



FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Rick Scott, Governor

Christina K. Daly, Secretary

LONG RANGE PROGRAM PLAN

Department of Juvenile Justice

Tallahassee

September 29, 2017

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

Mike Hansen, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, Florida 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 2018-19 through Fiscal Year 2022-23. 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,


Christina K. Daly
Secretary

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

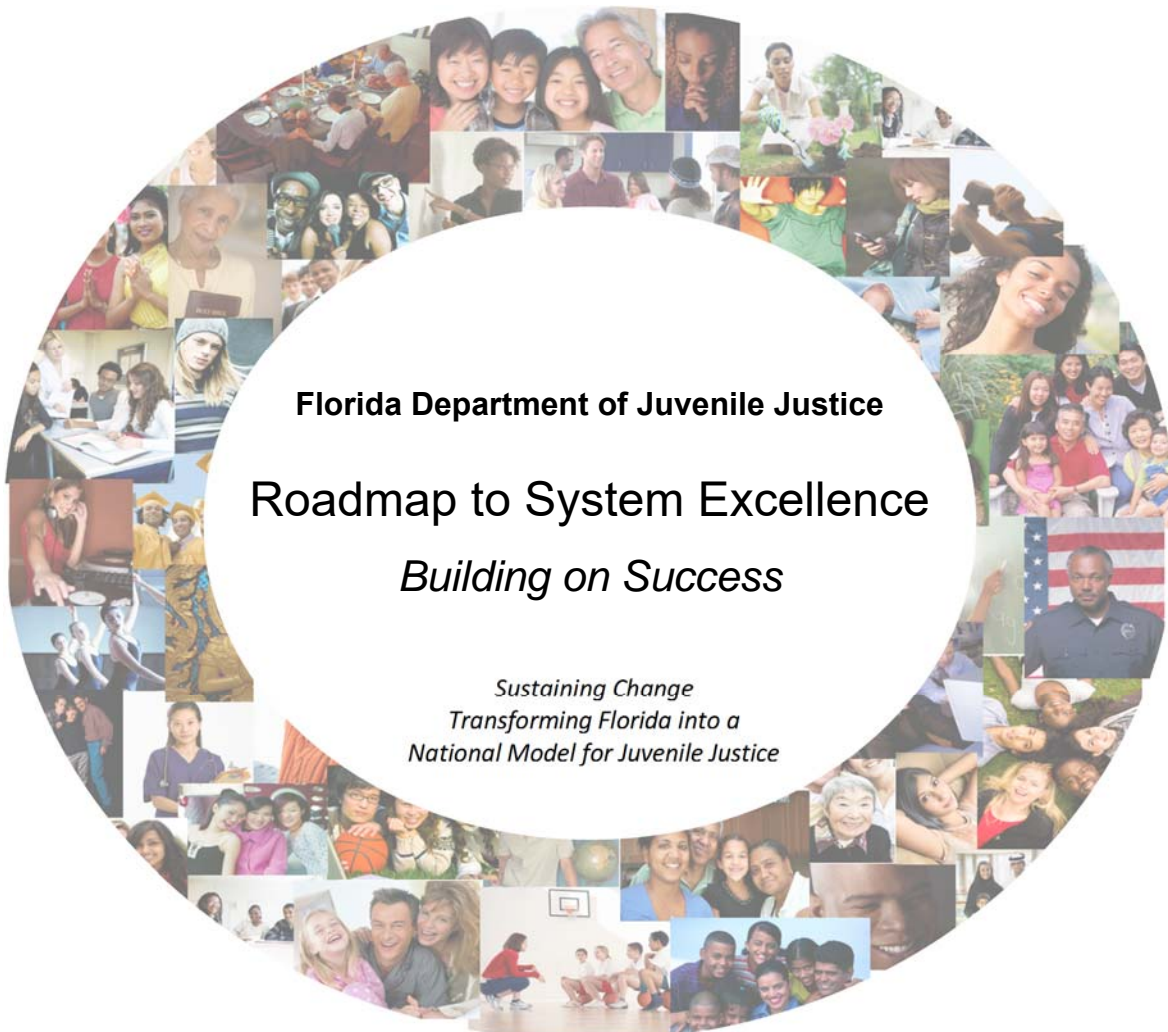
The mission of the Department of Juvenile Justice is to increase public safety by reducing juvenile delinquency through effective prevention, intervention, and treatment services that strengthen families and turn around the lives of troubled youth.



Florida Department of Juvenile Justice

Long Range Program Plan

Fiscal Year 2018-19
through
Fiscal Year 2022-23



Florida Department of Juvenile Justice
Roadmap to System Excellence
Building on Success

*Sustaining Change
Transforming Florida into a
National Model for Juvenile Justice*

Rick Scott, Governor

Christina K. Daly, Secretary

Department of Juvenile Justice

Our Mission

Increase Public Safety...

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

Our Vision

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

Our Philosophy

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

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

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

Goals

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

Agency Goals and Objectives

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

Objectives:

- Reduce the number of youth reentering the juvenile justice system after receiving prevention services.
- Increase awareness of prevention opportunities in all circuits so that more youth can be served through delinquency prevention programs.
- Reduce the overrepresentation of minority youth at each point of contact in Florida's juvenile justice system.
- Administer the Prevention Assessment Tool (PAT) to all youth identified as needing prevention services.
- Strengthen gender responsive strategies, programs, and services designed to keep boys and girls out of the juvenile justice system.
- Formalize a program with schools to prevent truancy and other status offense referrals of elementary and middle school youth.
- 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.
- Revise and implement the Protective Action Response (PAR).
- Create training for direct-care academies and in-service training about human trafficking.
- Rewrite two rules: 1) Direct Care Staff Training 63-H-2 *Florida Administrative Code* (F.A.C.) and the companion Policy 1520 and 2) Protective Action Response (PAR) Rule 63-H-1, *Florida Administrative Code* (F.A.C.) and the companion Policy 1508 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.
- Continue implementation of succession planning for the agency.

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

Objectives:

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

Goal 4: Use Secure Detention Only When Necessary

Objectives:

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

Goal 5: Provide Optimal Services

Objectives:

- Provide an atmosphere that is safe, secure, and rehabilitation-focused on the individual needs of the youth and their families, and their communities.
- Provide evidence-based or promising practices for interventions, gender-responsive programs, trauma-informed practices, opportunities for family involvement, and for a seamless continuity of a youth's education.
- Assess and improve the quality of evidence-based services delivery and promising delinquency interventions.
- Expand and enhance the delivery of trauma-informed services.
- Increase family engagement efforts throughout the juvenile justice continuum of services to foster a youth's success.
- Increase opportunities for vocational certifications and credentials in residential commitment programs.
- Increase the use of alternatives to confinement through monitoring and improvements in effective behavioral management systems.
- Expand the services available at the Juvenile Assessment Centers (JACs).
- Increase the percentage of youth who remain crime-free for one year after release from residential commitment through transition and re-entry services for non-secure commitments and 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.
- Review and assess if the Detention Risk Assessment Instrument (DRAI) is accurately identifying youth who might pose a risk to public safety.
- Appropriately address chronic misdemeanants.
- Expand the use of the Electronic Medical Record (EMR) system to all detention centers.
- Establish a statewide telephone consultative help line for those caring for youth in the juvenile justice system who are prescribed psychotropic medications.

Agency Service Outcomes and Performance Projections Tables

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

Objective: Ensure successful post-program transition.

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
97%	97%	97%	97%	97%	97%

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

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

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
99%	99%	99%	99%	99%	99%

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

Objective: Expand civil citation opportunities.

Outcome: Percentage of youth who remain crime-free one year after release from diversion.

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
88%	88%	88%	88%	88%	88%

Outcome: Percent of youth who remain crime free one year after release from civil citation or other similar diversionary program.

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
96%	96%	96%	96%	96%	96%

Objective: Ensure successful post-program transition.

Outcome: Percentage of youth who remain crime free during aftercare supervision.

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
69%	70%	71%	71%	72%	72%

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
78%	79%	80%	80%	80%	80%

Outcome: Percentage of youth who remain crime free one year after release from probation.

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
86%	86%	86%	86%	86%	86%

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
68%	68%	68%	68%	68%	68%

Outcome: Percentage of youth who remain crime-free one year after release from probation day treatment.

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
70%	70%	70%	70%	70%	70%

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

Outcome: Percentage of youth committed that were low-and moderate-risk to re-offend.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
14%	14%	14%	14%	14%	14%

Goal: Enhance Workforce Effectiveness

Objective: Increase staff retention rates.

Outcome: Reduce Agency Turnover Rate for Juvenile Detention Officers and Juvenile Probation Officers.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
JJDO 1 46%	46%	46%	44%	44%	42%
JPO 15%	15%	15%	13%	13%	12%

Goal Use Secure Detention Only When Necessary

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

Outcome: Number of youth admitted to secure detention solely for failure to appear to court

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
2,944	2,885	2,857	2,828	2,800	2,772

Objective: Reduce unnecessary and inappropriate detention by expanding the statewide electronic monitoring program.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
3,281	2,658	2,658	2,658	2,658	2,658

Objective: Reduce violence of youth in custody.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.3	0.3	0.3	0.3	0.3	0.3

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.1	0.1	0.1	0.1	0.1	0.1

Objective: Eliminate escapes.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0	0	0	0	0	0

Goal: Provide Optimal Services

Objectives:

- Ensure successful post-program transition.
- Provide optimal evidence-based services.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
98%	98%	98%	98%	98%	98%

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
54%	55%	55%	56%	56%	57%

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
57%	58%	58%	59%	59%	60%

Objective: 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.

Objective: Eliminate escapes.

Outcome: Number of escapes from non-secure residential commitment programs.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
49	45	40	35	30	25

Outcome: Number of escapes from secure residential commitment programs.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
2	0	0	0	0	0

Objectives:

- Perfect the assessment and case management process.
- Interface with juvenile justice partners and stakeholders to analyze and improve technology resources and services in ways that optimize services for youth and families.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
6	6	6	4	4	3

Goal: Ensure Appropriate Youth Placement and Utilization of Residential Beds

Objectives:

- Expedite placement in residential commitment.
- 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.
- Conduct effective contractual oversight.

Outcome: 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.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
54%	85%	85%	85%	85%	85%

Objective: Reduce violence of youth in custody.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.12	0.12	0.12	0.12	0.12	0.12

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.15	0.15	0.15	0.15	0.15	0.15

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
.05	.05	.05	.05	.05	.05

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.18	0.18	0.18	0.18	0.18	0.18

Goal: 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.
- Perfect the assessment and case management process.
- Implement a comprehensive and targeted service delivery approach.
- Ensure detention, day treatment and residential commitment environments are safe, secure and respectful.

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

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
59%	60%	60%	61%	61%	62%

Outcome: The average Offense During Supervision (ODS) rate for youth served in non-secure residential programs (% of youth who did/will not receive an ODS).

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
97%	97%	97%	97%	97%	97%

Outcome: The average Offense During Supervision (ODS) rate for youth served in secure residential programs (% of youth who did/will not receive an ODS).

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
98%	98%	98%	98%	98%	98%

NOTE:

1. Some fiscal year-2016-17 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 to be released February 2018.
2. The Base Line Year for Offenses During Service are from two fiscal years prior to the current fiscal year reporting period (i.e., FY 2014-15 is the base line for reporting in FY 2016-17).
3. The Base Line Year for Crime Free is from one fiscal year prior to the current fiscal year reporting period (i.e., FY 2015-16 is the base line for reporting in FY 2016-17).

Agency Service Outcomes and Performance Projections Tables

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

Objective: Ensure successful post-program transition.

