16, there were a total of 21 detention and residential facilities (7 detention and 14 residential) audited by DOJ for PREA compliance. All 69 DJJ programs (21 detention centers and 48 residential facilities) are now certified PREA compliant.

## Potential Legislative Policy Changes

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### **No Cost Birth Certificates for Youth Transitioning from DJJ**

#### **Statutory Citation**

Section 382.0255, F.S.

#### **Current Situation**

There are three main documents youth need to transition to normal and successful adult life: a birth certificate, identification card or driver's license, and a social security card. These documents are needed to help youth to seek employment, open a bank account, and prepare for college. A birth certificate is required to obtain a state identification card and both documents are needed to obtain your social security card.

Chapter 2016-239, Laws of Florida, authorizes the Department of Highway Safety and Motor Vehicles (DHSMV) to issue no cost identification cards to youth in the custody of or under the supervision of the Department of Juvenile Justice (DJJ) and receiving services. Youth must provide DHSMV with an original or certified birth certificate copy to obtain an identification card. DJJ has a Memorandum of Understanding with the Department of Health (DOH) Office of Vital Statistics that allows DJJ to assist in securing a birth certificate to obtain a state identification card for a reduced fee of \$9.00. This fee proves to be an additional barrier to youth accessing their personal identification information.

#### **Proposed Change**

Amend statute to allow the Department of Health to provide no cost Florida birth certificates for youth transitioning out of the juvenile justice system. This will assist youth seeking to acquire a state identification card pursuant to section 322.051, F.S.

#### **Justification**

There are three main documents youth need to transition to normal and successful adult life: a birth certificate, identification card or driver's license, and a social security card. These documents are needed to help youth to seek employment, open a bank account, cash a check, secure housing, and prepare for college. A birth certificate is required to obtain a state identification card and both documents are needed to obtain your social security card. This change will help our youth in their transition to adult life.

#### **Fiscal Impact**

There will be a minimal, negative fiscal impact to the Department of Health for printing and providing no cost birth certificates to youth transitioning from the Department.

### **Public Records Exemption for Information Related to Youth Obtaining a No Cost Identification Cards**

#### **Statutory Citation**

Section 322.20, F.S.

#### **Current Situation**

As DHSMV provides no cost identification cards to youth in the DJJ system in accordance with section 322.051, F.S., DHSMV collects information from these youth that identifies them as juvenile-justice involved and tracks issuance. Records identifying youth as being involved in the juvenile justice system, most of whom will complete their sanctions and receive treatment, would be detrimental to the youth as they turn around their lives and seek to obtain employment.

**Proposed Change**

Establish a public records exemption that protects information and documents identifying youth who receive a no-cost identification card pursuant to section 322.051, F.S., as juvenile justice involved.

**Justification**

Identification of a youth as juvenile justice-involved can create an unnecessary barrier to becoming productive members of society, thus frustrating the rehabilitative purpose of the juvenile system. There is a need to protect juvenile records and give youth the continued opportunity to become contributing members of society and seek employment without roadblocks.

**Fiscal Impact**

No cost.

## Potential Department Policy Changes

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**Background Screening:** Policy FDJJ 1800 promotes the integrity of the Department of Juvenile Justice and ensures the proper care, safety, and protection of youth in the Department's care and custody by requiring background screening for employment and volunteer service prior to the person having access to youth or confidential youth records.

**Contract Management and Program Monitoring and Quality Improvement:** Policy FDJJ 2000 provides policy, procedures, and guidelines on appropriate contract management methods and processes, and establish compliance monitoring for all services and programs (contracted or state operated) within the Department of Juvenile Justice (DJJ) and define procedures for compliance and supplemental monitoring events, certified reviewers, and failed standards, as it relates to the Department's program monitoring compliance system.

**Employee Training:** Policy FDJJ 1520 establishes training requirements in order to ensure all employees are adequately trained in a timely manner upon hire and/or promotion. This policy establishes a statewide framework for the Department of Juvenile Justice to implement procedures governing the training of Department employees.

**Operation of Residential Programs 63E-7 Florida Administrative Code (FAC):** DJJ has been revising 63E-7 FAC to reflect the Legislative changes to Ch. 985 F.S. Further the rule is being revised to include guidelines from the U.S. Department of Justice (28 C.F.R. § 115.15, Cross-Gender Supervision, Searches) that pertain to PREA standards and transgender searches. Stakeholder input on 63E-7, F.A.C. will be sought with the goal of having the final rule published in FY 2016-17.

**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 the technology governance committee, project team members, and project stakeholders.

**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.

## In Summary

Governor Rick Scott continues his commitment to Florida's at-risk youth and families. The 2016-17 budget includes over \$11 million in strategic investment of funding for essential residential, prevention and diversion programs, as well as upgraded technology, and repair and maintenance of facilities 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.



## **LRPP Exhibit II**

# **Performance Measures and Standards**

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
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Program: <b>Juvenile Detention</b>	Code: <b>80400000</b>			
Service/Budget Entity: <b>Detention Centers</b>	Code: <b>80400100</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standard FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percentage of youth who remain crime-free while in state-operated secure detention	98%	98%	98%	98%
Number of escapes from state-operated secure detention facilities	0	1	0	0
Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention	0.3	.42	0.3	0.3
Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention	0.3	.17	0.3	0.3
Average daily population for state-operated secure detention	1,050	938	1,050	994

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
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Program: <b>Probation and Community Corrections</b>	Code: <b>80700000</b>			
Service/Budget Entity: <b>Community Supervision</b>	Code: <b>80700700</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standard FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percentage of youth who remain crime-free during aftercare supervision	82%	72%	82%	72%
Percentage of youth who remain crime-free one year after release from aftercare supervision	67%	79%	67%	79%
Average daily population for home detention	1,724	850	1,724	850
Percentage of youth who remain crime-free one year after release from probation	81%	85%	81%	85%
Average number of youth served by Juvenile Probation Officer	41.5	40.6	41.5	40.6
Number of youth court ordered to probation supervision	14,561	12,398	14,561	12,398
Number of youth served by the Redirection Program	801	1,611	801	1,611
Percentage of youth who remain crime-free one year after release from the Redirection program	65%	68%	65%	68%
Percent of youth who remain crime-free one year after release probation day treatment	68%	68%	68%	68%

