



# FLORIDA DEPARTMENT OF JUVENILE JUSTICE

## LONG RANGE PROGRAM PLAN

Department of Juvenile Justice

Tallahassee

September 30, 2019

Chris Spencer, Policy Director  
Office of Policy and Budget  
Executive Office of the Governor  
The Capitol, Room 1702  
Tallahassee, FL 32399-0001

Eric Pridgeon, Staff Director  
House Appropriations Committee  
221 Capitol  
Tallahassee, FL 32399-1300

Cynthia Kynoch, Staff Director  
Senate Committee on Appropriations  
201 Capitol  
Tallahassee, FL 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the 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 2020-21 through Fiscal Year 2024-25. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is (<http://floridafiscalportal.state.fl.us/Publications.aspx>). This submission has been approved by Simone Marstiller, Secretary.

  
Simone Marstiller  
Secretary

2737 Centerview Drive • Tallahassee, Florida 32399-3100 • (850) 488-1850

Ron DeSantis, Governor

Simone Marstiller, Secretary

---

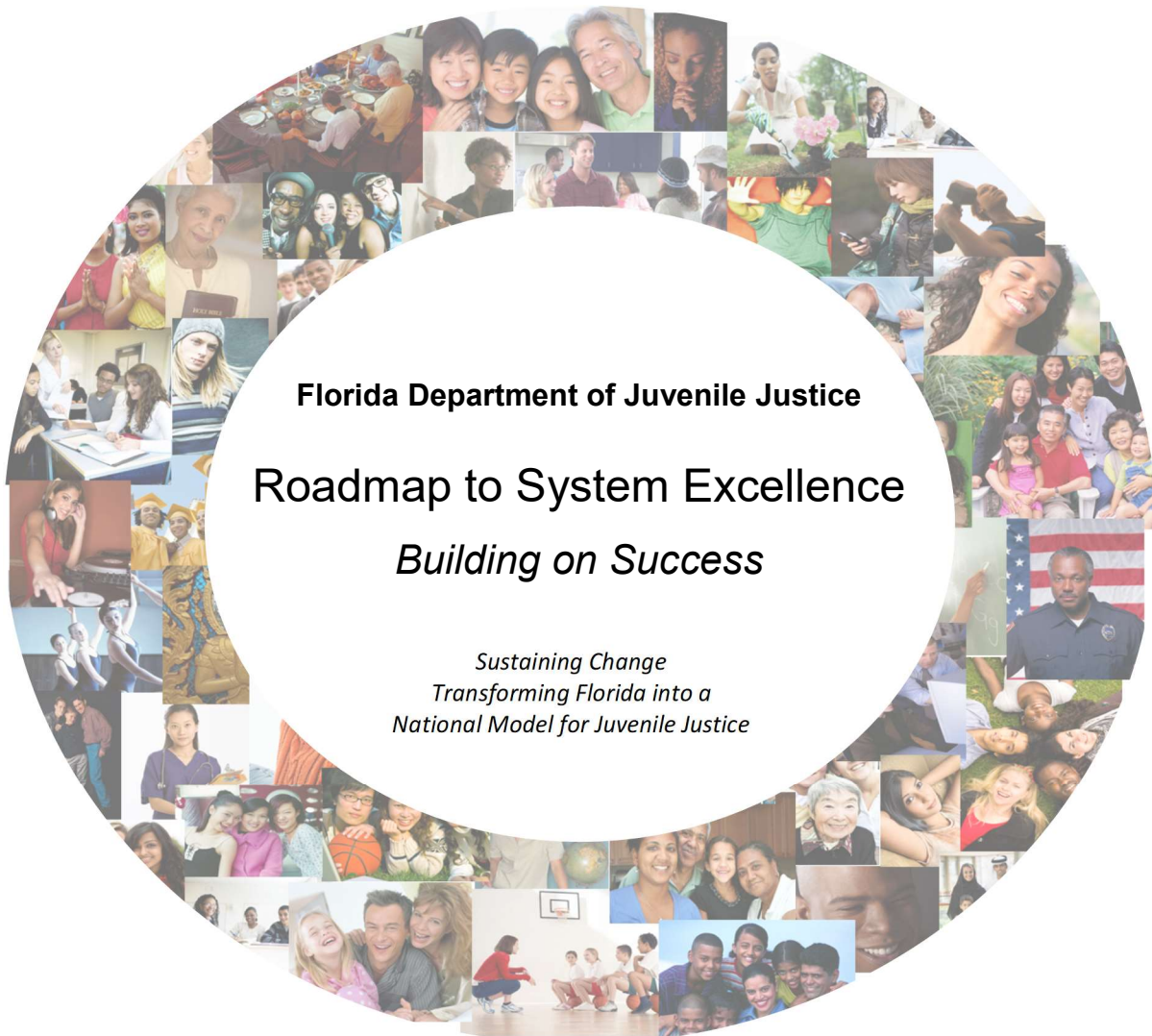
*The mission of the Department of Juvenile Justice is to increase public safety by reducing juvenile delinquency through effective prevention, intervention, and treatment services that strengthen families and turn around the lives of troubled youth.*



# Florida Department of Juvenile Justice

Long Range Program Plan

Fiscal Year 2020-21  
*through*  
Fiscal Year 2024-25



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

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

**Ron DeSantis**  
Governor

**Simone Marsteller**  
Secretary

# Department of Juvenile Justice

---

## **Our Mission**

### **Increase Public Safety...**

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

## **Our Vision**

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

## **Our Philosophy**

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

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

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

## **Our Goals**

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

# Agency Goals and Objectives

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

### Objectives:

- Reduce the number of youth reentering the juvenile justice system after receiving prevention services.
- Increase awareness of prevention opportunities in all circuits so that more youth can be served through delinquency prevention programs.
- Reduce the overrepresentation of minority youth at each point of contact in Florida's juvenile justice system.
- Administer the Prevention Assessment Tool (PAT) to all youth identified as needing prevention services.
- Strengthen gender responsive strategies, programs, and services designed to keep boys and girls out of the juvenile justice system.
- Formalize a program with schools to prevent truancy and other status offense referrals of elementary and middle school youth.
- 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.
- 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.
- Implement the 4-tiered Career Path Professional Development plan as part of the Learning, Education, Action and Development (L.E.A.D.) Institute.

- Implement the statewide *Right Interactions: Youth Engagement Model* which emphasizes verbal intervention and trauma informed care.
- Implement the statewide Suicide Awareness training for all members, to include the implementation of best practices and research conducted by the Office of Health Services.
- Conduct Juvenile Detention Officer (JDO) and Juvenile Probation Officer (JPO) training at the respective academies in support of employee preparedness and job mastery skillsets.
- Utilize Succession Planning Dashboard as a tool for talent management and gap analysis minimization.