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
97%	97%	97%	97%	97%	97%

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

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

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
99%	99%	99%	99%	99%	99%

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

Objective: Expand civil citation opportunities.

Outcome: Percentage of youth who remain crime-free one year after release from diversion.

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
88%	88%	88%	88%	88%	88%

Outcome: Percent of youth who remain crime free one year after release from civil citation or other similar diversionary program.

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
96%	96%	96%	96%	96%	96%

Objective: Ensure successful post-program transition.

Outcome: Percentage of youth who remain crime free during aftercare supervision.

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
69%	70%	71%	71%	72%	72%

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
78%	79%	80%	80%	80%	80%

Outcome: Percentage of youth who remain crime free one year after release from probation.

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
86%	86%	86%	86%	86%	86%

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
68%	68%	68%	68%	68%	68%

Outcome: Percentage of youth who remain crime-free one year after release from probation day treatment.

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
70%	70%	70%	70%	70%	70%

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

Outcome: Percentage of youth committed that were low-and moderate-risk to re-offend.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
14%	14%	14%	14%	14%	14%

Goal: Enhance Workforce Effectiveness

Objective: Increase staff retention rates.

Outcome: Reduce Agency Turnover Rate for Juvenile Detention Officers and Juvenile Probation Officers.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
JJDO 1 46%	46%	46%	44%	44%	42%
JPO 15%	15%	15%	13%	13%	12%

Goal Use Secure Detention Only When Necessary

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

Outcome: Number of youth admitted to secure detention solely for failure to appear to court

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
2,944	2,885	2,857	2,828	2,800	2,772

Objective: Reduce unnecessary and inappropriate detention by expanding the statewide electronic monitoring program.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
3,281	2,658	2,658	2,658	2,658	2,658

Objective: Reduce violence of youth in custody.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.3	0.3	0.3	0.3	0.3	0.3

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.1	0.1	0.1	0.1	0.1	0.1

Objective: Eliminate escapes.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0	0	0	0	0	0

Goal: Provide Optimal Services

Objectives:

- Ensure successful post-program transition.
- Provide optimal evidence-based services.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
98%	98%	98%	98%	98%	98%

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
54%	55%	55%	56%	56%	57%

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

Baseline FY 2015-16	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
57%	58%	58%	59%	59%	60%

Objective: 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.

Objective: Eliminate escapes.

Outcome: Number of escapes from non-secure residential commitment programs.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
49	45	40	35	30	25

Outcome: Number of escapes from secure residential commitment programs.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
2	0	0	0	0	0

Objectives:

- Perfect the assessment and case management process.
- Interface with juvenile justice partners and stakeholders to analyze and improve technology resources and services in ways that optimize services for youth and families.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
6	6	6	4	4	3

Goal: Ensure Appropriate Youth Placement and Utilization of Residential Beds

Objectives:

- Expedite placement in residential commitment.
- 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.
- Conduct effective contractual oversight.

Outcome: 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.

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
54%	85%	85%	85%	85%	85%

Objective: Reduce violence of youth in custody.

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.12	0.12	0.12	0.12	0.12	0.12

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.15	0.15	0.15	0.15	0.15	0.15

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
.05	.05	.05	.05	.05	.05

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

Baseline FY 2016-17	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
0.18	0.18	0.18	0.18	0.18	0.18

Goal: 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.
- Perfect the assessment and case management process.
- Implement a comprehensive and targeted service delivery approach.
- Ensure detention, day treatment and residential commitment environments are safe, secure and respectful.

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

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
59%	60%	60%	61%	61%	62%

Outcome: The average Offense During Supervision (ODS) rate for youth served in non-secure residential programs (% of youth who did/will not receive an ODS).

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
97%	97%	97%	97%	97%	97%

Outcome: The average Offense During Supervision (ODS) rate for youth served in secure residential programs (% of youth who did/will not receive an ODS).

Baseline FY 2014-15	FY 2018-19 Projection	FY 2019-20 Projection	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection
98%	98%	98%	98%	98%	98%

NOTE:

1. Some fiscal year-2016-17 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 to be released February 2018.
2. The Base Line Year for Offenses During Service are from two fiscal years prior to the current fiscal year reporting period (i.e., FY 2014-15 is the base line for reporting in FY 2016-17).
3. The Base Line Year for Crime Free is from one fiscal year prior to the current fiscal year reporting period (i.e., FY 2015-16 is the base line for reporting in FY 2016-17).

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
Correlation Legend: 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
Score	11	15	6	3	0	24
DJJ Ability to Impact	Modest	Modest	Low	Low	None	High

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 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 commitment 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 key 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.

Selection of Priorities

DJJ's goals were selected after review of the agency's mission and vision, and institute a more balanced approach toward aligning Florida's juvenile justice system with evidence-based or proven practices and values. The Department's leadership team continues to use this process, which included a strengths, weakness, opportunities, and threats (SWOT) analysis in the development of the FY 2018-19 – FY 2022-23, 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 by Transforming Florida into a National Model for Juvenile Justice (Roadmap)*, The Department 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 which amended 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 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 has a more balanced approach of aligning Florida's juvenile justice system with evidence-proven practices, 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 address the needs of low- and moderate-risk-to-reoffend 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-to-reoffend 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.



The Road to Reform

Prevention and Victim Services

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 support 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 involvement with the juvenile justice system altogether.

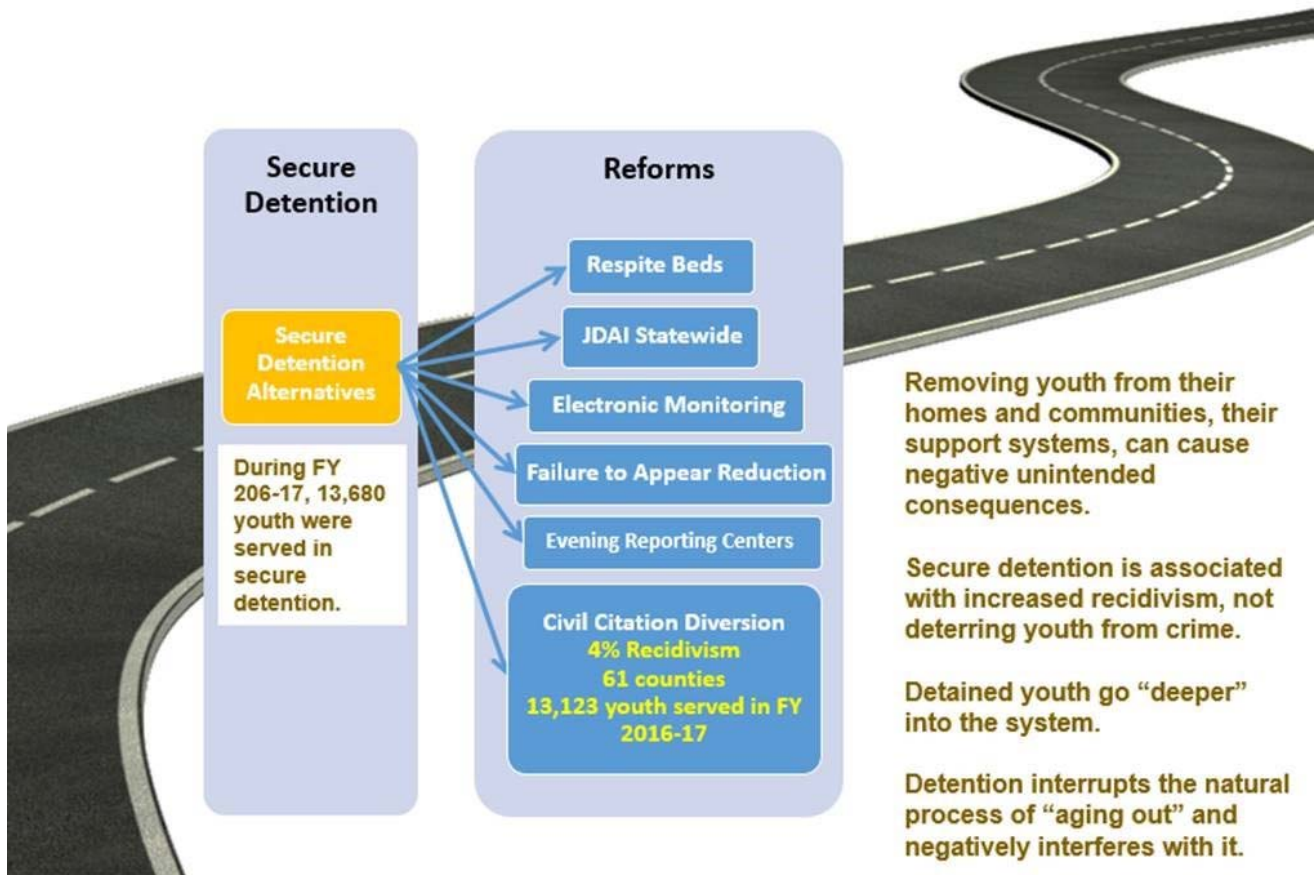
DJJ has identified and served those youth identified as at-risk of becoming involved in the juvenile justice system, we are putting resources at the front end to stop early problems. Efforts include: increased use of risk assessments; collaboration with law enforcement, the State Advisory Group and schools; 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 is currently operational in ten judicial circuits and funds are requested to expand to all twenty circuits in FY 2018-19.

Detention Services

Detention is the custody status for youth who are held pursuant to a court order after being taken into custody for violation of the law. Youth under age 18 taken into custody by law enforcement are screened to determine if they should be detained in a secure detention facility. A youth may be detained only when specific statutory criteria, outlined in section 985.215, Florida Statutes are met. Criteria for detention include current offenses, prior history, legal status, and any aggravating or mitigating factors.



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 \$284 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 counties (Broward, Duval, Hillsborough, Palm Beach, and Pinellas). JDAI establishes outstanding public safety outcomes, minimizes detention over-crowding, and creates savings for taxpayers by reducing secure detention placements and the need for more expensive facilities. It improves efficiencies in juvenile justice system operations and produces better outcomes for youth and their families.

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.