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
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Program: <b>Probation and Community Corrections</b>	Code: <b>80700000</b>			
Service/Budget Entity: <b>Community Interventions and Services</b>	Code: <b>80700800</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standard FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Number and percentage of referrals that are school related	11,193:15%	8,139:12%	11,193:15%	8,139:12%
Number of youth received at intake	44,780	38,233	44,780	38,233
Percent of youth who remain crime-free one year after release from diversion	87%	87%	87%	87%
Number of youth served by civil citation or other similar diversionary program	8,000	11,934	8,000	13,000
Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program	93%	95%	93%	95%
Number of youth diverted from court	27,775	14,893	27,775	14,893

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>		Department No.: <b>80</b>		
<b>Program: Office of the Secretary/Assistant Secretary for Administration</b>	Code: <b>80750000</b>			
<b>Service/Budget Entity: Executive Direction and Support Services</b>	Code: <b>80750100</b>			
Approved Performance Measures for FY 2016-17	Approved <b>Prior Year</b> Standard <b>FY 2015-16</b>	<b>Prior Year</b> Actual <b>FY 2015-16</b>	<b>Approved</b> Standards for <b>FY 2016-17</b>	<b>Requested</b> <b>FY 2017-18</b> Standard
Total collections of statutorily mandated maintenance fees	\$850,000	\$580,037	\$850,000	850,000
<b>Service/Budget Entity: Information Technology</b>	Code: <b>80750200</b>			
Approved Performance Measures for FY 2016-17	Approved <b>Prior Year</b> Standard <b>FY 2015-16</b>	<b>Prior Year</b> Actual <b>FY 2015-16</b>	<b>Approved</b> Standards for <b>FY 2016-17</b>	<b>Requested</b> <b>FY 2017-18</b> Standard
Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	6	3.5	6	6

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
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Program: <b>Residential Corrections</b>	Code: <b>80800000</b>			
Service/Budget Entity: <b>Residential Corrections</b>	Code: <b>80800000</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standard <b>FY 2015-16</b>	Prior Year Actual <b>FY 2015-16</b>	Approved Standards for <b>FY 2016-17</b>	Requested <b>FY 2017-18</b> Standard
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%	65%	85%	85%

Program: <b>Residential Corrections</b>	Code: <b>80800000</b>			
Service/Budget Entity: <b>Non-Secure Residential</b>	Code: <b>80800100</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standard <b>FY 2015-16</b>	Prior Year Actual <b>FY 2015-16</b>	Approved Standards for <b>FY 2016-17</b>	Requested <b>FY 2017-18</b> Standard
Percentage of youth who remain crime-free one year after release from non-secure commitment	60%	55%	60%	60%

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
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Program: <b>Residential Corrections</b>	Code: <b>80800000</b>			
Service/Budget Entity: <b>Non-Secure Residential Commitment</b>	Code: <b>80800100</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standard FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Number of escapes from non-secure residential commitment programs	60	37	60	30
Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.11	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	0.14	0.23	0.23
Total number of youth served in non-secure residential commitment	3,895	3,105	3,895	3,270
Average daily population of youth served in non-secure residential commitment	1,987	1,275	1,987	1,313
Number of non-secure residential commitment beds on line	1,987	1,433	1,987	1,500
Number of youth receiving substance abuse treatment in non-secure residential commitment	1,827	1,744	1,827	1,827



## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
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Program: <b>Residential Corrections</b>	Code: <b>80800000</b>			
Service/Budget Entity: <b>Secure Residential Commitment</b>	Code: <b>80800200</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standard FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percentage of youth who remain crime-free one year after release from secure residential commitment	63%	57%	63%	63%
Total number of youth served in secure residential commitment	1,215	1,234	1,215	1,246
Number of secure residential commitment beds on line	908	670	908	770
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,074	572	1,074	675
Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in secure residential commitment	0.13	0.04	0.13	0.13
Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in secure residential commitment	0.28	0.12	0.28	0.28
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=739 Max=169	High=486 Max=151	High=739 Max=169	High=531 Max=158
Number of escapes from secure residential commitment programs	0	8	0	0

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
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Program: <b>Prevention and Victim Services</b>	Code: <b>80900000</b>			
Service/Budget Entity: <b>Delinquency Prevention and Diversion</b>	Code: <b>80900100</b>			
Approved Performance Measures for FY 2016-17	Approved Prior Year Standard FY 2015-16	Prior Year Actual FY 2015-16	Approved Standards for FY 2016-17	Requested FY 2017-18 Standard
Percentage of youth who remain crime-free six months after completing prevention programs	87%	96%	87%	87%
Number of youth served through delinquency prevention programs	40,000	42,346	21,000	21,000
Percentage of youth who remain crime-free while receiving prevention services	95%	99%	95%	95%
Percentage of programs that operate at 100% of contracted capacity	95%	96.5	95%	95%



## **LRPP Exhibit III**

# **Assessment of Performance for Approved Performance Measures**

## Exhibit III: Performance Measure Assessments

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

**Measure:** Number of escapes from state-operated secure detention facilities.

**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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
0	1	+1	100%

**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 was 1 escape incident in which 2 youth escaped during FY 2015-2016. Law Enforcement was contacted and all youth were apprehended. This occurred due to human error as a result of violation of policy or rule.

**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 type="checkbox"/> Personnel           | <input type="checkbox"/> Other (Identify) |

**Recommendations:** None at this time.

## Exhibit III: Performance Measure Assessments

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

**Measure:** Number of youth-on-youth batteries per 1000 youth served daily in secure detention facilities.

**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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
.3	.42	.12	40%

**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 checked="" type="checkbox"/> Other (Identify) |

**Explanation of the difference and why it occurred:** The at-risk youth requiring detention services often present with 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.

It should be noted that the actual number of youth on youth batteries per 1000 youth served daily remained the same as last year. We will continue to keep the standard (.3) for FY 2017-18 as we will continue to exhaust every opportunity in assisting youth to decrease acting out behaviors by developing better coping strategies.