### **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 to 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

---

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

Objectives:

- Reduce the over-representation of minority youth at each point of contact in the juvenile justice system.
- Administer the Prevention Assessment Tool (PAT) to every youth in prevention services.
- 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 six months after completing prevention programs.

Baseline FY 2017-18	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection	FY 2023-24 Projection	FY 2024-25 Projection
95%	95%	95%	95%	95%	95%

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

Baseline FY 2016-17	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection	FY 2023-24 Projection	FY 2024-25 Projection
98%	98%	98%	98%	98%	98%

Enhance Workforce Effectiveness

Objective:

- Increase staff retention rates.

Outcome: Reduce Agency Turnover Rate for direct care staff.

Baseline FY 2018-19 Direct Care (JDO & JPO)	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection	FY 2023-24 Projection	FY 2024-25 Projection
37%	37%	36%	36%	35%	35%

Divert More Youth from Involvement with the Juvenile Justice System

Objectives:

- Expand civil citation opportunities.
- Reduce the number of school referrals.



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

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
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.*

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
95%	95%	95%	95%	95%	95%

*Use Secure Detention Only When Necessary*

*Objectives:*

- *Provide appropriate alternatives to detention for youth who do not pose a risk to public safety and are likely to show up for court.*
- *Reduce unnecessary and inappropriate detention by expanding the statewide electronic monitoring program.*

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
2,297	2,251	2,229	2,206	2,184	2,163

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
3,103	6,036	5,986	5,936	5,886	5,836

*Provide Optimal Services*

*Objectives:*

- *Ensure successful post-program transition.*
- *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.*
- *Reduce violence of youth while in custody.*
- *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: Percentage of youth who remain crime free during aftercare supervision.*

<b>Baseline FY 2016-17</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
65%	70%	70%	70%	70%	70%

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

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
70%	70%	70%	70%	70%	70%

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

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
81%	81%	81%	81%	81%	81%

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

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
65%	70%	70%	70%	70%	70%

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

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
65%	70%	70%	70%	70%	70%

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
98%	98%	98%	98%	98%	98%

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

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
53%	54%	54%	55%	55%	56%

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

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
56%	57%	57%	58%	58%	59%

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
0.14	.3	.3	.3	.3	.3

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
0.12	.3	.3	.3	.3	.3

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
0.24	.13	.13	.13	.13	.13

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
0.21	.23	.23	.23	.23	.23

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
.19	.13	.13	.13	.13	.13

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
0.28	.28	.28	.28	.28	.28

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

<b>Baseline FY 2017-18</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
6	6	6	6	6	6

*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.*

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
25%	85%	85%	85%	85%	85%

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.
- Eliminate escapes.

*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 2016-17	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection	FY 2023-24 Projection	FY 2024-25 Projection
57%	58%	58%	59%	59%	60%

*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 2016-17	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection	FY 2023-24 Projection	FY 2024-25 Projection
95%	95%	95%	95%	95%	95%

*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 2016-17	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection	FY 2023-24 Projection	FY 2024-25 Projection
95%	95%	95%	95%	95%	95%

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

Baseline FY 2018-19	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection	FY 2023-24 Projection	FY 2024-25 Projection
2	0	0	0	0	0

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

Baseline FY 2018-19	FY 2020-21 Projection	FY 2021-22 Projection	FY 2022-23 Projection	FY 2023-24 Projection	FY 2024-25 Projection
31	30	30	29	29	28

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

<b>Baseline FY 2018-19</b>	<b>FY 2020-21 Projection</b>	<b>FY 2021-22 Projection</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Projection</b>	<b>FY 2024-25 Projection</b>
0	0	0	0	0	0

**NOTE:**

1. FY 2018-19 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 2020.
2. The base line year for Offenses During Supervision are from two fiscal years prior to the current fiscal year reporting period (i.e., FY 2016-17 is the base line for reporting in FY 2018-19).
3. The base line year for Crime Free is from one fiscal year prior to the current fiscal year reporting period (i.e., FY 2017-18 is the base line for reporting in FY 2018-19).

## DJJ Goals and Linkage to Governor's Priorities

GOVERNOR'S PRIORITIES	Restore and Protect Florida's Environment	Improve Florida's Education System	Economic Development and Job Creation	Health Care	Public Safety	Public Integrity
DJJ Goals	Correlation Legend: 3 = High correlation 2 = Medium correlation 1 = Low correlation 0 = No correlation					
1. Prevent More Youth from Entering the Juvenile Justice System	0	3	0	0	3	3
2. Enhance Workforce Effectiveness	0	2	0	0	3	3
3. Divert More Youth from Involvement with the Juvenile Justice System	0	3	2	0	3	3
4. Utilize Secure Detention Only When Necessary	0	2	1	0	3	3
5. Provide Optimal Services	0	3	0	3	3	3
6. Ensure Appropriate Youth Placement and Use of Residential Beds	0	3	2	0	3	3
7. Improve Communication and Collaboration	0	3	3	3	3	3
8. Strengthen Practices and Processes	0	3	3	3	3	3
Score	0	22	11	9	24	24
DJJ Ability to Impact	No	High	Modest	Low	High	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 Florida 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. The Department operates a hybrid system; with the agency directly providing some services and private providers delivering statutorily mandated services under the auspices of the Department.

### 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. Our 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.

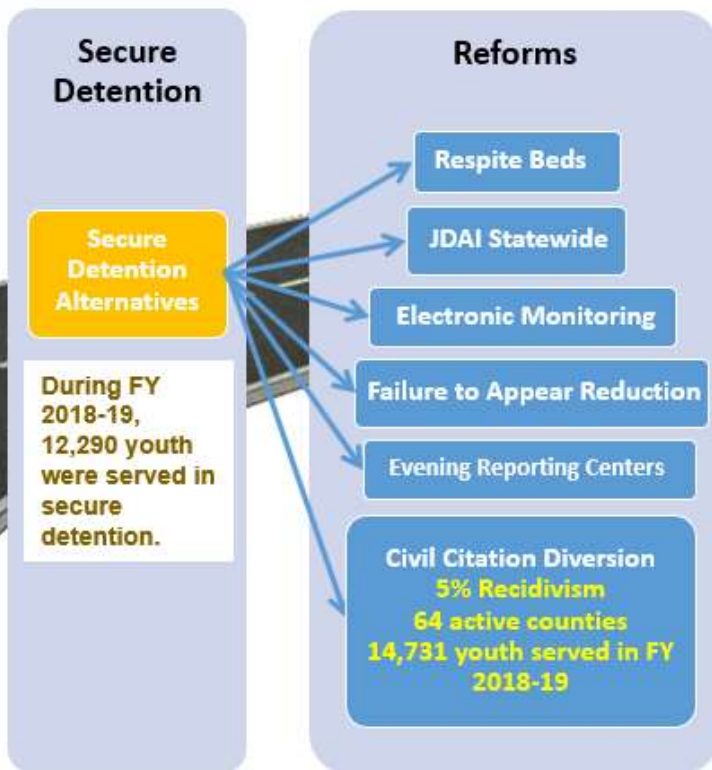
The Prevention Assessment Tool (PAT) is the uniform assessment tool administered to all youth entering DJJ prevention programs. It assesses the risks, needs and protective factors of at-risk youth. Then youth and their families are connected to appropriate services thus increasing the youth's chance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

DJJ has identified and serve 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; expansion of 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.