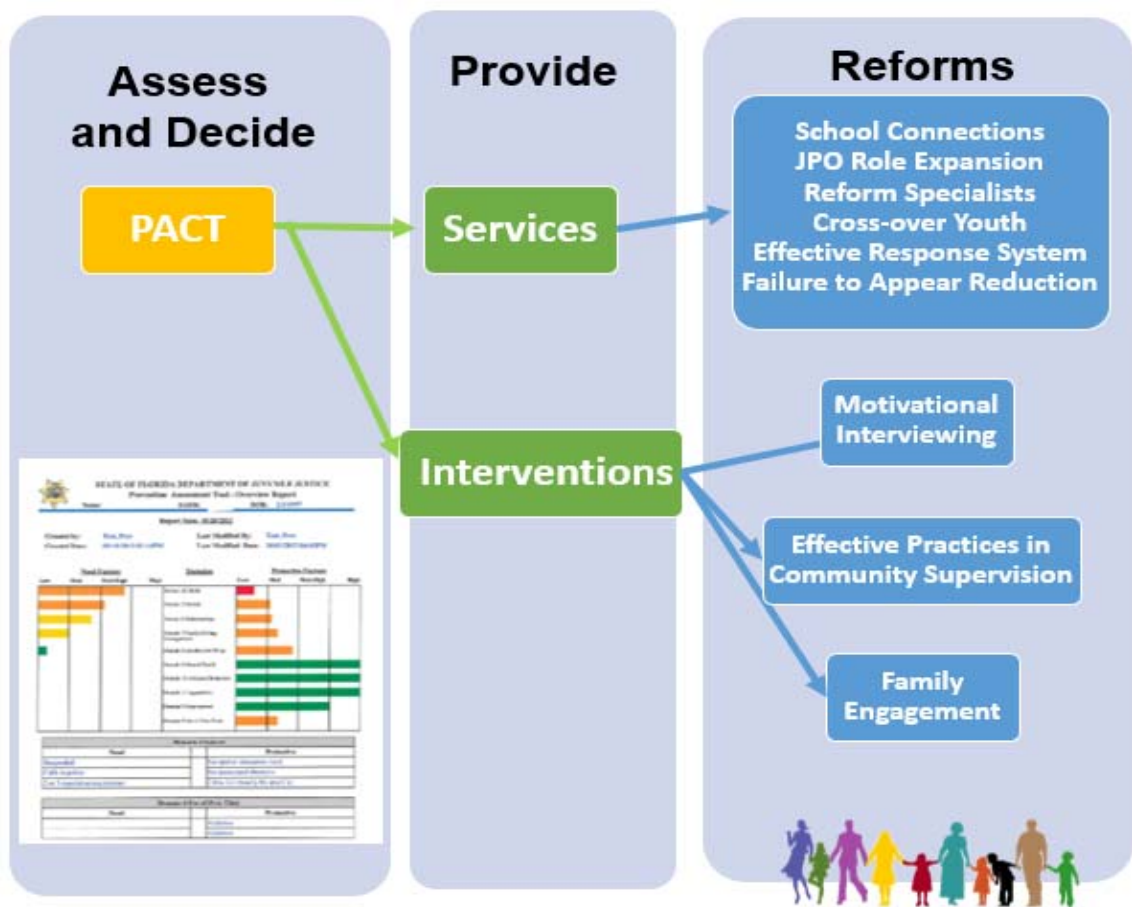
DJJ continually seeks alternatives to secure detention that are evidence-based or research-supported that effectively protect the public, appropriately hold youth accountable, and successfully support the rehabilitation of youth.

Probation & Community Corrections

Probation & Community Corrections staff work with youth from the time they are arrested to the time they transition back into the community. Every youth under the age of 18 charged with a crime in Florida is referred to DJJ. A referral is similar to an arrest in the adult criminal justice system. DJJ provides a recommendation to the state attorney & the court regarding appropriate sanctions and services for the youth. When making a recommendation, DJJ has diversion options; such as, restitution (payment to victim(s), community service hours, letter of apology, curfew, substance abuse or mental health counseling, etc., that allow the youth to remain in his or her community.

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).



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 2016-17, 41,751 referrals were processed through juvenile assessment centers.

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.

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 2016-17 was 1,730. We want to expand the number of youth participants in this program and expand the capacity for in-home, family-based therapies.



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, three, five, 12, 14, 18, 19 and 20. 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.

Residential Corrections Services

Residential staff provide continued care for an adjudicated youth who is committed to the custody of DJJ. In Florida, a youth may be committed by a judge to a residential program for violation of a law. This is not the same as a conviction or imprisonment. Florida's juvenile justice system is designed to rehabilitate offenders through supervision, counseling, and treatment.

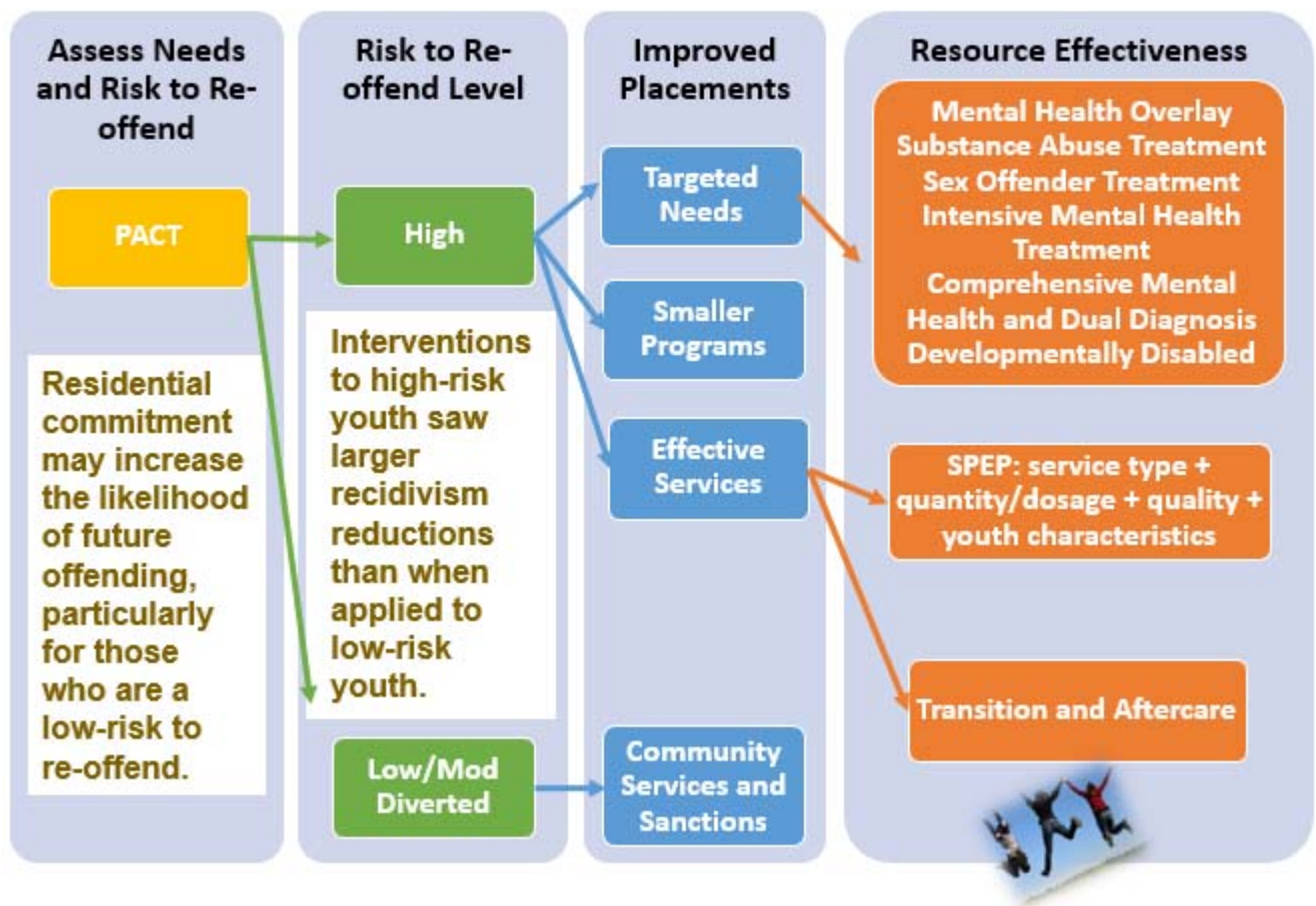
Youth who are serious offenders, commit violent acts, and are considered an on-going threat to public safety represent a small portion of DJJ youth. They require the most intensive and expensive services. To use resources effectively, efficiently, and strategically, only serious offenders are placed 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 new statutorily-authorized and expanded transition services, the Department will strengthen each youth's chance of success and reduce public safety risks.

As part of DJJ's transition initiative, the needs of youth returning home following residential placement are identified through a validated needs assessment. DJJ continues to place emphasis on enhancing transitional services.

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, implemented the Juvenile Justice System Improvement Project (JJSIP) in all 20 judicial circuits statewide in FY 2016-17. The JJSIP provides a framework for implementing best practices throughout the juvenile justice system. The framework includes a comprehensive strategy and a Disposition Recommendation Matrix (a “structured decision-making tool”) which compares a delinquent youth’s needs, risks, and offense(s) to match the youth to appropriate services at the right restrictiveness level. The services are reflected in a matrix of choices for 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.



Health Services

DJJ provides professional, high-quality comprehensive and timely health, mental health, substance abuse, and developmental disability services to youth in our care and custody.

Many of the youth who enter the juvenile justice system have pre- existent chronic medical conditions such as diabetes, hypertension, hemophilia, sickle cell anemia, renal failure, and dental disease. Over 65% of the youth in DJJ's care have a mental illness or substance abuse issue and a significant number have experienced severe childhood trauma (physical, sexual, emotional abuse) which impacts their behavior and treatment needs. Health care services provided in DJJ facilities and programs are offered through contracted providers.

Educational Services

DJJ's Office of Education collaborates with the Florida Department of Education and local district school boards to ensure youth served by DJJ are afforded the opportunity to obtain a high-quality education. This is accomplished by focusing on the following educational objectives:

- Ensure youth who are placed in custody of the Department attain measurable academic improvement and when appropriate, learn a career education skill for employability following release from DJJ supervision.
 - FY 2016-17 youth earned: 408 GEDs, 74 standard diplomas (non-secure and secure residential combined).
 - FY 2016-17 – 1,728 youth earned industry-recognized certifications (non-secure and secure residential commitment combined).
 - FY 2016-17 – 5609 youth participated in Career and Technical Education programs.
- Establish multi-agency collaboration in the delivery of education services for at-risk youth.
 - FY 2016-17 - Successfully collaborated with DOE's Title I Office to align the cooperative agreement between school districts and DJJ with Every Student Succeeds Act.
 - FY 2016-17 Successfully collaborated with school districts to implement a transition process engaging local school district transition representatives in preparing a commitment packet of educational records and course schedule recommendations prior to the youth leaving their home school district for residential commitment.

Staff Development & Training

The strength of DJJ's staff is reflected in the quality of care provided to its youth. One of the most important aspects of DJJ's Roadmap to System Excellence is the emphasis on enhancing workforce effectiveness to provide the very best care and services for the youth and families that come into contact with the Department. It is critical that the Department continue to equip staff at all levels to ensure that this occurs starting with our direct care staff and progressing to all levels of supervision within the Department. The Department's Office of Staff Development & Training (SD&T) is continuing to implement initiatives to help reduce turnover with an emphasis on direct care staff and to enhance the skills/knowledge of all Department staff in support of its mission.

SD&T is currently in the final stages of piloting and implementation of Blended and Job-Specific Academies for Juvenile Detention Officers (JDO) & Juvenile Probation Officers (JPO). The Blended Academies are more consistent with the *Roadmap* and have moved to a scenario-based style of instruction to ensure skill transfer to on the job. This further assists in: offering more frequently in expanded locations around the state, decreased trainee wait times, reduction of travel, reduction of expense, and expedited completion of certification requirements.

In Summary

Governor Scott's 2017-18 "Fighting for Florida's Future Budget" included critical issues for the Department, including \$5.2 million to increase residential commitment capacity by 60 treatment beds, \$5.3 million to improve staffing and evidence-based services in residential facilities, and \$4.2 million in funding to repair and maintain safe and healthy facilities for youth and staff. The Florida Legislature appropriated more than \$560 million toward the Department's overall budget, an overall increase of 3.71%.

The Department continues to: prevent more youth from becoming delinquent; better serve and treat youth and their families; and keep youth from coming back into our system. We work to 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.

Potential Legislative Policy Changes

None at this time.

Potential Department Policy Changes

FDJJ 1003.06 Nepotism – Employment of Relatives: Policy FDJJ 1003.06 provides a process for the Department of Juvenile Justice to avoid all potential, actual, or apparent conflicts of interest, which may result from the employment of relatives within the Department.