**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 type="checkbox"/> Personnel           | <input type="checkbox"/> Other (Identify) |

**Recommendations:** None at this time.

## Exhibit III: Performance Measure Assessments

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

**Measure:** Average Daily Population.

**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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
1050	938	-112	11%

**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 checked="" type="checkbox"/> Other (Identify) |

**Explanation of the difference and why it occurred:** The Department has been implementing a number of reforms that serve to reduce the number of youth admitted to secure detention. These reforms foster opportunities by implementing appropriate alternatives that do not pose a risk to public safety. These alternatives include but are not limited to:

- Expanding respite beds services for youth charged with domestic violence.
- Electronic Monitoring
- Home Detention
- Juvenile Detention Alternative Initiative

In addition, the Department's efforts towards prevention, reducing the number of school-related referrals, and alternatives to consequences for violation of probation and Failure to Appear court violations may also have been contributing factors to the decrease in the average daily population.

**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 type="checkbox"/> Personnel           | <input type="checkbox"/> Other (Identify) |

**Recommendations:** None at this time.

## 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:**

- |  |  |
|--|--|
| <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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
82%	72%	Under	10%

**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 checked="" type="checkbox"/> Other (Identify) |

**Explanation of the difference and why it occurred:** Residential services are reserved for youth with a need for the highest level of supervision and service. The recidivism rates for these high-risk youth remains high even after they successfully complete treatment and return to the community on aftercare supervision.

**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:** N/A

**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 has implemented numerous transitional services to include: vocational and educational services, mentoring, and transportation for youth on post commitment supervision. By providing educational and mentoring services, as well as vocational education, vocational training, employment training and job placement services to youth exiting residential treatment we can better meet the needs of this high risk population by giving them the necessary skills to lead positive and productive lives once they leave the juvenile justice system.

## Exhibit III: Performance Measure Assessments

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**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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
1,724	850	Under	-51%

**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 checked="" type="checkbox"/> Other (Identify) |

**Explanation of the difference and why it occurred:** The reduction is attributed to an increased focus on pre-arrest alternatives, and the overall statewide reduction in juvenile crime.

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

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

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

**Recommendations:** None at this time.



## 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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
41.5	40.6	Under	-2%

**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 checked="" type="checkbox"/> Other (Identify) |

**Explanation of the difference and why it occurred:** This reduction can be attributed to an increased focus on civil citation and other similar diversionary services.

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

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

**Explanation of the difference and why it occurred:** The reduction can be attributed to the overall reduction in juvenile crime and 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:** None at this time.

## 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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
14,561	12,398	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 type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation of the difference and why it occurred:** N/A

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

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

**Explanation of the difference and why it occurred:** Fewer school related referrals, an increased focus on diversionary services, and the overall reduction in juvenile crime as resulted in fewer juvenile 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:** None at this time.

## 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:**

- |   |  |
|---|--|
| <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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
11,193 – 15%	8,139: 12%	Under	-27%

**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 checked="" type="checkbox"/> Other (Identify) |

**Explanation of the difference and why it occurred:** At the direction of the Secretary, the Department has placed great emphasis on civil citation and other diversionary services for first-time offenders.

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

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

**Explanation of the difference and why it occurred:** Fewer referrals received from law enforcement agencies, and the overall reduction statewide in juvenile crime.

**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:** None at this time.

## 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:**

- |   |  |
|---|--|
| <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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
44,780	38,233	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 type="checkbox"/> Previous Estimate Incorrect | <input type="checkbox"/> Other (Identify)  |

**Explanation of the difference and why it occurred:** N/A

**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 overall reduction in juvenile crime has resulted in fewer juveniles being referred to the Department each year.

**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:** None at this time.

## 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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
27,775	14,893	Under	-46%

**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 Department inadvertently referenced an old number. The actual number of unduplicated youth that were diverted from court, that the Department should have requested was 17,268.

**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 revision for this output measure.

## 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:**

- |   |  |
|---|--|
| <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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
\$850,000	\$580,037	\$269,963 under	32%

**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 checked="" 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:** 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 six fiscal years have declined. In FY 2010-11, the department billed parents and/or guardians approximately \$8,743,711 and collected approximately \$1,650,140.00; 18.87% of the billings were collected. In FY 2015-16, the department billed parents and/or guardians approximately \$5,099,547 and collected approximately \$580,037; 11.37% of the billings were collected. Thus yielding a decrease in collections of 7.5% between FY 2010-11 and FY 2015-16.

**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 performance standard was adjusted in FY 2014-15 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 Corrections/80800000

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

**Action:**

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

Approved Standard FY 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
85%	65%	20% 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:** It is the Department’s goal for 85 % of its contracted providers of residential commitment programs to achieve this measure. The change in performance is due to an increase in the number of limited, failed, critical limited, and critical failed indicators across all Residential Programs. The Bureau of Monitoring and Quality Improvement did not count new programs, which have been operating for less than six months (including transitioned and assigned programs). Last year, there were 54 total programs, of which 38 programs met the measure of having zero (0) failed indicators and no more than one (1) “limited critical” indicator on all applicable indicators reviewed. This year there were 54 total programs, of which only 35 programs met the measure of having zero (0) failed indicators and no more than one (1) “limited critical” indicator on all applicable indicators reviewed, thus resulting in a lower percentage rate.

**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:** FY 2015-16 was the third 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):

- Training
- Personnel

- Technology
- Other (Identify)

**Recommendations:** It remains the Department’s goal for this performance measure to remain at 85%.

The annual compliance review performed by the Bureau of Monitoring and Quality Improvement 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.

FY 2015-16 was the first full year the Department implemented the shared services model of program monitoring and contract management. The Department’s Prioritization and Planning Team, within the Bureau of Monitoring and Quality Improvement, completes a yearly monitoring prioritization tool, at the beginning of the fiscal year, adds any new contracts for the upcoming fiscal year, and revises any current contracts. The tool is updated on a quarterly basis to capture program performance categories and scores, to include the Department’s Central Communications Center (CCC) incidents, Protective Action Response (PAR) and physical intervention rates, minor, major, and critical deficiencies, and cure notices. New contracts are added to the prioritization tool throughout the year as they come on-line. Each program receives an assessment score used to determine the baseline frequency of routine monitoring events. This baseline is used as a starting point to develop the monitoring plans and regional monitoring schedules.