## 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 985.255, Florida Statutes are met.



Removing youth from their homes and communities, their support systems, can cause negative unintended consequences.

Secure detention is associated with increased recidivism, not deterring youth from crime.

Detained youth go “deeper” into the system.

Detention interrupts the natural process of “aging out” and negatively interferes with it.

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 \$316.50 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 level of supervision**. JDAI provides a time-tested framework and is a project of the Annie E. Casey Foundation that has been successfully implemented in more than 300 jurisdictions across the country. Local JDAI efforts were piloted in five Florida counties (Broward, Duval, Hillsborough, Palm Beach, and Pinellas). Dade county will begin implementation in September of 2019. JDAI establishes outstanding public safety outcomes, minimizes detention overcrowding, 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.

The Department partnered with circuit community partners to open Evening Reporting Centers (ERC) in Circuits 15 (Palm Beach), 6 (Pinellas) and 4 (Duval) as part of JDAI. ERCs are expected to open in Circuits 13 (Hillsborough) and 17 (Broward) within the next year. ERCs are an alternative to secure detention that allow youth to participate in academic assistance and life skills training during peak crime hours. 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 F.S. 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 non-compliance 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.

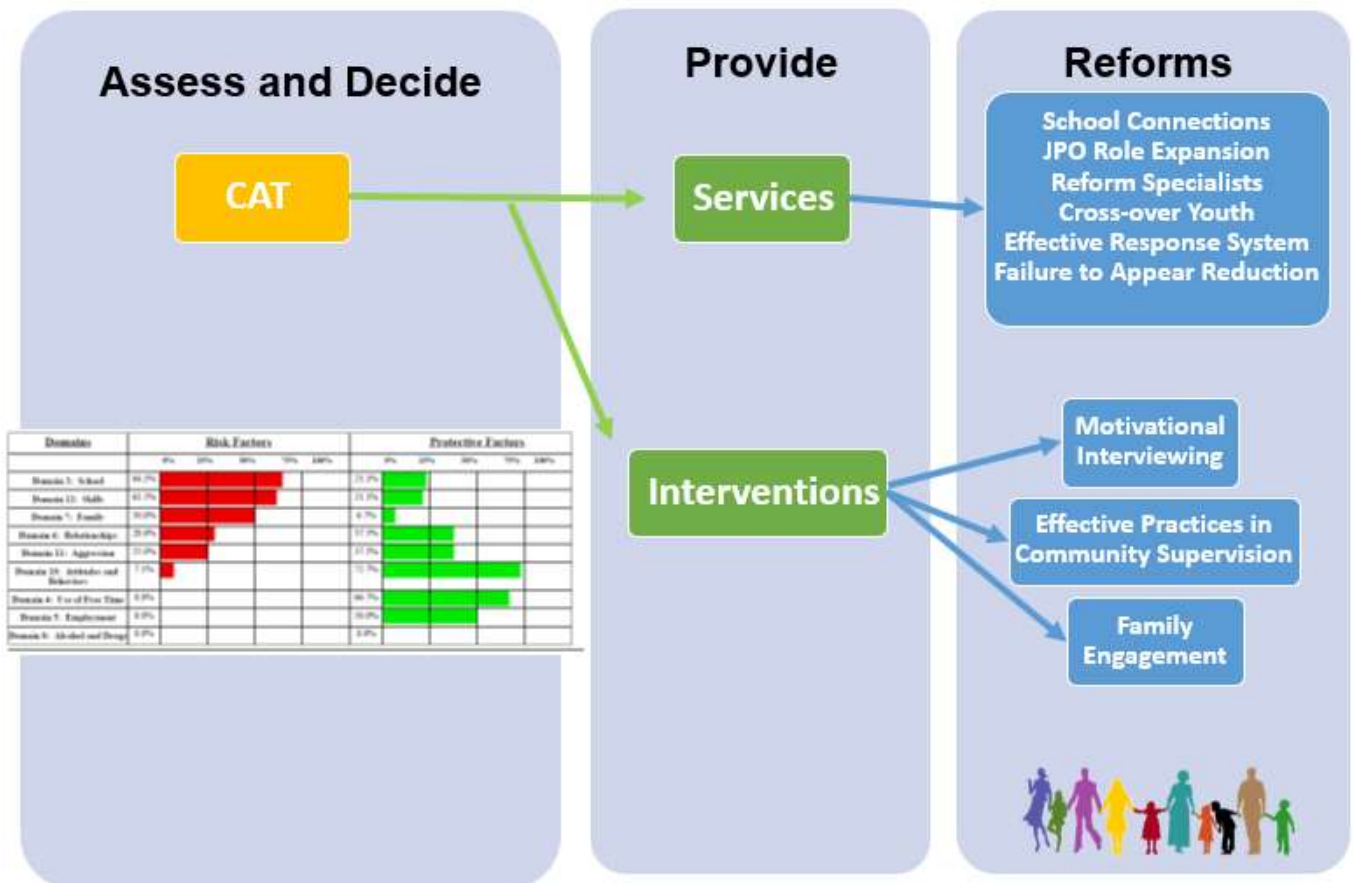
DJJ continually seeks alternatives to secure detention that are evidence-based or research-supported that effectively protect the public, appropriately hold youth accountable, and successfully support the rehabilitation of youth.

### *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 2018-19, over 35,000 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 the Juvenile Justice Information System.

Youth who commit minor offenses can receive alternative sanctions that still hold them accountable for their actions. If they are not arrested, they can receive a civil citation and be diverted from the juvenile justice system without a formal arrest record. If they are arrested, DJJ can recommend a program to divert them from further involvement in the juvenile justice system but still impose sanctions and provide services. 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 2018-19 was 1,178. The Department wants 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 implemented 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 all 20 judicial circuits.