FDJJ 1003.29 Employee Assistance Program: Policy FDJJ 1003.29 outlines services provided by the State of Florida’s Employee Assistance Program (EAP). EAP provides a wide array of resources to support a healthy balance between work and personal life. This policy applies to all DJJ employees.

FDJJ 1205.40 Internet Access and Use: Policy FDJJ 1205.40 defines the scope of use for the Department’s Internet services and establishes guidelines for both unacceptable, prohibited use, *and* permissible limited personal use of the Department’s Internet resources.

Protective Action Response (PAR) Basic Curricula: Rule 63H-1 establishes a statewide framework to implement procedures governing the use of verbal and physical intervention techniques and mechanical restraints. It is the intent of the Department that the least restrictive means of physical intervention be employed based on the individual needs of each youth. The Department has determined that comprehensive work is needed to internally modify the protective action response currently utilized by DJJ and its providers as well as re-evaluate how we train and manage the overall crisis intervention process. This process will require DJJ to revise 63H-1 to reflect the Legislative changes to Ch. 985 F.S. Stakeholder input on 63H-1 FAC will be sought with the goal of having the final rule published in FY 2018-19. Policy FDJJ 1508.03 establishes a statewide framework for DJJ to implement requirements for all PAR instructors, procedures governing PAR training plans, and the process governing PAR fidelity. As the PAR rule is revised, it will also require revision to be published in alignment with 63H-1.

Task Forces and Studies in Progress

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

Circuit Advisory Boards (CABs): The purpose of the CABs is to advise the Department of Juvenile Justice (DJJ) in the development and implementation of juvenile justice programs and policies related to at-risk youth. The CABs provide vital resources such as time, energy, expertise, credibility, and influence that will help fulfill the Department's mission. Members of the boards work closely with DJJ staff to plan for services that meet the identified needs of juveniles and families within their local communities.

Computer Security Incident Response Team (CSIRT): The Governor's Information Technology Security Initiative requires each state agency to establish and to respond to suspected computer security incidents by identifying and controlling the incidents, notifying designated CSIRT responders, and reporting findings to agency management. The Department's CSIRT establishes roles, responsibilities and communication procedures for reporting, responding to, mitigating, and documenting computer security incidents, which includes but is not limited to the identification, classification and notification of computer security incidents. All Department employees and applicable providers report suspected computer security incidents (as referenced in the CSIRT Procedures document) to the agency's Information Security Manager, who then disseminates that information to the CIO, OIG, and other governing agencies as applicable.

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

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

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

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

development includes making changes to the transition plan.

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

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

Departmental Trauma Informed Care Workgroup: This workgroup consists of representatives from the various program areas whose efforts are focused on the goals of identifying methods for integrating trauma informed care departmentally and developing training, policy, and/or additional ideas pertaining to its implementation.

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

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

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

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

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

Juvenile Detention Alternatives Initiative (JDAI) Workgroup(s): The DJJ JDAI Leadership Workgroup and the Statewide JDAI Regional Directors, Chief Probation Officers, and JDAI Coordinators Workgroup consist of circuit, regional and headquarters representatives from the various areas of operations. The purpose of these workgroups is to identify, design, recommend, and implement innovative strategies for alternatives to secure detention based on data driven decision making. In collaboration with local stakeholders the eight JDAI core strategies are integrated into systems improvements in response to

issues, policies and practices that can better serve youth, families and local communities. Innovative strategies include policy and training development, sharing of best practices, enhancing collaborative relationships, and strategic planning for local and statewide JDAI implementation.

Learning Management System (LMS) Working Group: DJJ's Office of Staff Development and Training worked in partnership with its Data Integrity Officers and the Bureau of Information Technology to build the Department's own LMS. SkillPro, a cost-effective, DJJ-owned system used by both state and provider staff for online courses, certification testing and instructor-led session registrations, houses individual training records and system reports that are automatically maintained and easily accessible. SkillPro Phase III priority issues have been resolved, tested, and moved to production effective July 2017. Maintenance is ongoing and a professional instructional design team continually develops and updates course content.

LXR Replacement Project (LMS Working Group): Currently, the Department uses LXR as its certification software. This software ensures the quality assurance of the examination process for officers and providers in PAR and for the Juvenile Detention and Probation Officers academies. These certifications are required per F.A.C. 63H-2. LXR is a third-party software that has gone out of business and is no longer offering maintenance therefore, potentially placing the Department's certification process at risk. This was an add-on topic requested by the IT staff under the LMS project to discuss the current status of the replacement of LXR. Options for replacement of LXR have been identified and additional options are being explored to ensure the best solution to resolve this issue for the Department.

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

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

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

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

Protective Action Response (PAR) Intervention Model Reengineering (IMR) Project: This workgroup was created to approach the re-engineering of the PAR model as a holistic process. The workgroup focuses on complete systems that could be applied across the continuum of DJJ services, rather than evaluating the strength of stand-alone verbal or physical intervention models. The Department has determined that this project requires comprehensive work beyond the selection of a curriculum and the training of staff as was requested in the Invitation to Negotiate. As a result, the Department decided to move forward internally with the creation of the Training and Research Manager position. This position will oversee all aspects of this initiative.

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

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

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

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

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

Statewide Transition Workgroup: The group addresses the reentry initiatives of youth returning from residential placement back into their community. It is comprised of designated DJJ staff and contracted providers from circuits throughout the state. Topics discussed include the community-based reentry teams, communication, youth and family needs, education, and overall how to make the transition from residential placement back into the youth's home community as seamless as possible.

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

Statewide Workgroup Serving Multi-System Youth (Also known as the Rapid Response Team): This workgroup consists of representatives from other state agencies serving youth and whose purpose is to respond to requests from circuits on behalf of children, where services either are not readily available or

funding is an issue.

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

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

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



LRPP Exhibit II

Performance Measures and Standards

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
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Program: Juvenile Detention	Code: 80400000			
Service/Budget Entity: Detention Centers	Code: 80400100			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 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	0	0	0
Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention	0.3	0.3	0.3	0.3
Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention	0.3	0.1	0.3	0.3
Average daily population for state-operated secure detention	1,050	959	1,350	1,350

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
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Program: Probation and Community Corrections	Code: 80700000			
Service/Budget Entity: Community Supervision	Code: 80700700			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 Standard
Percentage of youth who remain crime-free during aftercare supervision	82%	69%	82%	70%
Percentage of youth who remain crime-free one year after release from aftercare supervision	67%	78%	67%	78%
Average daily population for home detention	1,724	843	1,724	843
Percentage of youth who remain crime-free one year after release from probation	81%	86%	81%	86%
Average number of youth served by Juvenile Probation Officer	41.5	39.7	41.5	39.7
Number of youth court ordered to probation supervision	14,561	11,280	14,561	11,280
Number of youth served by the Redirection Program	801	1,730	939	939
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%	70%	68%	70%

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
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Program: Probation and Community Corrections	Code: 80700000			
Service/Budget Entity: Community Interventions and Services	Code: 80700800			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 Standard
Number and percentage of referrals that are school related	11,193:15%	7,424:11%	11,193:15%	7,424:11%
Number of youth received at intake	44,780	35,506	44,780	35,506
Percent of youth who remain crime-free one year after release from diversion	87%	88%	87%	88%
Number of youth served by civil citation or other similar diversionary program	8,000	13,123	8,000	13,123
Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program	93%	96%	93%	96%
Number of youth diverted from court	27,775	13,895	27,775	13,895

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
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Program: Office of the Secretary/Assistant Secretary for Administration	Code: 80700000			
Service/Budget Entity: Executive Direction and Support Services	Code: 80750100			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 Standard
Total collections of statutorily mandated maintenance fees	\$850,000	660,876	\$850,000	850,000
Service/Budget Entity: Information Technology	Code: 80750200			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 Standard
Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	6	6	6	6

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
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Program: Residential Corrections	Code: 80800000			
Service/Budget Entity: Residential Corrections Program	Code: 80800000			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 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%	54%	85%	85%

Program: Residential Corrections	Code: 80800000			
Service/Budget Entity: Non-Secure Residential	Code: 80800100			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 Standard
Percentage of youth who remain crime-free one year after release from non-secure commitment	60%	54%	60%	60%

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
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Program: Residential Corrections	Code: 80800000			
Service/Budget Entity: Non-Secure Residential	Code: 80800100			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 Standard
Number of escapes from non-secure residential commitment programs	60	49	60	60
Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.12	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	0.15	0.23	0.23
Total number of youth served in non-secure residential commitment	3,895	3,162	3,895	3,895
Average daily population of youth served in non-secure residential commitment	1,987	1,318	1,987	1,987
Number of non-secure residential commitment beds on line	1,987	1,391	2,020	2,020
Number of youth receiving substance abuse treatment in non-secure residential commitment	1,827	1,892	1,827	1,827

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
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Program: Residential Corrections	Code: 80800000			
Service/Budget Entity: Secure Residential Commitment	Code: 80800200			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 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	1,220	1,215	1,215
Number of secure residential commitment beds on line	908	685	935	935
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,074	597	1,074	1,074
Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in secure residential commitment	0.13	0.05	0.13	0.13
Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in secure residential commitment	0.28	0.18	0.28	0.28
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=739 Max=169	High=498 Max=153	High=766 Max=169	High=766 Max=169
Number of escapes from secure residential commitment programs	0	2	0	0

LRPP Exhibit II - Performance Measures and Standards

Department: Juvenile Justice	Department No.: 80
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Program: Prevention and Victim Services	Code: 80900000			
Service/Budget Entity: Delinquency Prevention and Diversion	Code: 80900100			
Approved Performance Measures for FY 2017-18	Approved Prior Year Standard FY 2016-17	Prior Year Actual FY 2016-17	Approved Standards for FY 2017-18	Requested FY 2018-19 Standard
Percentage of youth who remain crime-free six months after completing prevention programs	87%	97%	87%	87%
Number of youth served through delinquency prevention programs	21,000	22,468	24,000	24,000
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%	92.65%	95%	95%



LRPP Exhibit III

Assessment of Performance for Approved Performance Measures

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700
Measure: Percentage of youth who remain crime free during aftercare supervision

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
82%	69%	Under	13%

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

External Factors (check all that apply):

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

Explanation:

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

- Training
- Personnel
- Technology
- Other (Identify)

Explanation: The Department has implemented community-based transitional services, specifically vocational and educational services, employment training, job placement, as well as mentoring and transportation services to youth on aftercare (i.e. post commitment supervision) to better meet the needs of this high-risk population. In addition, the Department has made it a priority to utilize Redirection services for this population to address criminogenic needs through evidence-based programming. Finally, the Department has implemented, as a matter of policy, a much more intensive level of supervision contact requirements for our JPO staff to follow as it relates to supervising this specific population.

Recommendations: The Department recommends changing this standard to 70% for FY 2018-19.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Interventions and Services/80700800
Measure: Number of youth diverted from court

Action:

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

Approved Standard	Actual Performance	Difference (Over/Under)	Percentage Difference
27,775	13,895	13, 880 Under	50%

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: Previous estimates were incorrect. The increased use in pre-arrest services, such as civil citation, and the overall reduction in juvenile crime has led to fewer youth being diverted from the system.

External Factors (check all that apply):

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

Explanation: The decrease in the number of youth diverted from court can be attributed to the overall reduction in juvenile crime, statewide. Since FY 2011-12, there has been a 39% reduction in the number of arrests. Fewer arrests, means fewer youth being placed into a diversion service.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department recommends changing this standard to 13, 895 for FY 2018-19.