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.



# 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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
60%	55%	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 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):

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Training | <input type="checkbox"/> Technology       |
| <input type="checkbox"/> Personnel           | <input type="checkbox"/> 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 treatment 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 so that the youth is less likely to reoffend and has greater protective factors. 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 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:**

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

Approved Standard FY 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
3,895	3,105	790 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 total number of youth served in non-secure commitment has steadily declined since FY 2007-08. The estimate for FY 2015-16 was based upon a conservative decline between FY 2013-14 and FY 2014-15 of 6.83%, rather than the 5-year average of 13.6%. The actual decline in the non-duplicated number of youth served in non-secure commitment between FY 2014-15 and FY 2015-16 was only 5%: from 3,270 (FY14-15) to 3,105 (FY15-16) is a 5% reduction in the number of youth served.

**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:** Trend analysis is based upon the number of non-duplicated youth served from year to year, the number of youth who are in reserved status who have been assigned a bed in a residential commitment program that is not yet available, the number of youth awaiting commitment placement after adjudication, and youth arrests.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:** The Department continues to monitor the trends referenced above. In FY 2015-16, the average weekly number of youth awaiting commitment placement was 110 (both non-secure and secure commitments), which is not captured in the "total number of youth served" for this measure. The Department

trend analyses will continue to monitor arrests and the number of youth on the residential commitment list who are awaiting placement.

# Exhibit III: Performance Measure Assessments

**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:**

- |  |  |
|--|--|
| <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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
1,987	1,275	712 Under	36%

**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. The actual, average daily population (ADP) of youth served in non-secure commitment in FY 2013-14 was 1,367, and the ADP for FY 2014-15 was 1,306. The reduction in ADP from FY 2013-14 to FY 2014-15 was 4.5%, which was a modest decline. The reduction in ADP from FY 2014-15 to FY 2015-16 is a 2.3% difference. Based upon these small percentage rate declines in ADP, it is difficult to estimate what the next fiscal year's ADP may be.

**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. Additionally, the Department strives to serve the needs of delinquent youth in the community rather than in residential placement when appropriate. Therefore, the average daily population of youth in non-secure programs continues 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:** 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 2015-16, the weekly utilization rates ranged between 87% and 101.32% 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:**

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

Approved Standard FY 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
1,987	1,433	554 Under	28%

**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. Further, many youth previously committed to a low- or moderate-risk programs are now being served in the community.

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

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

**Explanation of the difference and why it occurred:** Declining delinquency arrest rates have reduced the number of youth referred for residential placement. Additionally, the youth committed to residential placement are those who are in greater need of treatment services. The services provided to youth who are committed to non-secure programs are more costly to provide. Therefore, the number of non-secure commitment beds on line has continued to decrease.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:** The Department’s philosophy is to provide treatment to a youth in the least restrictive environment possible when a youth is committed and as is appropriate to ensure public safety. All residential program contracts incorporate best practices into the delivery of delinquency interventions provided in all commitment settings. The Department will continue to monitor youth arrest and commitment rates and

adjust residential placement capacity to best meet anticipated needs. For FY 2014-15, the weekly utilization rates averaged 93.41% of non-secure commitment beds on line with a low of 86.27% and a high of 101.32%.

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

Approved Standard FY 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
1,827	1,744	83 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:** 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 to be served in non-secure residential commitment continues to increase. Therefore, more youth were assessed as needing substance abuse treatment and were able to receive those services through the specialized beds created by contracts and youth cases that were reviewed. Often, a youth with a specialized treatment need was placed on the commitment waiting list until an appropriate bed in a non-secure program was available.

**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 youth who were served in FY 2015-16 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  Technology
- Personnel  Other (Identify)



**Recommendations:** The Department continues to address the treatment needs of the youth in residential commitment as determined through assessments and comprehensive medical evaluations. The ITN process continues to be used to ensure that treatment services are available.

# 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%	57%	6% 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:** 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 “more likely to reoffend” and it is this population that is served in secure residential commitment. 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 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 who are at greater risks to re-offend. This shift is reflected in the increase in the Average Prior Seriousness Index of youth released from residential 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 treatment 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 so that the youth is less likely to reoffend and has greater protective factors.

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 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:** Secure Residential Commitment/80800200

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

**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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
908	670	238 Under	26%

**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 previous estimate was incorrect, based upon the utilization rate of a generalized population, arrest rates, and previous performance. 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 the Department’s care.

**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:** From FY 2011-12 to FY 2014-15, youth arrest rates steadily declined. Declining delinquency arrest rates 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
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department continues to monitor and analyze trends that include youth arrests and the number of youth on the residential commitment list who are awaiting placement. In FY 2015-16, the average weekly number of youth awaiting commitment placement was 110 (both non-secure and secure commitments). Additionally, weekly utilization rates in FY 2015-16 averaged 102.23% for high-risk commitment beds and 96.72% for maximum-risk commitment beds. Further, initial analysis of felony juvenile

arrests for FY 2015-16 indicates a slight increase from the prior fiscal year. That increase in felony arrests may have a direct effect on the youth who may be adjudicated to high-risk or maximum-risk (secure commitment) programs in FY 2016-17.

The Department continues to address the treatment needs of the youth in residential commitment as determined through assessments and comprehensive medical evaluations. The ITN process continues to be used to ensure that treatment beds are available for the population to be served.

# 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 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
1,074	572	502 Under	47%

**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 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 2015-16 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 2015-16 in secure residential commitment programs than were anticipated. The total number of youth served in FY 2014-15 (673) was a 5% increase over the number of youth (641) in secure residential commitment who received substance abuse treatment services in FY 2013-14. The projection estimate for FY 2015-16 was based upon an inaccurate rate of increase.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:** The Department continues to monitor and analyze trends that include youth arrests and the number of youth on the residential commitment list who are awaiting placement. In FY 2015-16, the average weekly number of youth awaiting commitment placement was 110 (both non-secure and secure commitments). Additionally, weekly utilization rates in FY 2015-16 averaged 102.23% for high-risk commitment beds and 96.72% for maximum-risk commitment beds. Further, initial analysis of felony juvenile arrests for FY 2015-16 indicates a slight increase from the prior fiscal year. That increase in felony arrests may have a direct effect on the youth who may be adjudicated to high-risk or maximum-risk (secure commitment) programs in FY 2016-17.