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. On October 1, 2017, F.S. 987.27 went into effect, requiring all youth awaiting placement in a residential commitment program to await placement in secure detention. Prior to October 1, 2017, only those youth awaiting placements into secure residential commitment programs were typically held in secure detention until placed, and those youth awaiting placements in non-secure commitment could not be held in detention longer than 15 days.

Also, on October 1, 2017, F.S. 985.255, which created the Prolific Juvenile Offender (PJO) classification, went into effect. Youth are designated as PJOs if their offense history meets specific criteria for chronicity and seriousness, and also have an open felony charge. PJOs are required, per the new statute, to be held overnight in detention, and their stay may be extended at the discretion of the juvenile court.

### *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. 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.

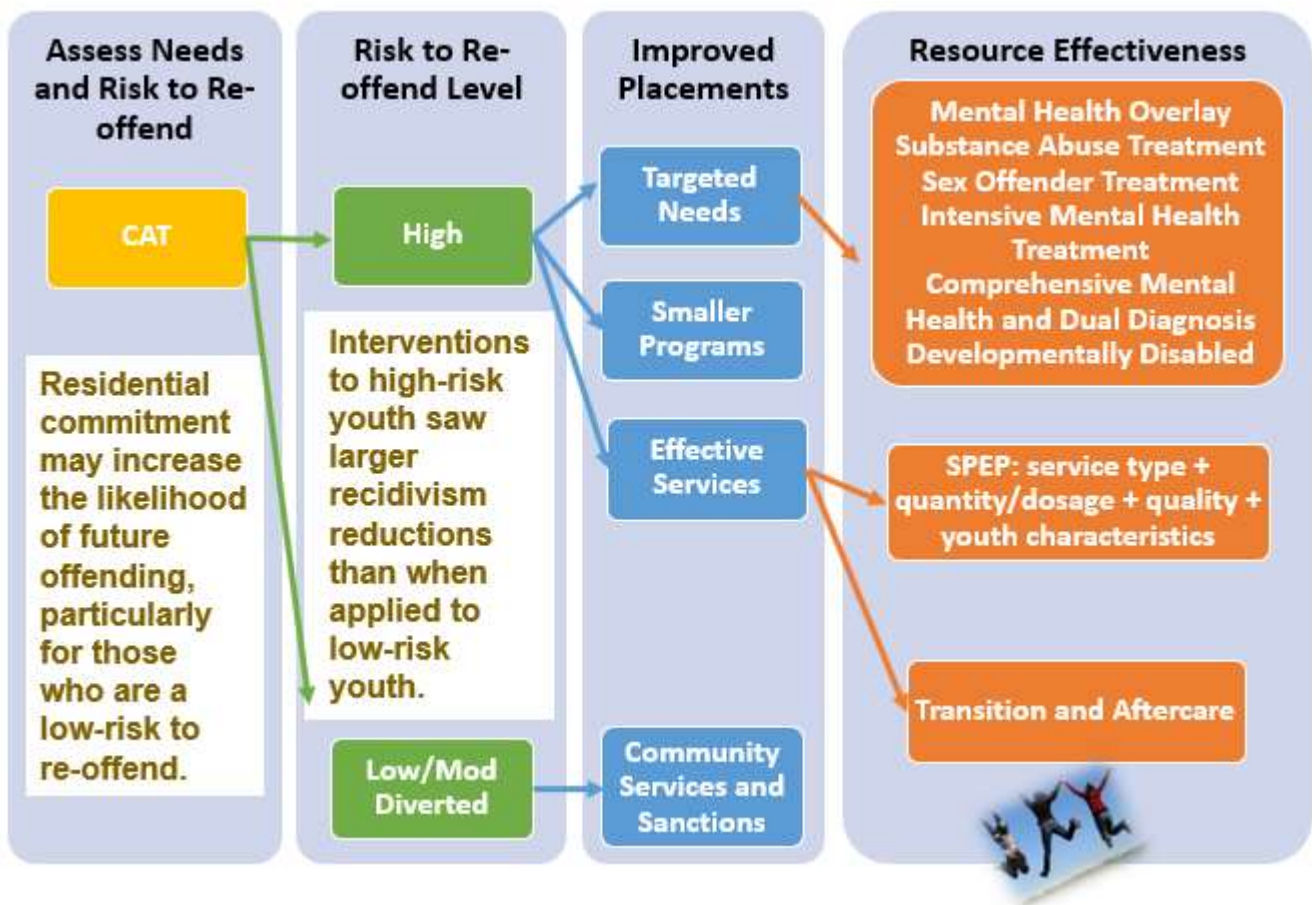
As part of DJJ's transition initiative, the needs of youth returning home following residential placement are identified through a validated needs assessment. DJJ continues to place emphasis on enhancing transitional services. As a whole, the transition and re-entry initiatives provide a model program 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 Chapter 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.



## *Education Services*

Education is paramount to successful outcomes for at-risk and delinquent youth. Ensuring quality education in all DJJ programs facilitates a seamless continuity of a youth's education as they successfully return to their home communities. 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 based on the requirements outlined in Chapter 1003.2, F.S., and Florida Administrative Code Rule 6A-6.05281. 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 2018-19 – Youth earned 418 GEDs, 76 standard diplomas.
  - FY 2018-19 – 1,944 youth earned industry-recognized certifications.
  - FY 2018-19 – 1,444 youth participated in Career and Technical Education programs.
- Establish multi-agency collaboration in the delivery of education services for at-risk youth.
  - FY 2018-19 – Successfully collaborated with DOE's Bureau of Exceptional Student Education to expand training for school district contract managers on expectations for contract monitoring and accountability measures.
  - FY 2018-19 – Successfully collaborated with Escambia, Pasco, Pinellas, and Palm Beach school districts and probation staff in Circuits 1, 6, and 15 to pilot the records upload module in Juvenile Justice Information System.

## *Staff Development and Training*

The Department of Juvenile Justice is committed to the well-being, safety and support of its youth and the families it serves. To accomplish this mission, the Department makes a concentrated effort to invest in the recruitment, retention and the overall success of its members. To this end, the Office of Staff Development & Training (SD&T) serves as the catalyst for providing the best in training solutions and services to all DJJ, providers, and non-direct care staff.

During FY 2018-19, SD&T restructured its platform to reflect its two primary focal points: Officer Training and Professional Development. DJJ's Officer Training consists of the Department's Juvenile Detention Officer (JDO) and Juvenile Probation Officer (JPO) Academies. These certification academies are held three and four weeks respectively throughout the state at three major colleges and select field DJJ offices/centers to including Hillsborough Community College, Valencia College, Broward College and the Florida Public Safety Institute (FPSI). The JDO and JPO Academies ensure that staff are effectively trained to mitigate risk and secure the safety of youth, staff, and communities in compliance with Florida Administrative Code, Rule 63H 1.001-.016, Basic Curricula Protective Action Response, and Rule 63H 2.001-.008, Direct Care Staff Training Rules. Additionally, members affiliated with the Right Interactions: Youth Engagement Model are impacted by these rules as part of the revised crisis intervention program and Universal Mandated Pre-Service trainings.