LRPP Exhibit III: Performance Measure Assessment

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

Action:

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

Approved Standard	Actual Performance	Difference (Over/Under)	Percentage Difference
\$850,000	\$660,876	Under \$189,124	22%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation: In FY 2016-17 collections increased 10% over FY 2015-16. This is largely due to the changes in 985.441, F.S. concerning the manner in which youth charged with a misdemeanor are adjudicated by the courts. This change has resulted in fewer facility commitments which bill at \$5.00 per day to more Home Detention, Probation and Electronic Monitoring sentences which bill at \$1.00 per day. This resulted in a lesser amount billed per month. The Department feels the increase in collections in FY 2016-17 while minimal, shows an upward trend towards collections.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department recommends the standard remain unchanged for FY 2018-19.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Correction Program
Service/Budget Entity: Residential Corrections Program/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
- Performance Assessment of Output Measure
- Adjustment of GAA Performance Standards
- Revision of Measure
- Deletion of Measure

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
85%	54%	31% Under	31%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect.

External Factors (check all that apply):

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

Explanation: The change in performance is due to an increase in the number or limited, failed, critical limited, and critical failed indicators across all residential programs reviewed. Contracted providers have experienced staffing turnover and shortages, which contribute to program performance in all of the quality assurance categories monitored. When monitoring residential programs, the Bureau of Monitoring and Quality Improvement does not count new programs that begin operations in the fiscal year for which performance results are measured. In FY 2015-16, there were 54 total programs reviewed, of which only 35 programs met the Approved Standard for this measure, which resulted in 65% of the programs monitored meeting this Approved Standard. In FY 2016-17, there were 43 programs reviewed and reports finalized, of which 23 programs—or 54%—met this measure.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department will continue monitoring vacancies in residential commitment programs. Further, the Bureau of Monitoring and Quality Improvement will continue using a weighted measure of program performance and to schedule program technical assistance and monitoring frequency based upon need, working with program providers on each objective to help them meet performance goals. It is believed that the 85% Approved Standard is attainable and the Department recommends maintaining it.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential/80800100
Measure: Percentage of youth who remain crime-free one year after release from Non-Secure commitment

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
60%	54%	6% Under	6%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect. The youth served in Non-Secure commitment were more serious offenders than in years previous.

External Factors (check all that apply):

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

Explanation: The youth who are accounted for in this measure are those who completed residential commitment in FY 2014-15. In FY 2013-14, the Average Prior Seriousness Index was 26.3. However, in FY 2014-15, the Average Prior Seriousness Index was 28.1, accounting for a 7% increase in the extent and seriousness of the delinquency histories for the committed youth population in Non-Secure commitment.

A possible reason for not attaining the Approved Standard may be poor delivery of evidence-based delinquency treatments to the youth in residential commitment in FY 2014-15. The proper delivery of evidence-based delinquency treatments to youth in residential commitment will reduce recidivism. In FY 2013-14, the Department began including in every residential program contract the requirement that the program provide to the youth in its care evidence-based delinquency interventions, mental health treatment, and substance abuse treatment services that are delivered based upon the youth’s individually-assessed needs. Evidence-based practices are treatment and practices that have been independently evaluated and found to reduce the likelihood of recidivism or at least two criminogenic needs with a juvenile offending population. The Department also began requiring that each contracted program designate its Primary Services of the evidence-based services provided, which are then the services that are monitored and evaluated by the Department’s Bureau of Quality Improvement.

Further, the Department mandated that the designated Primary Services and service delivery amounts for each youth are to be documented in the Evidence-Based Services (EBS) Module of the Juvenile Justice Information System (JJIS), which has been available and in use in JJIS since FY 2013-14. Its use is a program practice that is monitored on an ongoing basis. This ongoing evaluation indicates if a program is properly delivering the necessary treatment dosage to a youth for the designated Primary Service, which would be effective in reducing that youth's likelihood of committing crimes after completion of a residential commitment program. To that end, the Department trains the staff of each residential program on the proper data entry for each youth in the JJIS EBS Module.

Further, the Department requires all contracted residential commitment providers to continually address each youth's risk and protective factors using the Residential Positive Achievement Change Tool (R-PACT), which is an empirically-validated instrument that identifies a youth's initial criminogenic risks and needs, guides in the development of the youth's individual treatment plan, and then assesses the youth's treatment progress while in commitment. The R-PACT is supposed to be administered within 30 days of a youth's admission to a residential commitment program, administered again every 90 days for the duration of the youth's stay in the commitment program (or more frequently if needed), and administered as an "exit R-PACT" assessment on the day that the youth is discharged from the program. These assessments are done to ensure that all the youth's treatment needs are addressed while in the commitment program. If so, then the youth is more likely to remain crime free.

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

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

Recommendations: The Department will continue requiring each program to provide evidence-based delinquency interventions, mental health treatment, and substance abuse treatment services that are based upon each youth's individually-assessed needs. The Department will continue requiring that each program designate its Primary Services, that the provider properly document those services in the JJIS EBS Module, and that the program properly administer the R-Pact assessments to each youth. In addition, the Department will continue training provider staffs on the proper use of the EBS Module and the R-PACT assessment tool in order to ensure the fidelity of the tool's use. These program practices are designed to reduce recidivism and make it feasible to achieve the goal that 60% of youth will be crime free one year after release from residential commitment. Therefore, the Department recommends maintaining the current Approved Standard for FY 2018-19.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential/80800100
Measure: Number of escapes from Non-Secure residential commitment programs

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
60	49	11 Under	18%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect. The number of escapes for FY 2016-17 (49) is 18% less than the Approved Standard which is a positive outcome.

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: Training and retention of qualified, direct-care staff is one of the largest contributing factors to program security. In FY 2016-17, contracted providers experienced staffing turnover and shortages, which contributes to program performance, behavioral management of youth, and efficacy of youth supervision.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department will continue performing on-site reviews of programs that have an escape and address with the private provider the circumstances that contributed to a youth escape. The Department will continue to hold providers accountable when an escape occurs. Policy FDJJ-2000 was revised in FY 2016-17, outlining the consequences to residential providers in the event of an escape.

The Department will continue monitoring each program’s vacancies. Further, the Department will continue monitoring programs to make sure that each staff member is properly trained in youth supervision and behavioral modification techniques to prevent escapes. The Department will continue the practice of adjusting a program’s monitoring frequency based upon the incident reported and the program’s needs. Since the number of escapes was less than the Approved Standard, the Department recommends reducing the Approved Standard for this measure in FY 2018-19, from 60 to 45.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential/80800100
Measure: Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in Non-Secure residential commitment

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0.13	0.12	0.01 Under	8%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect. The rate in this performance measure for FY 2016-17 (0.12) is less than the Approved Standard which is a positive outcome.

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: Training and retention of qualified, direct-care staff is one of the largest contributing factors to program security. In FY 2016-17, contracted providers experienced staffing turnover and shortages, which contributes to program performance, behavioral management of youth, and efficacy of youth supervision.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department will continue performing on-site reviews of programs that have incidents of batteries and address with the private provider the circumstances that contributed to the battery. The Department will continue to hold providers accountable when an incident occurs. The Department will continue monitoring each program’s vacancies. Further, the Department will continue monitoring programs to make sure that each staff member is properly trained in youth supervision and behavioral modification techniques to prevent batteries. The Department will continue the practice of adjusting a program’s monitoring frequency based upon the incident reported and the program’s needs. The Department recommends maintaining the Approved Standard for this performance measure in FY 2018-19.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential/80800100
Measure: Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in Non-Secure residential commitment

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0.23	0.15	0.08 Under	35%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect. The rate in this performance measure for FY 2016-17 (0.15) is less than the Approved Standard which is a positive outcome.

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: Training and retention of qualified, direct-care staff is one of the largest contributing factors to program security. In FY 2016-17, contracted providers experienced staffing turnover and shortages, which contributes to program performance, behavioral management of youth, and efficacy of youth supervision.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department will continue performing on-site reviews of programs that have incidents of batteries and address with the private provider the circumstances that contributed to the battery. The Department will continue to hold providers accountable when an incident occurs. The Department will continue monitoring each program’s vacancies. Further, the Department will continue monitoring programs to make sure that each staff member is properly trained in youth supervision and behavioral modification techniques to prevent batteries. The Department will continue the practice of adjusting a program’s monitoring frequency based upon the incident reported and the program’s needs. The Department recommends maintaining the Approved Standard for this performance measure in FY 2018-19.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential/80800100
Measure: Total number of youth served in Non-Secure residential commitment

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
3,895	3,162	733 Under	19%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The approved standard is based upon a trend analysis that considers the number of non-duplicated youth served from year to year, the number of youth in reserved status who have been assigned a bed in a residential commitment program that is not yet available (reserved placements), the number of youth awaiting commitment placement after adjudication, and youth arrests.

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: In FY 2016-17, the average weekly number of youth (combined Non-Secure and secure commitments) awaiting commitment placement was 146 and the average weekly number of reserved placements was 48, which is not captured in the “total number of youth served” for this measure. Juvenile arrests in Florida have been decreasing since FY 2011-12. However, dispositions to commitment between FY 2014-15 and FY 2016-17 have increased by 14%.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: It is anticipated that the number of youth served in Non-Secure commitment will increase. The Department will continue its trend analyses of arrests, dispositions to commitment, and youth awaiting placement, and will request an adjustment to this number for FY 2018-19 Approved Standard based upon analyses.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential/80800100
Measure: Average daily population of youth served in Non-Secure residential commitment

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,987	1,318	596 Under	30%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The approved standard is based upon a trend analysis that considers the number of non-duplicated youth served from year to year, the number of youth in reserved status who have been assigned a bed in a residential commitment program that is not yet available (reserved placements), the number of youth awaiting commitment placement after adjudication, and youth arrests.

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: Juvenile arrests in Florida have been decreasing since FY 2011-12. However, dispositions to commitment between FY 2014-15 and FY 2016-17 have increased by 14%. Further, the average daily population of youth in Non-Secure commitment in FY 2015-16 was 1,275, while in FY 2016-17, that number was 1,318, representing more than a 4% increase in one year of the average daily population in Non-Secure commitment. The average utilization rate of the beds on line in Non-Secure commitment was 98% for FY 2016-17.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: It is anticipated that the number of youth to be served in Non-Secure commitment will increase, which will affect the average daily population. The Department will continue to monitor youth arrests, rates of disposition to commitment, and youth awaiting placement, analyzing Department operating capacities and making adjustments to best meet anticipated needs. The Department will request an adjustment to this number for FY 2018-19 Approved Standard based upon analyses.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential/80800100
Measure: Number of Non-Secure residential commitment beds on line

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,987	1,391	596 Under	30%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect and based upon an analysis of utilization for a generalized population. Through continual assessments of youth treatment needs, the number of generalized population beds on line has decreased in order to pay for more intensive services needed by youth in our 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: The youth committed to residential placement are those who are in need of greater treatment services, which are more costly to provide than generalized population beds from years past. Therefore, the number of beds in operation is lower than this measure. Juvenile arrests in Florida have been decreasing since FY 2011-12. However, dispositions to commitment between FY 2014-15 and FY 2016-17 have increased by 14%. Further, the average daily population of youth in Non-Secure commitment in FY 2015-16 was 1,275, while in FY 2016-17, that number was 1,318, representing more than a 4% increase in one year. The average utilization rate of the beds on line in Non-Secure commitment was 98% for FY 2016-17.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department will continue to use the Invitation To Negotiate (ITN) process to acquire services that meet the treatment needs of youth adjudicated to commitment. The Department will continue monitoring utilization rates of the beds on line, youth arrests, rates of disposition to commitment, and youth awaiting placement, analyzing Department operating capacities and making adjustments to best meet anticipated needs. The Department will request an adjustment to this standard for FY 2018-19 based upon analyses.