The Department continues to address the treatment needs of the youth in residential commitment as determined through assessments and comprehensive medical evaluations. The ITN process continues to be used to ensure that treatment beds are available for the population to be served.

The Department 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:** Average daily population of youth served in secure residential commitment by level (High and Maximum).

**Action:**

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

Approved Standard FY 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
High = 739	High = 486	253 Under	34%
Max = 169	Max = 151	18 Under	11%

**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:** From FY 2011-12 to FY 2014-15, youth arrest rates steadily declined. Declining delinquency arrest rates 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.

**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 average daily population of youth in secure programs has decreased.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:** The Department continues to monitor and analyze trends that include youth arrests and the number of youth on the residential commitment list who are awaiting placement. In FY 2015-16, the average weekly number of youth awaiting commitment placement was 110 (both non-secure and secure commitments). Additionally, weekly utilization rates in FY 2015-16 averaged 102.23% for high-risk commitment beds and 96.72% for maximum-risk commitment beds. Further, initial analysis of felony juvenile



arrests for FY 2015-16 indicates a slight increase from the prior fiscal year. That increase in felony arrests may have a direct effect on the youth who may be adjudicated to high-risk or maximum-risk (secure commitment) programs in FY 2016-17.

The Department continues to address the treatment needs of the youth in residential commitment as determined through assessments and comprehensive medical evaluations. The ITN process continues to be used to ensure that treatment beds are available for the population to be served.

# Exhibit III: Performance Measure Assessments

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

**Measure:** Number of escapes from secure residential commitment programs.

**Action:**

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

Approved Standard FY 2015-16	Actual Performance Results FY 2015-16	Difference (Over/Under)	Percentage Difference
0	8	8 Over	800%

**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. The Department continues to hold a zero tolerance of escapes from secure facilities. Training and retention of qualified, direct-care staff is one of the largest contributing factors to program security.

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

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

**Explanation of the difference and why it occurred:**

Training and retention of qualified, direct-care staff is one of the largest contributing factors to program security. Department staff perform on-site reviews of programs that have an escape and address with the private provider the circumstances that contributed to a youth escape.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:** The Department’s requested standard for this measure for FY 2016-17 remains zero (0). The Department continues to emphasize the importance of recruitment, training, and retention of quality staff by private providers of its residential commitment programs. Staff training and staffing ratios are a key component in the elimination of escapes. Training and technical assistance on evidence-based practices, in addition to the Department’s monitoring of adequate staffing ratios with appropriately-trained supervisory personnel to properly influence youth behaviors within each program, are key to continuing to have fewer escapes.



## **LRPP Exhibit IV**

# **Performance Measure Validity and Reliability**

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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**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 Office of Research & 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 Office of Research & 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 Office of Research & Data Integrity, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of the Office of Research & 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 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 Office of Research & 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](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

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**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

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

**Measure:** Number of youth-on-youth batteries per every 1,000 youth served daily in state-operated secure detention.

**Action** (check one):

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

**Data Sources and Methodology:** The data sources for this measure are the Central Communication Center (CCC) and the Juvenile Justice Information System (JJIS) as reported by the Office of Research & 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 Office of Research & Data Integrity, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of the Office of Research & 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 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 Office of Research & 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](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

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

**Measure:** Number of youth-on-staff batteries per every 1,000 youth served daily in state-operated secure detention.

**Action** (check one):

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

**Data Sources and Methodology:** The data sources for this measure are the Central Communications Center (CCC) and the Juvenile Justice Information System (JJIS) as reported by the Office of Research & Data Integrity.

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 [JW1]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 Office of Research & Data Integrity, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of the Office of Research & 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 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 Office of Research & 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](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

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**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 Office of Research & 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 Office of Research & Data Integrity, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of the Office of Research & 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 Office of Research & 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](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

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**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 Office of Research & 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 Office of Research & 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](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

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**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 Office of Research & 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 Office of Research & 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](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

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**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 Office of Research & 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 Office of Research & 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 Office of Research & 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 Office of Research & 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](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

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**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 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 Office of Research & 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 Office of Research & Data Integrity for any anomalous 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 Office of Research & Data Integrity. The Office of Research & 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

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**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

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**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 Office of Research & 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 Office of Research & Data Integrity. The Office of Research & 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

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**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 Office of Research & Data Integrity. The Office of Research & 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

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**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 Office of Research & 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 Office of Research & Data Integrity. The Office of Research & 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

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**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 Office of Research & 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 Office of Research & 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](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 Office of Research & Data Integrity. The Office of Research & 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

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**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 Office of Research & Data Integrity using Microsoft SQL<sup>®</sup> and IBM-SPSS Statistics<sup>®</sup> 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 Office of Research & Data Integrity, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of the Office of Research & 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

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**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 Office of Research & 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 Office of Research & Data Integrity. The Office of Research & 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

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**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 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 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 youth released from 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 being released 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. 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 the Department.

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

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**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 Office of Research & Data Integrity, train and monitor field staff with regard to accuracy of data entry.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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**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 Office of Research & 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 Office of Research & 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](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

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**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 Office of Research & Data Integrity, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of the Office of Research & 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

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**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

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**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. Headquarters 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 week 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 3 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

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**Department:** Juvenile Justice  
**Program:** Residential Corrections  
**Service/Budget Entity:** Residential Corrections/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 our Monitoring and Quality Improvement Database, the Monitoring and Quality Improvement Reports website, the Residential Annual Compliance Report Scoring Grids, and the published annual compliance reports. The total number of programs reviewed in a fiscal year is counted and the total number of those reviewed programs that received zero (0) “failed” indicators and no more than one (1) “limited critical” indicator on all applicable indicators are reviewed, counted, and then divided by the total number of programs receiving reviews in order to obtain the percentage for this measure.