The second SD&T platform consists of professional development activities and training. Under this umbrella, staff take part in skill development, promotional opportunities and career path exercises. Both Officer Training and Professional Development activities combined make up the SD&T Systems Improvement Model. This model accounts for all SD&T's training initiatives to include: the 4-tiered Learning, Education, Action and Development (L.E.A.D.) Institute, succession planning dashboard, talent management practices, leadership competencies, JPO/JDO Academies, Right Interactions, and support programs such as the Certified Public Managers (CPM) Systems Improvement Training (CSIT). In an effort to maximize the use of over 125 DJJ CPM graduates, CSIT serves as an ongoing program that helps accomplish DJJ's strategic goals, find solutions to mission critical tasks, provides an internal management resource, and capitalize on the retention of institutional knowledge.

## In Summary

Governor DeSantis FY 2019-20 "Bold Vision for a Brighter Future" included critical issues for the Department and all were funded by the Legislature including:

- \$7.5 million to make critical repairs and renovations to juvenile facilities;
- \$4.3 million to improving staffing and evidence-based services in residential programs;
- \$3.2 million to provide intensive community-based supervision for youth placed in programs that will serve as alternatives to secure detention;
- \$1.1 million and 10 positions to improve contract monitoring and oversight of DJJ programs; and,
- \$11.4 million for the continuation and expansion of early intervention programs. The Florida Legislature appropriated more than \$592 million for the Department's overall budget, an overall increase of 3.0% from last fiscal year's budget.

As outlined in the *Roadmap*, the strategy for DJJ, and ultimately the State of Florida is to continue to provide a continuum of services that is data and evidence-based to accurately assess, dispose, treat and serve youth in the most appropriate, least restrictive, trauma-informed environment. From a community safety, human-service, and a cost perspective, Florida youth, families and communities are best served by a carefully planned, integrated model of graduated sanctions for youth involved in serious and violent offenses as determined by each youth's risk to public safety and the availability of community resources. Implementation of the Department's goals will contribute to development of better community-based alternatives for low-and moderate-risk juvenile offenders, improve the effectiveness of programs for those youth who are in custody and care and improve the prospects for all youth in the state, and ultimately increase public safety.

## Potential Legislative Policy Changes

---

None at this time.

## Potential Department Policy Changes

---

None at this time.

## 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.

**CPM Systems Improvement Training Workgroup (CSIT):** The purpose of this workgroup is to engage past and present DJJ graduates of the Certified Public Management (CPM) program in problem solving activities that address mission critical tasks, strategic initiatives, and provide solutions to system improvement processes.

**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.

**Information Technology Steering Committee (ITSC):** The purpose of the Information Technology Steering Committee is to review IT Project Proposals and IT Project Charters which impact DJJ. It makes recommendations to the Executive Leadership Team (a group of DJJ executives which includes the DJJ Secretary and his/her designee and appointees as defined in the Information Technology Resource Planning and Management Procedures) on the prioritization and funding of the IT projects, and changes to the strategic direction and policies for the Department's use of Information Technology.

**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. Maintenance is on-going, 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 FY 2013-14. PREA audits were initiated in accordance with federal standards in the latter part of FY 2013-14 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.

**Reducing Isolation in Youth Facilities (RIYF):** The purpose of this project was to reduce the number and duration of confinements within detention centers. The FDJJ, specifically detention services, was one of four cohorts that participated in a 2018 Reducing Isolation in Youth Facilities (RIYF) technical assistance project offered through the Council of Juvenile Correctional Administrators. Hillsborough and Leon Regional Juvenile Detention Centers participated in the project. The department has decided to continue with the project and plans are underway to expand the project to additional centers.

**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: <b>Juvenile Justice</b>	Department No.: <b>80</b>
-------------------------------------	---------------------------

Program: <b>Juvenile Detention</b>	Code: <b>80400000</b>			
Service/Budget Entity: <b>Detention Centers</b>	Code: <b>80400100</b>			
Approved Performance Measures for FY 2018-19	Approved Prior Year Standard FY 2018-19	Prior Year Actual FY 2018-19	Approved Standards for FY 2019-20	Requested FY 2020-21 Standard
1. Percentage of youth who remain crime-free while in state-operated secure detention	98%	98%	98%	98%
2. Number of escapes from state-operated secure detention facilities	0	2	0	0
3. Number of youth-on-youth batteries per every 1000 youth served daily in state-operated secure detention	0.3	.14	0.3	0.3
4. Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention	0.3	.12	0.3	0.3
5. Average daily population for state-operated secure detention	1,350	909	1,350	1243

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
-------------------------------------	---------------------------

Program: <b>Probation and Community Corrections</b>	Code: <b>80700000</b>			
Service/Budget Entity: <b>Community Supervision</b>	Code: <b>80700700</b>			
Approved Performance Measures for FY 2018-19	Approved Prior Year Standard FY 2018-19	Prior Year Actual FY 2018-19	Approved Standards for FY 2019-20	Requested FY 2020-21 Standard
6. Percentage of youth who remain crime-free during aftercare supervision	75%	65%	75%	72%
7. Percentage of youth who remain crime-free one year after release from aftercare supervision	78%	70%	78%	75%
8. Average daily population for home detention	1,724	845	1,724	1,724
9. Percentage of youth who remain crime-free one year after release from probation	86%	81%	86%	81%
10. Average number of youth served by Juvenile Probation Officer	41.5	34	41.5	34
11. Number of youth court ordered to probation supervision	11,280	9,761	11,280	10,000
12. Number of youth served by the Redirection Program	939	1,178	939	1,178
13. Percentage of youth who remain crime-free one year after release from the Redirection program	68%	65%	68%	65%
14. Percent of youth who remain crime-free one year after release probation day treatment	70%	65%	70%	65%

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
-------------------------------------	---------------------------