LRPP Exhibit III: Performance Measure Assessment

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
63%	57%	6% Under	6%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect. The youth served in secure commitment were more serious offenders than in years previous.

External Factors (check all that apply):

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

Explanation: The youth who are accounted for in this measure are those who completed residential commitment in FY 2014-15. For example, in FY 2013-14, the Average Prior Serious Index for youth served in maximum-risk commitment was 40.2, whereas in FY 2014-15 the population served had an Average Prior Serious Index of 45.1, accounting for a 12 % increase in the extent and seriousness of the youths’ delinquency histories. However, the actual performance rate for FY 2016-17 was the same as that reported for FY 2015-16 (57%), and is 1% lower than the performance reported for FY 2014-15.

A possible reason for not attaining the Approved Standard may be poor delivery of evidence-based delinquency treatments to the youth in residential commitment in FY 2014-15. The proper delivery of evidence-based delinquency treatments to youth in residential commitment will reduce recidivism. In FY 2013-14, the Department began including in every residential program contract the requirement that the program provide to the youth in its care evidence-based delinquency interventions, mental health treatment, and substance abuse treatment services that are delivered based upon the youth’s individually-assessed needs. Evidence-based practices are treatment and practices that have been independently evaluated and found to reduce the likelihood of recidivism or at least two criminogenic needs with a juvenile offending population. The Department also began requiring that each contracted

program designate its Primary Services of the evidence-based services provided, which are then the services that are monitored and evaluated by the Department's Bureau of Quality Improvement. Further, the Department mandated that the designated Primary Services and service delivery amounts for each youth are to be documented in the Evidence-Based Services (EBS) Module of the Juvenile Justice Information System (JJIS), which has been available and in use in JJIS since FY 2013-14. Its use is a program practice that is monitored on an ongoing basis. This ongoing evaluation indicates if a program is properly delivering the necessary treatment dosage to a youth for the designated Primary Service, which would be effective in reducing that youth's likelihood of committing crimes after completion of a residential commitment program. To that end, the Department trains the staff of each residential program on the proper data entry for each youth in the JJIS EBS Module.

Further, the Department requires all contracted residential commitment providers to continually address each youth's risk and protective factors using the Residential Positive Achievement Change Tool (R-PACT) which is an empirically-validated instrument that identifies a youth's initial criminogenic risks and needs, guides in the development of the youth's individual treatment plan, and then assesses the youth's treatment progress while in commitment. The R-PACT is supposed to be administered within 30 days of a youth's admission to a residential commitment program, administered again every 90 days for the duration of the youth's stay in the commitment program (or more frequently if needed), and administered as an "exit R-PACT" assessment on the day that the youth is discharged from the program. These assessments are done to ensure that all of the youth's treatment needs are addressed while in the commitment program. If so, then the youth is more likely to remain crime free.

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

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

Recommendations: The Department will continue requiring each program to provide evidence-based delinquency interventions, mental health treatment, and substance abuse treatment services that are based upon each youth's individually-assessed needs. The Department will continue requiring that each program designate its Primary Services, that the provider properly document those services in the JJIS EBS Module, and that the program properly administer the R-Pact assessments to each youth. In addition, the Department will continue training provider staffs on the proper use of the EBS Module and the R-PACT assessment tool in order to ensure the fidelity of the tool's use. These program practices are designed to reduce recidivism and make it feasible to achieve the goal that 60% of youth will be crime free one year after release from residential commitment. Since the performance result for this Approved Standard was 57% for two consecutive fiscal years FY 2016-17 and FY 2015-16, and was 58% for FY 2014-15 the Department will request an adjustment for FY 2018-19 to make the Approved Standard 60%.

LRPP Exhibit III: Performance Measure Assessment

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	Actual Performance Results	Difference (Over/Under)	Percentage Difference
908	685	223 Under	25%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The previous estimate was incorrect and based upon an analysis of utilization for a generalized population. Through continual assessments of youth treatment needs, the number of generalized population beds on line has decreased in order to pay for more intensive services needed by youth in our 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: The youth committed to residential placement are those who are in need of greater treatment services, which are more costly to provide than generalized population beds from years past. Therefore, the number of beds in operation is lower than this measure. Juvenile arrests in Florida have been decreasing since FY 2011-12. However, dispositions to commitment between FY 2014-15 and FY 2016-17 have increased by 14%. Further, the average daily population of youth in secure commitment in FY 2015-16 was 637, while in FY 2016-17 that number was 651, representing more than a 2% increase in one year. The average utilization rate of the beds on line in high-risk commitment was 98% and in maximum-risk commitment the average was 99% for FY 2016-17.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department will continue to use the Invitation To Negotiate (ITN) process for service acquisition that meet the treatment needs of youth adjudicated to commitment. In addition, the Department will amend existing contracts as needed to ensure effective delinquency interventions are available in all commitment programs. The Department will continue monitoring utilization rates of the beds on line, youth arrests, rates of dispositions to commitment, youth awaiting placement, analyzing operating bed capacities and making adjustments to best meet anticipated needs. The Department will request an adjustment to this standard for FY 2018-19 based upon analyses.

LRPP Exhibit III: Performance Measure Assessment

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Secure Residential Commitment/80800200
Measure: Number of youth receiving substance abuse treatment in secure residential commitment

Action:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,074	597	477 Under	44%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation: The Department uses a trend analysis to estimate the number of youth in secure commitment who may need substance abuse treatment services. The Approved Standard for this measure was based upon a trend analysis of usage rates that varied dramatically (26% to 88%) for a five-year period. However, treatment services are provided to each youth based upon that youth’s assessed needs and diagnoses.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Department will continue to address the treatment needs of youth in residential commitment as determined through assessments and comprehensive medical evaluations. The Department will continue contracting for these services to ensure that treatment needs of committed youth are met. The Department will continue monitoring youth arrests and dispositions to commitment, as well as trends in treatment needs among youth populations served, creating trend analyses and adjusting residential treatment services to best meet anticipated needs. The Department will request an adjustment to this standard for FY 2018-19 Approved Standard based upon analyses.

LRPP Exhibit III: Performance Measure Assessment

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
High=739 Max=169	High=498 Max=153	High=241 Under Max=16 Under	High=33% Max=10%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: The approved standard is based upon a trend analysis that considers the number of non-duplicated youth served from year to year, the number of youth in reserved status who have been assigned a bed in a residential commitment program that is not yet available (reserved placements), the number of youth awaiting commitment placement after adjudication, and youth arrests.

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: Juvenile arrests in Florida have been decreasing since FY 2011-12. However, dispositions to commitment between FY 2014-15 and FY 2016-17 have increased by 14%. Further in FY 2015-16, the average daily population of youth in high-risk commitment was 486, while in FY 2016-17 that number was 498, representing about a 3% increase in one year. The average utilization rate of the high-risk commitment beds on line FY 2016-17 was 98%. The average daily population in maximum-risk commitment rose slightly more than 1%, from 151 (FY 2015-16) to 153 (FY 2016-17) with an average utilization rate of 99% (FY 2016-17).

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: It is anticipated that the number of youth to be served in secure commitment will increase which will affect the average daily population. The Department will continue to monitor youth arrests, rates of disposition to commitment, and youth awaiting placement, analyzing Department operating capacities and making adjustments to best meet anticipated needs. The Department will request an adjustment to this number for FY 2018-19 Approved Standard based upon analyses.

LRPP Exhibit III: Performance Measure Assessment

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	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	2	2 Over	200%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation:

External Factors (check all that apply):

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

Explanation: Training and retention of qualified, direct-care staff is one of the largest contributing factors to program security. In FY 2016-17, contracted providers experienced staffing turnover and shortages, which contributes to program performance, behavioral management of youth, and efficacy of youth supervision.

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

- Training Technology
- Personnel Other (Identify)

Recommendations: The Department will continue performing on-site reviews of programs that have an escape and address with the private provider the circumstances that contributed to a youth escape. The Department will continue to hold providers accountable when an escape occurs. Policy FDJJ-2000 Contract Management and Program Monitoring and Quality Improvement was revised in FY 2016-17, outlining the consequences to residential providers in the event of an escape.

The Department will continue monitoring each program’s vacancies. Further, the Department will continue monitoring programs to make sure that each staff member is properly trained in youth supervision and behavioral modification techniques to prevent escapes. The Department will continue the practice of adjusting a program’s monitoring frequency based upon the incident reported and the program’s needs. The Department maintains a zero-tolerance of escapes from residential commitment. The Department will maintain “0” as the Approved Standard for this measure.

LRPP Exhibit III: Performance Measure Assessment

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:

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
95%	92.65%	Under	2.35%

Factors Accounting for the Difference:

Internal Factors (check all that apply):

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

Explanation: In FY 2016-17 Prevention and Victim Services had 136 programs of which 10 did not meet contractual requirements. Factors contributing to not meeting the standard for FY 2016-17 include but are not limited to inexperienced providers, prerequisite contractual requirements and programs failing to meet certain target needs.

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: Staffing challenges exist in the structure of many of Prevention’s smaller providers. Due to a small staff base, many providers struggle to complete Motivational Interviewing and Prevention Assessment Tool in a timely manner. Not completing necessary trainings affect the providers’ ability to gain access to DJJ’s online database to service youth.

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

- Training
- Personnel
- Technology
- Other (Identify)

Recommendations: The Office Prevention and Victim Services in conjunction with Shared Services and Contract Administration has developed an on-boarding process to assure and guide providers through initial trainings and pre-servicing requirements. This has proven to be very successful for smaller providers who lack a robust staffing base as they can now benefit from added Departmental training and technical assistance. The Department recommends this standard remain the same for FY 2018-19.



LRPP Exhibit IV

Performance Measure Validity and Reliability

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Juvenile Detention
Service/Budget Entity: Detention Centers/80400100
Measure: Percentage of youth who remain crime free while in state-operated secure detention

Action (check one):

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

Data Sources and Methodology: The data source for this measure is the Juvenile Justice Information System (JJIS) as reported by the 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. 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.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Juvenile Detention
Service/Budget Entity: Detention Centers/80400100
Measure: Number of escapes from state-operated secure detention facilities

Action (check one):

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

Data Sources and Methodology: The data source for this measure is the Central Communications Center (CCC). Escapes are reported by field staff to the CCC and the information is forwarded to the Assistant Secretary or IG, and to the Assistant Chief of the Bureau of Investigations for review, classification, and assignment. The incident report is then forwarded to Detention Services. CCC and Detention, as categorized by the incident reports, maintain a record of each escape occurring during the fiscal year. All escapes occurring during the fiscal year are tracked by Detention Services.

Validity: Using a methodology that counts the number of escapes from secure detention provides a valid measure of the safety and security of detention centers. This information and process is useful to determine the number of FTEs required to provide detention services. It can also be useful information for making workload comparisons between judicial circuits and detention units to determine when new positions should be added or transfers are necessary due to workload inequities. This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service. This outcome allows for evaluations of the agency mission, to reduce juvenile crime, and its goals and objectives.