**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 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, staff and youth interview questions, file review checklists, and observation guides helps ensure consistent and appropriate ratings. In addition, MQI conducts regular 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

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**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 of the date that they were released from a non-secure commitment program. All youth who complete non-secure commitment are matched with DJJ, FDLE, and DOC databases to determine the number who remain crime-free for one year after adjudication, conviction, or disposition of adjudication withheld. The total number of youth who do not have a new adjudication, adjudication withheld, or conviction (i.e., who are crime-free) is then divided by the total number of youth released from non-secure 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 Office of Research & 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 to reduce juvenile crime. 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 (e.g., 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 DIO, the supervisor, and ultimately, headquarters staff. These checks help to ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous 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

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 Office of Research & 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](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

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**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 (ORS). 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 Office of Inspector General 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 CCC as it is reported by 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

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**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:** All residential programs are mandated to immediately contact the Department's Central Communications Center (CCC) to report battery incidents. The data sources for this measure are the incident database maintained by the Office of Inspector General, the Juvenile Justice Information System (JJIS), and verified by the Office of Residential Services for annual analysis. Youth placement information used to derive resident days is extracted from JJIS. 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[JW5] to reduce juvenile crime. 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 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 Office of Research & 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 by the DIO, the supervisor, and ultimately, headquarters staff. These checks help to ensure the reliability of the data.

The JJIS data are scrutinized by the DIOs for anomalous 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 Office of Research & 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](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

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**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 (CCC) to report battery incidents. The data sources for this measure are the incident database maintained by the Office of the Inspector General, the Juvenile Justice Information System (JJIS) and verified by the Office of Residential Services for annual analysis. 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. Youth placement information used to derive resident days is extracted from JJIS. 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 program staff and 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, 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 to reduce juvenile crime. 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 batteries in their facilities. 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 Office of Research & 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 DIO, the supervisor, and ultimately, headquarters staff. These checks help to ensure the reliability of the data.

The JJIS data are scrutinized by the DIOs for anomalous 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 Office of Research & 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](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

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**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 Department's three regions. For compilation of this measure, data from JJIS is scrubbed so that a single youth is counted only one time. Therefore, the number of youth served is non-duplicative.

**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 served in non-secure residential commitment at least one day during the fiscal year provides an accurate data count of the demand on the Department's resources.

**Reliability:** Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records in JJIS for a youth 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 by the DIO, the supervisor, and ultimately, headquarters staff. These checks help to ensure the reliability of the data.

The JJIS data are scrutinized by the DIOs for anomalous 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](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

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**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 the Department's three 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, the data source for reporting this measure in FY2015-16 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 Department'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 by the DIO, the supervisor, and ultimately, headquarters.

These checks help to ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. In addition, Residential Services has drafted policy and procedure on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

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

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

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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**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 classification and commitment coordinator for the Office of Residential Services tracks and updates the commitment beds on line and the utilization rate of those available resources. 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. 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. Further, it is posted to the Department's website at <http://www.djj.state.fl.us/services/residential/tools>.

**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 to reduce juvenile crime.

**Reliability:** The statewide classification and commitment coordinator 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 the Department's three 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

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**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 quarterly and annual reporting. 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 non-secure residential commitment program in a fiscal year. The scrubbed report then provides the total number of non-duplicative 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 to reduce juvenile crime.

**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 quarterly and annual service summaries. That information is compared by the Office of Research & 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

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**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, 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 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 of the date that they were released from a secure commitment program. All youth who complete secure commitment are matched with DJJ, FDLE, and DOC databases to determine the number who remain crime-free for one year after adjudication, conviction, or disposition of adjudication withheld. The total number of youth who are not found to have a new adjudication, adjudication withheld, or conviction (i.e., who are crime-free) is then divided by the total number of youths released from secure 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 Office of Research & 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 (e.g., 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 DIO, the supervisor, and ultimately, headquarters staff. These checks help to ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous, 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, and release information for each youth released from their programs during the time period included in the analysis so that facilities can perform a final verification of their data. The Office of Research & Data Integrity extracts and analyzes JJIS 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 Office of Research & 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](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

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**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 Department's three regions. For compilation of this measure, data from JJIS is scrubbed so that a single youth is counted only one time. Therefore, the number of youth served is non-duplicative.

**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 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 (e.g., 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 by the DIO, the supervisor, and ultimately, headquarters staff. These checks help to ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. In addition, Residential Services has drafted policy and procedure on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html).

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

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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**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 classification and commitment coordinator for the Office of Residential Services tracks and updates the commitment beds on line and the utilization rate of those available resources. 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. Further it is posted to the Department's website at <http://www.djj.state.fl.us/services/residential/tools>.

**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 to reduce juvenile crime.

**Reliability:** The statewide classification and commitment coordinator 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 located in the Department's three 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

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**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 quarterly and annual reporting. 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 secure residential commitment program in a fiscal 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 to reduce juvenile crime.

**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 quarterly and annual service summaries. 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

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

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

**Action** (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 (CCC) to report battery incidents. The data sources for this measure are the incident database maintained by the Office of the Inspector General, the Juvenile Justice Information System (JJIS) and verified by the Office of Residential Services for annual analysis. 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. Youth placement information used to derive resident days is extracted from JJIS. 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 1,000 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 to reduce juvenile crime. 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 Office of Research & 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 by the DIO, the supervisor, and ultimately, headquarters staff. These checks help to ensure the reliability of the data. These checks help to ensure the reliability of the data.

The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. In addition, Residential Services has drafted policy and procedure on critical data elements. To further enhance the

reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

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

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

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

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

**Action** (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 the Office of the Inspector General, the Juvenile Justice Information System (JJIS) and verified by the Office of Residential Services for annual analysis. 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. Youth placement information used to derive resident days is extracted from JJIS. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used is:  $(\# \text{ of verified batteries} / 365) / (\text{Average Daily Population} / 1000) = \text{rate of incidents per 1,000 youth served daily}$ .

**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 program staff and 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 to reduce juvenile crime. 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 batteries in the facilities. 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 Office of Research & 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 DIO, the supervisor, and ultimately, headquarters staff. These checks help to ensure the reliability of the data.