Program: <b>Probation and Community Corrections</b>	Code: <b>80700000</b>			
Service/Budget Entity: <b>Community Interventions and Services</b>	Code: <b>80700800</b>			
Approved Performance Measures for FY 2018-19	Approved Prior Year Standard <b>FY 2018-19</b>	Prior Year Actual <b>FY 2018-19</b>	<b>Approved</b> Standards for <b>FY 2019-20</b>	<b>Requested</b> <b>FY 2020-21</b> Standard
15. Number and percentage of referrals that are school related	7,424 – 11%	8,142 – 15%	7,424 - 11%	7,424 - 11%
16. Number of youth received at intake	35,506	31,404	35,506	31,404
17. Percent of youth who remain crime-free one year after release from diversion	87%	88%	87%	88%
18. Number of youth served by civil citation or other similar diversionary program	13,135	14,731	13,135	14,731
19. Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program	96%	95%	96%	95%
20. Number of youth diverted from court	13,895	11,931	13,895	11,931

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
-------------------------------------	---------------------------

Program: <b>Office of the Secretary/Assistant Secretary for Administration</b>	Code: <b>80750000</b>			
Service/Budget Entity: <b>Executive Direction and Support Services</b>	Code: <b>80750100</b>			
Approved Performance Measures for FY 2018-19	Approved Prior Year Standard <b>FY 2018-19</b>	Prior Year Actual <b>FY 2018-19</b>	Approved Standards for <b>FY 2019-20</b>	Requested <b>FY 2020-21</b> Standard
21. Total collections of statutorily mandated maintenance fees	\$850,000	\$647,988	\$850,000	\$850,000
Service/Budget Entity: <b>Information Technology</b>	Code: <b>80750200</b>			
Approved Performance Measures for FY 2018-19	Approved Prior Year Standard <b>FY 2018-19</b>	Prior Year Actual <b>FY 2018-19</b>	Approved Standards for <b>FY 2019-20</b>	Requested <b>FY 2020-21</b> Standard
22. 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: <b>Juvenile Justice</b>	Department No.: <b>80</b>
-------------------------------------	---------------------------

<b>Program: Residential Corrections</b>	<b>Code: 80800000</b>			
<b>Service/Budget Entity: Residential Corrections Program</b>	<b>Code: 80800000</b>			
Approved Performance Measures for FY 2018-19	Approved <b>Prior</b> Year Standard <b>FY 2018-19</b>	<b>Prior Year</b> Actual <b>FY 2018-19</b>	<b>Approved</b> Standards for <b>FY 2019-20</b>	<b>Requested</b> <b>FY 2020-21</b> Standard
23. 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%	25%	85%	85%

<b>Program: Residential Corrections</b>	<b>Code: 80800000</b>			
<b>Service/Budget Entity: Non-Secure Residential</b>	<b>Code: 80800100</b>			
Approved Performance Measures for FY 2018-19	Approved <b>Prior</b> Year Standard <b>FY 2018-19</b>	<b>Prior Year</b> Actual <b>FY 2018-19</b>	<b>Approved</b> Standards for <b>FY 2019-20</b>	<b>Requested</b> <b>FY 2020-21</b> Standard
24. Percentage of youth who remain crime-free one year after release from non-secure commitment	60%	53%	60%	60%

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
-------------------------------------	---------------------------

Program: <b>Residential Corrections</b>	Code: <b>80800000</b>			
Service/Budget Entity: <b>Non-Secure Residential</b>	Code: <b>80800100</b>			
Approved Performance Measures for FY 2018-19	Approved Prior Year Standard FY 2018-19	Prior Year Actual FY 2018-19	Approved Standards for FY 2019-20	Requested FY 2020-21 Standard
25. Number of escapes from non-secure residential commitment programs	60	31	60	58
26. Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.24	0.13	0.13
27. Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment	0.23	0.21	0.23	0.23
28. Total number of youth served in non-secure residential commitment	3,923	3,054	3,923	3,923
29. Average daily population of youth served in non-secure residential commitment	2,015	1,213	2,015	2,015
30. Number of non-secure residential commitment beds on line	2,048	1,526	2,048	2,048
31. Number of youth receiving substance abuse treatment in non-secure residential commitment	1,827	1,809	1,827	1,827



## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
-------------------------------------	---------------------------

Program: <b>Residential Corrections</b>	Code: <b>80800000</b>			
Service/Budget Entity: <b>Secure Residential Commitment</b>	Code: <b>80800200</b>			
Approved Performance Measures for FY 2018-19	Approved Prior Year Standard FY 2018-19	Prior Year Actual FY 2018-19	Approved Standards for FY 2019-20	Requested FY 2020-21 Standard
32. Percentage of youth who remain crime-free one year after release from secure residential commitment	63%	57%	63%	63%
33. Total number of youth served in secure residential commitment	1,243	1,213	1,243	1,243
34. Number of secure residential commitment beds on line	963	728	963	963
35. Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,074	675	1,074	1,074
36. Rate of incidents involving youth-on-youth batteries per every 1000 youth served daily in secure residential commitment	0.13	0.19	0.13	0.13
37. Rate of incidents involving youth-on-staff batteries per every 1000 youth served daily in secure residential commitment	0.28	0.28	0.28	0.28
38. Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=794 Max=169	High=474 Max=126	High=794 Max=169	High=794 Max=169
39. Number of escapes from secure residential commitment programs	0	0	0	0

## LRPP Exhibit II - Performance Measures and Standards

Department: <b>Juvenile Justice</b>	Department No.: <b>80</b>
-------------------------------------	---------------------------

Program: <b>Prevention and Victim Services</b>	Code: <b>80900000</b>			
Service/Budget Entity: <b>Delinquency Prevention and Diversion</b>	Code: <b>80900100</b>			
Approved Performance Measures for FY 2018-19	<b>Approved Prior Year Standard FY 2018-19</b>	<b>Prior Year Actual FY 2018-19</b>	<b>Approved Standards for FY 2019-20</b>	<b>Requested FY 2020-21 Standard</b>
40. Percentage of youth who remain crime-free six months after completing prevention programs	87%	95%	87%	87%
41. Number of youth served through delinquency prevention programs	26,000	31,646	26,000	26,000
42. Percentage of youth who remain crime-free while receiving prevention services	95%	98%	95%	95%
43. Percentage of programs that operate at 100% of contracted capacity	95%	92%	95%	90%



## **LRPP Exhibit III**

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

# LRPP Exhibit III: Performance Measure Assessment

**Department:** Juvenile Justice  
**Program:** Juvenile Detention  
**Service/Budget Entity:** Detention Centers/80400100  
**Measure:** Number of Escapes from State-Operated Secure Detention Facilities

**Action:**

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

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

**Factors Accounting for the Difference:**

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

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

**Explanation:** Two detention centers had an escape this fiscal year. In both instances, one youth escaped. One incident involved a potential ICE youth. In both instances, staff did not follow policy.

Both escapes involved failure of facility security measures. One youth escaped under a fenced gate that did not have a concrete runner that prevents the bottom of the fence from being raised. The other youth escaped through an intake door where a locking mechanism failed.