Reliability: The number of escapes computed by Detention Services is compared to the number of escapes as reported by CCC. This measure is highly reliable as evidenced by two separate departmental programs obtaining the same result. The stability and accuracy of secure detention data is very good. Less than 1% of these records are problematic. It may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Juvenile Detention

Service/Budget Entity: Detention Centers/80400100

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

Action (check one):

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

Data Sources and Methodology: The data sources for this measure are the Central Communication Center (CCC) and the Juvenile Justice Information System (JJIS) as reported by the 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.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Juvenile Detention

Service/Budget Entity: Detention Centers/80400100

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

Action (check one):

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

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

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Juvenile Detention
Service/Budget Entity: Detention Centers/80400100
Measure: Average daily population for state-operated secure detention

Action (check one):

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

Data Sources and Methodology: The data source for this measure is the Juvenile Justice Information System (JJIS) as reported by the 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 placement. 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 in 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 procedures 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. Less than 1% of these records are problematic. It may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700
Measure: Percentage of youth who remain crime free during aftercare supervision

Action (check one):

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

Data Sources and Methodology: The data sources for this measure are the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), and the Comprehensive Accountability Report (CAR). This figure is defined as the percentage of youth released from aftercare during the fiscal year that did not violate or commit a new offense during their aftercare stay resulting in an adjudication, adjudication withheld, or adult conviction. Aftercare includes youth under the supervision of a Juvenile Probation Office (JPO) or contracted case manager.

"Youth released" is defined as all youth who are released from aftercare for any reason during the fiscal year. JJIS referral records of these youth are studied to determine whether they committed an offense for which they were adjudicated, convicted, or had a disposition of adjudication withheld during their aftercare supervision. The percentage of youth who remain crime-free during aftercare is calculated by dividing the number of youth found not to have an adjudication, adjudication withheld, or adult conviction for an offense that occurred during their aftercare supervision by the number of youth released from aftercare during the fiscal year.

Validity: This calculation and its methodology provide an accurate reflection of the effectiveness of JPOs and contracted providers conducting aftercare services in the field. This information and process is useful to determine the number of FTEs and contracted slots required to provide aftercare services, including overlay services, such as counseling. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities. The design of the measure has changed to include those youth under the aftercare supervision of a JPO.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700
Measure: Percentage of youth who remain crime free one year after release from aftercare supervision

Action (check one):

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

Data Sources and Methodology: The data sources for this measure are the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), and the Comprehensive Accountability Report (CAR).

JJIS records are extracted and examined to select those cases that completed aftercare. "Youth that completed" is defined as all youth who satisfy requirements of aftercare and are released to the community, with or without further supervision, and who are not transferred to a residential program or adult jail or prison. Subsequent records of these youths are studied to determine whether they committed an offense within 12 months post-release for which they were adjudicated, convicted, or had a disposition of adjudication withheld as a juvenile or an adult. All youths who completed aftercare are matched with JJIS, FDLE, and DOC databases to determine the number who remain crime-free.

The total number of youth who are not found to have a new adjudication, adjudication withheld, or conviction (crime-free) for a crime that was committed within 12 months of their completion from aftercare is then divided by the total number of youth that completed aftercare for that fiscal year. This quotient is the percentage that remains crime-free.

Validity: This calculation and its methodology provide an accurate reflection of the effectiveness of intervention services. This information and process is useful to determine the amount of resources required to provide aftercare services, including overlay services, such as counseling. The design of the measure includes those youth under the aftercare supervision of a Juvenile Probation Officer or contracted case manager. The cost of this activity falls under the Community Supervision. This count provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense after release from aftercare supervision.

Reliability: Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules, and steps in processing data; and checking the results. Information on youth placed on aftercare is entered into the JJIS database by Residential Services staff at transition and by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of the 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. The stability and accuracy of probation data is good and is improving. It may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700
Measure: Average daily population for home detention

Action (check one):

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

Data Sources and Methodology: The data source for this measure is the Juvenile Justice Information System (JJIS) as reported by the 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. The stability and accuracy of home detention data is very good. Less than 1% of these records are problematic. It may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700
Measure: Percentage of youth who remain crime-free one year after release from probation.

Action (check one):

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

Data Sources and Methodology: The sources of information for this measure are the Juvenile Justice Information System (JJIS) and the Comprehensive Accountability Report (CAR). This figure is defined as the percentage of youth completing probation during the fiscal year that did not violate or commit a new offense resulting in an adjudication, adjudication withheld, or adult conviction within 12 months of program completion.

The number of youth placed on 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

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Supervision/80700700
Measure: Average number of youth served by Juvenile Probation Officer

Action (check one):

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

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

Validity: The methodology used to derive the average number of youth served daily by JPOs is a one-day snapshot. Because caseloads are relatively stable throughout the year, this count provides an appropriate budget and policy tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This outcome allows for evaluations of the Department's effectiveness in meeting the agency mission, to reduce juvenile crime, and its goals and objectives.

Reliability: Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules, and steps in processing data; and checking the results. The stability and accuracy of probation data is good and is improving. The number of active JPOs is maintained in an electronic database by Probation and Community Corrections staff at the Headquarters Office. Probation Headquarters staff maintains very reliable counts, as all staffing changes are processed through this central office.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

Measure: Number of youth court ordered to probation supervision.

Action (check one):

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

Data Sources and Methodology: The sources of information for this measure 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 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

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 are 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

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 are 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

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 are 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 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. 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. 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

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® and IBM-SPSS Statistics® software.

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

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

Reliability: Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules, and steps in processing data; and checking the results. Information on youth referred to the Department is entered into the JJIS database by field staff at intake. Data Integrity Officers (DIOs), under the direction of the 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

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 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 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

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 are 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. 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 in 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. 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

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

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Probation and Community Corrections
Service/Budget Entity: Community Interventions and Services/80700800
Measure: Number of youth diverted from court

Action (check one):

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

Data Sources and Methodology: The data source for this measure is the Juvenile Justice Information System (JJIS). This figure is defined as the number of youth who are disposed to a diversion program from court. The number of youth court-ordered to complete a diversionary program is calculated by analyzing disposition status in JJIS. The resulting number of youth with a diversion disposition is summed to provide a total.

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

Reliability: Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules, and steps in processing data; and checking the results. Information on youth referred to the Department is entered into the JJIS database by field staff at intake. Data Integrity Officers (DIOs), under the direction of the 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

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.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Office of the Assistant Secretary/Assistant Secretary for Administration

Service/Budget Entity: Information Technology/80750200

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

Action (check one):

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

Data Sources and Methodology: Juvenile Justice Information System (JJIS) and system response time feedback from the Management Information Systems (MIS) staff are the data sources for this information. 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

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Residential Corrections Program/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 number of programs reviewed in a fiscal year is counted; a tally is made of those reviewed that received zero (0) “failed” and no more than one (1) “limited critical” indicator on all applicable indicators; that total is counted; and then that total is divided by the total number of program reviews to obtain the percentage for this measure.

Validity: The MQI annual compliance monitoring review measures overall performance of programs, focusing on best practices. The review process provides a comprehensive evaluation of program practices, performance, contract compliance, and compliance with Department standards. The annual compliance monitoring review includes services delivered by the contracted residential program provider and a review of educational services to ensure that the program is in compliance with requirements. While the annual monitoring is only one piece of measuring 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 the successful completion of a two-day Certified Peer Reviewer Training and examination by anyone who serves as an MQI peer reviewer. All 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

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 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). 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. “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: 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 who return 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 by the DIO, the supervisor, and ultimately headquarters staff. These checks help ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries.

To further enhance the reliability of data, each program is asked to perform a final verification of data using a spreadsheet supplied by the Department of all youth who were committed to that program for confirmation of the JJIS admission date, release date, and release information for each youth. Results are reviewed by Research & Data Integrity staff and compared to other data or counts to help establish reliability.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential Commitment/80800100
Measure: Number of escapes from non-secure residential commitment programs

Action (check one):

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

Data Sources and Methodology: The data sources for this measure are the CCC incident database maintained by the Office of Inspector General, the Juvenile Justice Information System (JJIS), and verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by 63F-11, F.A.C., to report escape incidents to the contact the Department's Central Communications Center (CCC). The report resulting from the investigation is then forwarded to ORS where a staff member reviews the report and enters specific data elements from the report into the incident 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 ORS. This information is sent to the appropriate Residential Regional Director for review and verification.

Validity: This outcome measure serves as a direct indicator of program success that contributes to the advancement of the Department's mission. 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 appropriate Residential Regional Director for review and verification. All incidents involving an escape are summarized quarterly by the ORS headquarters staff in a separate document, which is sorted by secure and non-secure programs, and used for a variety of program management and oversight functions.

To further enhance the reliability of data, each program is asked to perform a final verification of data using a spreadsheet supplied by the Department of all youth who were committed to that program for confirmation of the JJIS admission date, release date, and release information for each youth. Results are reviewed by Research & Data Integrity staff and compared to other data or counts to help establish reliability.

For this measure, the number of youth involved in an escape incident is what is reported. This data is directly collected from the CCC as it is reported by the residential program and verified by ORS staff. Procedures for analysis are clearly outlined and meticulously followed by staff. It may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Residential Corrections

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

Measure: Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment

Action (check one):

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

Data Sources and Methodology: The data sources for this measure are the incident database maintained by the Office of Inspector General, the Juvenile Justice Information System (JJIS), and verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by 63F-11, F.A.C., to report battery incidents to the contact the Department's Central Communications Center (CCC). The report resulting from the investigation is then forwarded to ORS where a staff member reviews the report and enters specific data elements from the report into the incident database. Youth placement information used to derive resident days is extracted from JJIS by the Office of Research & Data Integrity and the incident information is extracted from the Inspector General's incident database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used follows: $(\# \text{ of verified batteries}/365) / (\text{Average Daily Population}/1000) = \text{rate of incidents per 1000 youth served daily}$.

Validity: This outcome measure serves as a direct indicator of program success that contributes to the advancement of the Department's mission. This measure clearly identifies a problem within a program as it relates to safety and security. This methodology is the most appropriate means to determine progress in providing a safe environment for youth residing in programs. This measure also is 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 the ORS 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 (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 ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. The Office of Research & Data Integrity extracts and analyzes JJIS data.

This data is directly collected from programs that report a battery incident to the CCC, which is verified by staff. That information is captured in the Inspector General's incident database, which is then analyzed and extracted for reporting. 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.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential Commitment/80800100
Measure: Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment

Action (check one):

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

Data Sources and Methodology: 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 (ORS) for annual analysis. All residential programs are mandated by 63F-11, F.A.C., to report battery incidents to the contact the Department's Central Communications Center (CCC). The report resulting from the investigation is then forwarded to ORS where a staff member reviews the report and enters specific data elements from the report into the incident database. Youth placement information used to derive resident days is extracted from JJIS by the Office of Research & Data Integrity and the incident information is extracted from the Inspector General's incident database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used follows: $(\# \text{ of verified batteries}/365) / (\text{Average Daily Population}/1000) = \text{rate of incidents per 1000 youth served daily}$.

Validity: This outcome measure serves as a direct indicator of program success that contributes to the advancement of the Department's mission. This measure clearly identifies a problem within a program as it relates to safety and security. This methodology is the most appropriate means to determine progress in providing a safe environment for youth residing in programs. This measure also is 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 the ORS 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 (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 ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. The Office of Research & Data Integrity extracts and analyzes JJIS data.

This data is directly collected from programs that report a battery incident to the CCC, which is verified by staff. That information is captured in the Inspector General's incident database, which is then analyzed and extracted for reporting. 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.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential Commitment/80800100
Measure: Total number of youth served in non-secure residential commitment

Action (check one):

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

Data Sources and Methodology: Data contained in the Juvenile Justice Information System (JJIS) is used to determine this measure. Any youth served in a non-secure residential program for at least one day during the fiscal year under analysis is included in this measure. A youth may be served in non-secure residential commitment more than once in a fiscal year and in more than one program. 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 extracted by the Office of Research & Data Integrity and then scrubbed so that a single youth is counted only one time in the fiscal year under analysis. Therefore, the number reported in this measure 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 service. 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 (e.g., 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. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. This involves a review by the DIO, the supervisor, and ultimately headquarters staff. These checks help to ensure the reliability of the data.