The JJIS data are scrutinized by the DIOs for anomalous 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 Office of Research & 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](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

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**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, located in the Department's three 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 Department'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 by the DIO, the supervisor, and ultimately, headquarters.

These checks help to ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. In addition, Residential Services has drafted policy and procedure on critical data elements.

To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

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

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

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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**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 the headquarters Office of Residential Services (ORS). 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 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 CCC as it is reported by 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

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**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 Office of Research & Data Integrity 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:** Determination of the reliability of data is an ongoing process involving training, monitoring, and checking the results. Information on youth served by prevention programs is entered in JJIS Prevention Web by provider staff. Data Integrity Officers (DIOs), under the direction of the Office of Research & Data Integrity, train and monitor provider staff with regard to accuracy of data entry.

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 Office of Research & Data Integrity to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Office of Research & 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.

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

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

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

**Action** (check one):

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

**Data Sources and Methodology:** Data on youth served in delinquency prevention programs is entered into the DJJ Juvenile Justice Information System (JJIS Prevention Web) by provider staff. The Florida Network of Youth and Family Services provide a data extract from NETMIS, a proprietary database. The number of youth served by delinquency prevention programs is based on an unduplicated count of youth served during the fiscal year (July 1-June 30). The Office of Research & Data Integrity 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:** Determination of the reliability of data is an ongoing process involving training, monitoring, and checking the results. Information on youth served by prevention programs is entered in JJIS Prevention Web by provider staff. Data Integrity Officers (DIOs), under the direction of the Office of Research & Data Integrity, train and monitor provider staff with regard to accuracy of data entry.

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 Office of Research & Data Integrity to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Office of Research & 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

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**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 Office of Research & 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:** Determination of the reliability of data is an ongoing process involving training, monitoring, and checking the results. Information on youth served by prevention programs is entered in JJIS Prevention Web by provider staff. Data Integrity Officers (DIOs), under the direction of the Office of Research & Data Integrity, train and monitor provider staff with regard to accuracy of data entry.

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 Office of Research & Data Integrity to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Office of Research & 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

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**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 Office of Research & 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:** Determination of the reliability of data is an ongoing process involving training, monitoring, and checking the results. Information on youth served by prevention programs is entered in JJIS Prevention Web by provider staff. Data Integrity Officers (DIOs), under the direction of the Office of Research & Data Integrity, train and monitor provider staff with regard to accuracy of data entry.

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 Office of Research & Data Integrity to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Office of Research & 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 2016-17		Associated Activities Title
<b>Juvenile Detention Centers/80400100</b>			
1	Percentage of youth who remain crime-free while in state-operated secure detention.		ACT 0510 Secure Supervision ACT0530 Mental Health Services
2	Number of escapes from state-operated detention facilities.		ACT0510 Secure Supervision
3	Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention.		ACT0510 Secure Detention ACT0520 Health Services ACT0530 Mental Health Services
4	Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention.		ACT0510 Secure Supervision ACT0520 Health Services ACT0530 Mental Health Services
5	Average daily population for state operated secure detention.		ACT0510 Secure Supervision ACT0520 Health Services ACT0530 Mental Health Services ACT0540 Food Services ACT0560 Transportation Services



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

Measure Number	Approved Performance Measures for FY 2016-17	Associated Activities Title
	<b>Community Supervision/80700700</b>	
6	Percentage of youth who remain crime-free during aftercare supervision	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0730 Transitional Services ACT0750 Sex Offender Treatment
7	Percentage of youth who remain crime-free one year after release from aftercare supervision.	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0730 Transitional Services ACT0750 Sex Offender Treatment
8	Average daily population for home detention.	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided
9	Percentage of youth who remain crime-free one year after release from probation.	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0730 Transitional Services ACT0750 Sex Offender Treatment
10	Average number of youth served daily by Juvenile Probation Officer	ACT0610 Counseling and Supervision – State Provided ACT0730 Transitional Services ACT0750 Sex Offender Treatment
11	Number of youth court ordered to probation supervision.	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0750 Sex Offender Treatment
12	Number of youth served by the Redirection Program.	ACT0740 Redirection Services

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

Measure Number	Approved Performance Measures for FY 2016-17	Associated Activities Title
13	Percentage of youth who remain crime-free one year after release from the Redirection program.	ACT0740 Redirection Services
14	Percent of youth who remain crime free one year after release from probation day treatment	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0750 Sex Offender Treatment
<b>Community Interventions and Services/80700800</b>		
15	Number and percentage of referrals that are school related.	ACT0700 Juvenile Assessment Center Administration ACT0710 Intake and Screening
16	Number of youth received at intake.	ACT0700 Juvenile Assessment Center Administration ACT0710 Intake and Screening
17	Percent of youth who remain crime-free one year after release from diversion.	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0720 Diversion
18	Number of youth served by civil citation or other similar diversionary program.	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0720 Diversion
19	Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program.	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0720 Diversion
20	Number of youth diverted from court.	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0720 Diversion

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

Measure Number	Approved Performance Measures for FY 2016-17	Associated Activities Title
<b>Executive Direction and Support Services/80750100</b>		
21	Total collections of statutorily mandated maintenance fees.	ACT0100 Finance and Accounting
<b>Information Technology/80750200</b>		
22	Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	ACT0300 Executive Direction ACT0310 Administrative Services ACT0320 Application Development/Support ACT0340 Network Operations ACT0350 Desktop Support
<b>Residential Correction Program/80800000</b>		
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.	ACT0010 Executive Direction
<b>Non-Secure Residential Commitment/80800100</b>		
24	Percentage of youth who remain crime-free one year after release from non-secure commitment.	ACT0750 Sex Offender Treatment ACT0770 Mental Health Treatment ACT0780 Substance Abuse Treatment ACT0800 Behavior Training and Life Skills ACT0820 Vocational Training
25	Number of escapes from non-secure residential commitment programs	ACT0790 Care and Custody