**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)

The Department has corrected the security measures that failed during the escapes. The Department has also instituted re-training for all staff on security related measures.

**Recommendations:** The Department recommends this standard remain the same.

# LRPP Exhibit III: Performance Measure Assessment

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,350	909	Under	33%

**Factors Accounting for the Difference:**

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

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

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

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

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

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

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

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department requested an adjustment to this standard as a result of HB 7059/Chapter Law 2017-164 which became effective October 1, 2017. This bill requires all youth awaiting placement in a residential commitment program to await placement in secure detention.

Prior to October 1, only those youths awaiting placements into high risk or maximum risk commitment programs were held in secure detention until placed, and those youth awaiting placements in non-secure commitment could not be held in detention longer than 15 days. The projected increase is approximately 300 youths per day. These numbers were not realized. For FY 2019-20, the Department’s standard for "Average daily population for state-operated secure detention will be changed to 1,243 due to a re-configuration of the capacities of our 21 detention centers.

# 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
75%	65%	Under	14.3%

**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:** Upon release from residential services, these 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 requests this standard be changed to 72% for FY 2020-21.

# 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 one year after release from aftercare supervision

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
78%	70%	Under	8%

**Factors Contributing to the Difference:**

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

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

**Explanation:** Upon release from aftercare services, these youth are much more likely to recidivate on than the lower risk youth discharged from probation.

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

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

**Explanation:**

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

- Training  Technology
- Personnel  Other (Identify)

**Explanation:** The Department has implemented community-based transitional services, specifically vocational and educational services, employment training, job placement, as well as mentoring and transportation services to youth on aftercare (i.e. post commitment supervision) 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 requests this standard be changed to 75% for FY 2020-21.

# LRPP Exhibit III: Performance Measure Assessment

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

**Action:**

- Performance Assessment of Outcome Measure
- 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
1,724	845	Under	68.4%

**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:** Fewer youth arrest during FY 2017-18 means that fewer youth were placed in a detention status, which is positive for the agency.

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

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department recommends this standard remain unchanged.



# 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 one year after release from probation.

**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
86%	81%	Under	5%

**Factors Contributing to the Difference:**

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

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

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

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

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

**Explanation:** The Department has performed very well on this standard for several years now, and as a result overreached at 86%.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Explanation:**

**Recommendations:** The Department recommends changing this standard to 81% for FY 2020-21.

# LRPP Exhibit III: Performance Measure Assessment

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

**Action:**

- Performance Assessment of Outcome Measure
- 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
41.5	34	Under	20%

**Factors Contributing to the Difference:**

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

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

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

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

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

**Explanation:** Fewer youth are entering the juvenile justice system. Therefore, the number of youth assigned to probation has decreased. In addition, the Department utilizes civil citation and other diversionary services for the supervision of our lowest risk youth who might otherwise be placed on probation if these pre-arrest/diversion services were not in place.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Explanation:**

**Recommendations:** The Department recommends changing this standard to 34 for FY 2020-21.

# LRPP Exhibit III: Performance Measure Assessment

**Department:** Juvenile Justice  
**Program:** Probation and Community Corrections  
**Service/Budget Entity:** Community Supervision/80700700  
**Measure:** Number of youth court ordered to probation supervision

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
11,280	9,761	Under	14.4%

**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:**

**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 probation dispositions can be attributed to 1.) An overall reduction in youth arrests and 2.) An increased focus on diversionary programming, such as civil citation. Fewer youth are coming into the system, and of those entering, more are being diverted on the front-end. This is a positive for the agency.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department recommends changing this standard to 10,000 FY 2020-21.

# 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 one year after release from the Redirection program

**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
68%	65%	Under	3%

**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:**

**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:** Youth receiving Redirection services are not front-end youth or low-risk offenders. Rather, they are high-risk/ high-need offenders and are therefore more likely to re-offend.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department recommends changing this standard to 65% for FY 2020-21.

# 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 one year after release from probation day treatment

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
70%	65%	Under	5%

**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:**

**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:** Youth receiving Day Treatment services are not front-end youth or low-risk offenders. Rather, they are high-risk/ high-need offenders and are therefore more likely to re-offend during and after release from supervision.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Explanation:** To address the poor performance, the Department is currently in the process of procuring new day treatment services, statewide. The new day treatment services will include heavy supervision and intervention case management services for the high-risk to re-offend population.

**Recommendations:** The Department recommends changing this standard to 65% for FY 2020-21.

# 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 received at intake

**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
35,506	31,404	Under	12%

**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:**

**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 reduction can be attributed to the overall reduction in juvenile crime, statewide. Additionally, the reduction in intake referrals can be attributed to the Department’s greater emphasis on utilizing pre-arrest services, such as civil citation, and other diversionary programming for first-time offenders. This is a positive for the agency.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department recommends changing this standard to 31,404 for FY 2020-21.

# LRPP Exhibit III: Performance Measure Assessment

**Department:** Juvenile Justice  
**Program:** Probation and Community Corrections  
**Service/Budget Entity:** Community Interventions and Services/80700800  
**Measure:** Percentage of youth who remain crime-free one year after release from civil citation or other similar diversionary program

**Action:**

- Performance Assessment of Outcome Measure
- 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
96%	95%	Under	1%

**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:** The slight decrease cannot be contributed to any specific thing other than the Department setting a performance standard too high.

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

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

**Explanation:**

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department recommends changing this standard to 95% for FY 2020-21.

# 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
13,895	11,931	Under	14.13%

**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:**

**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. Additionally, fewer arrests means fewer youth being placed into a diversion program. Finally, the increased use in pre-arrest services, such as civil citation has led to fewer youth coming into the system.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department recommends changing this standard to 11,931 for FY 2020-21.



# 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	\$647,988	Under	24%

**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 2018-19 collections decreased 4% from FY 2017-18. This decrease coincides with a decrease in actual billings to parents/guardians. For FY 2018-19, actual billings were down 8% from FY 2017-18. The decline is a result of previous changes in 985.441, F.S., concerning the manner in which youth are charged with a misdemeanor after adjudication by the courts. This change has resulted in fewer secure detention facility commitments which bill at \$5.00 per day to more supervised release detention, probation, or other supervision status with the department, or committed to the minimum risk nonresidential restrictiveness level sentences which bill at \$1.00 per day. This resulted in a lesser amount billed per month during FY 2018-19.