To further enhance the reliability of data, each program is asked to perform a final verification of data using a spreadsheet supplied by the Department of all youth who were committed to that program for confirmation of the JJIS admission date, release date, and release information for each youth. Results are reviewed by staff and compared to other data or counts to help establish reliability.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential Commitment/80800100
Measure: Average daily population of youth served in non-secure residential commitment

Action (check one):

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

Data Sources and Methodology: The data source for this measure is the Juvenile Justice Information System (JJIS) as reported by the Office of Research & Data Integrity. JJIS commitment 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 in the commitment program 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 resident days. The length of stay for each placement is computed as the number of days between the day placed in the commitment program and the day released from the commitment program plus one. Total resident days are the sum of the lengths of stay for all residential commitment placements. The average daily population is calculated by dividing the total resident days for all placements in non-secure commitment during the fiscal year by 365.

Validity: Although this measure is not useful for calculating unit cost, the average daily population in comparison to system capacity (beds on line) represents a direct measure of resource utilization. This is an important measure for management.

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.

To further enhance the reliability of data, each program is asked to perform a final verification of data using a spreadsheet supplied by the Department of all youth who were committed to that program for confirmation of the JJIS admission date, release date, and release information for each youth. Results are reviewed by staff and compared to other data or counts to help establish reliability. Therefore, the data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

Action (check one):

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

Data Sources and Methodology: Weekly, the statewide classification and commitment coordinator for the Office of Residential Services (ORS) extracts from the Juvenile Justice Information System (JJIS) census and bed management reports to count the number of current youth in commitment programs as compared to the number of beds available for youth placement. Those numbers are tracked and updated to report 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.

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 names and identifying information are verified prior to program placement by the Juvenile Probation Officers who are responsible for obtaining a copy of identifying official records (e.g., social security card, birth certificate) to provide this verification and who enter this data into JJIS. 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 ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. 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. The data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Non-Secure Residential Commitment/80800100
Measure: Number of youth receiving substance abuse treatment in non-secure residential commitment

Action (check one):

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

Data Sources and Methodology: Each 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 Residential Regional Director. 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 type—as maintained in JJIS, which serves as further verification that the self-reported monthly information matches with the individual youth records maintained in the Juvenile Justice Information System (JJIS). The data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Residential Corrections

Service/Budget Entity: Secure Residential Commitment/80800200

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

Action (check one):

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

Data Sources and Methodology: This 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). 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. "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 non-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 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 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: 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 who return 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 by the DIO, the supervisor, and ultimately headquarters staff. These checks help ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries.

To further enhance the reliability of data, each program is asked to perform a final verification of data using a spreadsheet supplied by the Department of all youth who were committed to that program for confirmation of the JJIS admission date, release date, and release information for each youth. Results are reviewed by Research & Data Integrity staff and compared to other data or counts to help establish reliability.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Secure Residential Commitment/80800200
Measure: Total number of youth served in secure residential commitment

Action (check one):

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

Data Sources and Methodology: Data contained in the Juvenile Justice Information System (JJIS) is used to determine this measure. Any youth served in a secure residential 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 and in more than one program. 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 extracted by the Office of Research & Data Integrity and then scrubbed so that a single youth is counted only one time in the fiscal year under analysis. Therefore, the number reported in this measure 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 service. 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 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.

To further enhance the reliability of data, each program is asked to perform a final verification of data using a spreadsheet supplied by the Department of all youth who were committed to that program for confirmation of the JJIS admission date, release date, and release information for each youth. Results are reviewed by staff and compared to other data or counts to help establish reliability.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Secure Residential Commitment/80800200
Measure: Number of secure residential commitment beds on line

Action (check one):

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

Data Sources and Methodology: Weekly, the statewide classification and commitment coordinator for the Office of Residential Services (ORS) extracts from the Juvenile Justice Information System (JJIS) census and bed management reports to count number of the current youth in commitment programs as compared to the number of beds available for youth placement. Those numbers are tracked and updated to report 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.

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 names and identifying information are verified prior to program placement by the Juvenile Probation Officers who are responsible for obtaining a copy of identifying official records (e.g., social security card, birth certificate) to provide this verification and who enter this data into JJIS. 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 ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. 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. The data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice
Program: Residential Corrections
Service/Budget Entity: Secure Residential Commitment/80800200
Measure: Number of youth receiving substance abuse treatment in secure residential commitment facilities

Action (check one):

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

Data Sources and Methodology: Each 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 non-duplicative 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 Residential Regional Director. 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 type—as maintained in the Juvenile Justice Information System (JJIS), which serves as further verification that the self-reported monthly information matches with the individual youth records maintained in JJIS. The data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Residential Corrections

Service/Budget Entity: Secure Residential Commitment/80800200

Measure: Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in secure residential commitment

Action (check one):

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

Data Sources and Methodology: The data sources for this measure are the incident database maintained by the Office of Inspector General, the Juvenile Justice Information System (JJIS), and verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by 63F-11, F.A.C., to report battery incidents to the contact the Department's Central Communications Center (CCC). The report resulting from the investigation is then forwarded to ORS where a staff member reviews the report and enters specific data elements from the report into the incident database. Youth placement information used to derive resident days is extracted from JJIS by the Office of Research & Data Integrity and the incident information is extracted from the Inspector General's incident database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used follows: $(\# \text{ of verified batteries}/365) / (\text{Average Daily Population}/1000) = \text{rate of incidents per 1000 youth served daily}$.

Validity: This outcome measure serves as a direct indicator of program success that contributes to the advancement of the Department's mission. This measure clearly identifies a problem within a program as it relates to safety and security. This methodology is the most appropriate means to determine progress in providing a safe environment for youth residing in programs. This measure also is 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 secure residential commitment is provided to the ORS 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 (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 ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. The Office of Research & Data Integrity extracts and analyzes JJIS data.

This data is directly collected from programs that report a battery incident to the CCC, which is verified by staff. That information is captured in the Inspector General's incident database, which is then analyzed and extracted for reporting. 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.

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

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Residential Corrections

Service/Budget Entity: Secure Residential Commitment/80800200

Measure: Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in secure residential commitment

Action (check one):

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

Data Sources and Methodology: 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 (ORS) for annual analysis. All residential programs are mandated by 63F-11, F.A.C., to report battery incidents to the contact the Department's Central Communications Center (CCC). The report resulting from the investigation is then forwarded to ORS where a staff member reviews the report and enters specific data elements from the report into the incident database. Youth placement information used to derive resident days is extracted from JJIS by the Office of Research & Data Integrity and the incident information is extracted from the Inspector General's incident database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used follows: $(\# \text{ of verified batteries} / 365) / (\text{Average Daily Population} / 1000) = \text{rate of incidents per 1000 youth served daily}$.

Validity: This outcome measure serves as a direct indicator of program success that contributes to the advancement of the Department's mission. This measure clearly identifies a problem within a program as it relates to safety and security. This methodology is the most appropriate means to determine progress in providing a safe environment for youth residing in programs. This measure also is 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 secure residential commitment is provided to the ORS 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 (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 ensure the reliability of the data. The JJIS data are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. The Office of Research & Data Integrity extracts and analyzes JJIS data.

This data is directly collected from programs that report a battery incident to the CCC, which is verified by staff. That information is captured in the Inspector General's incident database, which is then analyzed and extracted for reporting. 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. Multiple systems are in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting battery data combine to create a sound measure of youth-on-staff batteries. This measure may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Residential Corrections

Service/Budget Entity: 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 data source for this measure is the Juvenile Justice Information System (JJIS) as reported by the Office of Research & Data Integrity. JJIS commitment 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 in the commitment program 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 resident days. The length of stay for each placement is computed as the number of days between the day placed in the commitment program and the day released from the commitment program plus one. Total resident days are the sum of the lengths of stay for all residential commitment placements. The average daily population is calculated by dividing the total resident days for all placements in non-secure commitment during the fiscal year by 365. For the secure residential commitment measure, those numbers are analyzed for high-risk and maximum-risk commitment placements.

Validity: Although this measure is not useful for calculating unit cost, the average daily population in comparison to system capacity (beds on line) represents a direct measure of resource utilization. This is an important measure for management.

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.

To further enhance the reliability of data, each program is asked to perform a final verification of data using a spreadsheet supplied by the Department of all youth who were committed to that program for confirmation of the JJIS admission date, release date, and release information for each youth. Results are reviewed by staff and compared to other data or counts to help establish reliability. Therefore, the data may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

Action (check one):

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

Data Sources and Methodology: The data sources for this measure are the CCC incident database maintained by the Office of Inspector General, the Juvenile Justice Information System (JJIS), and verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by 63F-11, F.A.C., to report escape incidents to the contact the Department's Central Communications Center (CCC). The report resulting from the investigation is then forwarded to ORS where a staff member reviews the report and enters specific data elements from the report into the incident 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 ORS. This information is sent to the appropriate Residential Regional Director for review and verification.

Validity: This outcome measure serves as a direct indicator of program success that contributes to the advancement of the Department's mission. 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 appropriate Residential Regional Director for review and verification. All incidents involving an escape are summarized quarterly by the ORS headquarters staff in a separate document which is sorted by secure and non-secure programs, and used for a variety of program management and oversight functions.

To further enhance the reliability of data, each program is asked to perform a final verification of data using a spreadsheet supplied by the Department of all youth who were committed to that program for confirmation of the JJIS admission date, release date, and release information for each youth. Results are reviewed by Research & Data Integrity staff and compared to other data or counts to help establish reliability.

For this measure, the number of youth involved in an escape incident is what is reported. This data is directly collected from the CCC as it is reported by the residential program and verified by ORS staff. Procedures for analysis are clearly outlined and meticulously followed by staff. It may be relied upon with a high degree of confidence as the basis for management decisions.

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Juvenile Justice

Program: Prevention and Victim Services

Service/Budget Entity: Delinquency Prevention and Diversion/80900100

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

Action (check one):

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

Data Sources and Methodology: Data related to youth served in delinquency prevention programs is entered into the DJJ Juvenile Justice Information System (JJIS Prevention Web) by provider staff. The Florida Network of Youth and Family Services provide a data extract from NETMIS, a proprietary database. The 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

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

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 V

Associated Activities Contributing to Performance Measures

Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2017-18		Associated Activities Title
Juvenile Detention Centers/80400100			
1	Percentage of youth who remain crime free while in state-operated secure detention		ACT0510 Secure Supervision ACT0530 Mental Health Services
2	Number of escapes from state-operated detention facilities		ACT0510 Secure Supervision
3	Number of youth-on-youth batteries per every 1,000 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 1,000 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 2017-18	Associated Activities Title
	Community Supervision/80700700	
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 2017-18	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
Community Interventions and Services/80700800		
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 2017-18	Associated Activities Title
Executive Direction and Support Services/80750100		
21	Total collections of statutorily mandated maintenance fees	ACT0100 Finance and Accounting
Information Technology/80750200		
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
Residential Corrections Program/80800000		
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
Non-Secure Residential Commitment/80800100		
24	Percentage of youth who remain crime free one year after release from non-secure commitmen	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 2017-18	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
Secure Residential Commitment/80800200		
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 2017-18	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 1,000 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 1,000 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
Delinquency Prevention and Diversion/80900100		
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 2017-18	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

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 under the age of 18.

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 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 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 DJJ as a delinquency intervention program designed to teach youth about the impact their crimes has on the victims, but also how the crime 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.

Non-secure 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.