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

Measure Number	Approved Performance Measures for FY 2016-17		Associated Activities Title
26	Rate of incidents involving youth-on-youth batteries per every 1,000 youth served daily in non-secure residential commitment.		ACT0520 Health Services ACT0790 Care and Custody ACT0800 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.		ACT0520 Health Services ACT0790 Care and Custody ACT0800 Behavior Training and Life Skills
28	Total number of youth served in non-secure residential commitment.		ACT0790 Care and Custody
29	Average daily population of youth served in non-secure residential commitment.		ACT0790 Care and Custody
30	Number of non-secure residential commitment beds on line.		ACT0790 Care and Custody
31	Number of youth receiving substance abuse treatment in non-secure residential commitment.		ACT0780 Substance Abuse Treatment ACT0790 Care and Custody
<b>Secure Residential Commitment/80800200</b>			
32	Percentage of youth who remain crime-free one year after release from secure residential commitment.		ACT0750 Sex Offender Treatment ACT0770 Mental Health Treatment ACT0780 Substance Abuse Treatment ACT0800 Behavior Training and Life Skills ACT0820 Vocational Training
33	Total number of youth served in secure residential commitment.		ACT0790 Care and Custody
34	Number of secure residential commitment beds on line.		ACT0790 Care and Custody

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

Measure Number	Approved Performance Measures for FY 2016-17	Associated Activities Title
35	Number of youth receiving substance abuse treatment in secure residential commitment.	ACT0780 Substance Abuse Treatment ACT0790 Care and Custody
36	Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in secure residential commitment.	ACT0520 Health Services ACT0790 Care and Custody ACT0800 Behavior Training and Life Skills
37	Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in secure residential commitment.	ACT0520 Health Services ACT0790 Care and Custody ACT0800 Behavior Training and Life Skills
38	Average daily population of youth served in secure residential commitment by level (High and Maximum)	ACT0790 Care and Custody
39	Number of escapes from secure residential commitment programs	ACT0790 Care and Custody
<b>Delinquency Prevention and Diversion/80900100</b>		
40	Percentage of youth who remain crime-free six months after completing prevention programs.	ACT0910 Secure CINS/FINS ACT0920 Non-Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance ACT0950 Employment Services ACT0960 Violence Reduction ACT0970 After School Programming ACT1010 Juvenile Justice System Improvements

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

Measure Number	Approved Performance Measures for FY 2016-17		Associated Activities Title
41	Number of youth served through delinquency prevention programs		ACT0910 Secure CINS/FINS ACT0920 Non-Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance ACT0950 Employment Services ACT0960 Violence Reduction ACT0970 After School Programming
42	Percentage of youth who remain crime-free while receiving prevention services.		ACT0910 Secure CINS/FINS ACT0920 Non-Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance ACT0950 Employment Services ACT0960 Violence Reduction ACT0970 After School Programming ACT1010 Juvenile Justice System Improvements
43	Percentage of programs that operate at 100% of contracted capacity.		ACT0910 Secure CINS/FINS ACT0920 Non-Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance ACT0950 Employment Services ACT0960 Violence Reduction ACT0970 After School Programming ACT1010 Juvenile Justice System Improvements



# **LRPP Exhibit VI**

## **Agency-Level Unit Cost Summary**





## 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.

**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 Assessment** – 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.

**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.

**Comprehensive Evaluation** – a process of psychological assessment conducted on youth to assist the department and the judiciary in making placement recommendations for youth in the juvenile justice system.

**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; Taken 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** – 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 provides secure custody. A facility used for the commitment of adjudicated delinquents shall not be considered a detention center.

**Detention Risk Assessment Instrument (DRAI)** – An instrument used to calculate the risk posed by the youth to himself or the community, and to formulate the Department recommendation to the court concerning pre-adjudicatory detention. The instrument assigns point values to a variety of factors that are used by the Department and the court to determine pre-trial placement of the child. This instrument was designed and updated by representatives from the juvenile court judges, juvenile state attorneys, juvenile public defenders, and the Department.

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

## E

**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 is used from each program's specified primary intervention service for a combined Standardized Program Evaluation Protocol (SPEP) report that documents 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.

**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 the 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 F.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 Circuit Advisory Boards (CABS)** – The Florida legislature authorizes the establishment of Juvenile Justice Circuit Advisory Board in each of the 20 judicial circuits. These circuit advisory boards serve as advisors to the Department of Juvenile Justice according to their statutory responsibilities. Members of the boards work closely with Delinquency Prevention Specialists and DJJ staff to plan for services that meet the identified needs of juveniles and families within the local community.

**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.

**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 nonresidential commitment** – According to F.S. 985.03(44) (a), minimum-risk nonresidential 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.

**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** – According to F.S.985.03(44) (b) Programs or program models at this commitment level are residential but may allow youth to have supervised access to the community. Facilities at this commitment level are either environmentally secure, staff secure, or are hardware-secure with walls, fencing, or locking doors. Residential facilities at this commitment level shall have no more than 90 beds each, including campus-style programs, unless those campus style

programs include more than one treatment program using different treatment protocols, and have facilities that coexist separately in distinct locations on the same property. Facilities at this commitment level shall provide 24-hour awake supervision, custody, care, and treatment of residents. Youth assessed and classified for placement in programs at this commitment level represents a low or moderate risk to public safety and require close supervision. The staff at a facility at this commitment level may seclude a child who is a physical threat to himself or herself or others. Mechanical restraint may also be used when necessary.

## 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 (PUO)** – 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.

**Prison Rape Elimination Act (PREA)** – 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.

**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.

**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. A program may be 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 and 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, which provides 24-hour-a-day custody and care of the youth. 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 department’s three 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® (SNAP) 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**

**Transitional Services** – Services provided to youth returning to the community from a residential commitment program. Services include mentoring, employment and educational assistance, and linkages to other community services in order to improve successful outcomes for the youth.

**Transitional Housing** – A short-term housing program designed for youth 18 and older either returning from a residential program or a youth on probation and in need of temporary housing.

**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**

**Youth In Custody Practice Model (YICPM)** – The YICPM is a project of the department that was undertaken in conjunction with the Center for Juvenile Correctional Administrators and Georgetown's Center for Juvenile Justice Reform to effectively address the delivery of departmental services and assess overall policies, procedures, and practices to see where there can be improvements.