**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 2020-21.

# LRPP Exhibit III: Performance Measure Assessment

**Department:** Juvenile Justice  
**Program:** Residential Corrections Program  
**Service/Budget Entity:** Residential Corrections Program/80800000  
**Measure:** Percentage of residential commitment programs reviewed by the Bureau of Quality Improvement during the fiscal year that will have zero (0) "failed" indicators and no more than one (1) "limited critical" indicator on all applicable indicators reviewed

**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
85%	25%	Under	60%

**Factors Accounting for the Difference:**

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

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

**Explanation:** The previous estimate was incorrect.

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

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

**Explanation:** The change in performance is due to an increase in the number of deficiencies identified across all residential programs reviewed. Contracted providers may have experienced staffing turnover and shortages, which could contribute to program performance in all of the quality improvement categories monitored. In FY 2017-18, there were 47 total programs reviewed, of which only 27 programs met the Approved Standard for this measure, which resulted in 57% of the programs monitored meeting this Approved Standard. In FY 2018-19, there were 48 programs reviewed, of which 12 programs—or 25%—met this measure. This is a 32% decrease over the previous year.

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

- Training  Technology
- Personnel  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 residential commitment

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
60%	53%	Under	7%

**Factors Accounting for the Difference:**

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

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

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

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

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

**Explanation:** The youth who are accounted for in this measure are those who completed residential commitment in FY 2017-18. This measure comes from FY 2018-19 documenting the youth did not re-offend one-year post commitment.

The proper delivery of evidence-based delinquency treatments to youth in residential commitment has been proven to reduce recidivism. In FY 2013-14, the Department began including in every residential contract the requirement to provide each youth with evidence-based delinquency interventions, mental health treatment, and substance abuse treatment services. Each delinquency intervention or treatment services is delivered based upon the youth’s individually-assessed needs. Further, the Department mandated 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). Each program is reviewed by approved measures captured in the Standardized Program Evaluation Protocol (SPEP) which is an ongoing evaluation to determine if a program is properly delivering the necessary treatment dosage to a youth. 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 providers to continually address each youth’s risk and protective factors using the Residential Assessment for Youth (RAY), which is an instrument to

assist in the identification of a youth's criminogenic risks and needs. The RAY instrument also guides in the development of the youth's individual treatment plan, and then re-assesses the youth's treatment progress while in the program. The RAY 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 RAY" 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 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 to address each youth's individually-assessed needs. The Department will continue requiring 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 RAY assessments to each youth. In addition, the Department's Office of Technical Assistance will continue training provider staffs on the proper use of the EBS Module. The Office of Residential Services (ORS) made JJIS enhancements to ensure the youth's appropriate needs are addressed while in the program. This should increase the number of youth who receive the appropriate duration and dosage of their needed interventions/treatment. 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 2019-20.

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
60	31	Under	48%

**Factors Accounting for the Difference:**

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

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

**Explanation:** The number of escapes for FY 2018-19 (31) is 48% less than the Approved Standard which is a positive outcome.

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

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

**Explanation:** The number of youth who escaped from non-secure residential commitment reduced by 14% from FY 2017-18. The Office of Residential Services (ORS) conducted an analysis of supporting factors which could have contributed to the escape. This information was shared with the residential provider’s in efforts to better collaborate to reduce the overall number of escapes.

**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 who have an escape and address the circumstances contributing to an escape. The Department will continue to hold providers accountable when an escape occurs. Policy FDJJ-2000 was revised in FY 2018-19 outlining the financial consequences to residential providers in the event of an escape.

Further, the Department will continue monitoring programs to make sure each staff member is properly trained in youth supervision and behavioral modification techniques in efforts to prevent escapes. The Department will continue the practice of adjusting a program’s monitoring frequency as needed. Since the number of escapes was less than the Approved Standard, the Department recommends lowering the Approved Standard to 58 for this measure in FY 2019-20.

# 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 1,000 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	0.24	Over	46%

**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 rate in this performance measure for FY 2018-19 (0.24) is 46% more than the Approved Standard which is a negative 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 a contributing factors to program security. The Department has also created and is in the process of implementing a new physical intervention curriculum to assist in the de-escalation of youth behavior. The new model will focus on crisis prevention and attempting to prevent violent incidents, prior to them occurring.

**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 who have incidents of batteries and address with the private provider the circumstances contributing to the battery. The Department will continue monitoring each program’s vacancies and when necessary conduct an assessment of any individual incident. Further, the Department will continue monitoring programs to make sure that each staff member is properly trained in youth supervision, physical intervention model, 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 of 0.13 for this performance measure in FY 2019-20.

# 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 1,000 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	0.21	Under	9%

**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 rate in this performance measure for FY 2018-19 (0.21) 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 a contributing factors to program security. The Department has also created and is in the process of implementing a new physical intervention curriculum to assist in the de-escalation of youth behavior. The new model will focus on crisis prevention and attempting to prevent violent incidents, prior to them occurring.

**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 who have incidents of batteries and address with the private provider the circumstances contributing to the battery. The Department will continue monitoring each program’s vacancies and when necessary conduct an assessment of any individual incident. Further, the Department will continue monitoring programs to make sure that each staff member is properly trained in youth supervision, physical intervention model, 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 of 0.23 for this performance measure in FY 2019-20.

# 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	3,054	Under	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:** 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:** In FY 2018-19, the average weekly number of youth (combined non-secure and secure commitments) awaiting commitment placement was 98 and the average weekly number of reserved placements was 53, which is not captured in the “total number of youth served” for this measure.

**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 2019-20 Approved Standard based upon analyses, if deemed appropriate.



# 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	1,213	Under	39%

**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:** J The average daily population of youth in non-secure commitment in FY 2017-18 was 1,263, while in FY 2018-19, that number was 1,213, representing a 4% decrease 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 90% for FY 2018-19.

**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 could 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 2019-20 Approved Standard based upon analyses, if deemed appropriate.

# 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
2,020	1,526	Under	24%

**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 need 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. The average utilization rate of the beds on line in non-secure commitment was 90% for FY 2018-19.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department will continue to use a procurement 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 2019-20 based upon analyses, if deemed appropriate.

# LRPP Exhibit III: Performance Measure Assessment

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,827	1,809	Under	1%

**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 Department uses a trend analysis to estimate the number of youth in non-secure commitment who may need substance abuse treatment services. 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 2019-20 Approved Standard based upon analyses, if deemed appropriate.

# 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%	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 2017-18. This measure comes from FY 2018-19 documenting the youth did not re-offend one-year post commitment.

The proper delivery of evidence-based delinquency treatments to youth in residential commitment has been proven to reduce recidivism. In FY 2013-14, the Department began including in every residential contract the requirement to provide each youth with evidence-based delinquency interventions, mental health treatment, and substance abuse treatment services. Each delinquency intervention or treatment services is delivered based upon the youth’s individually-assessed needs. Further, the Department mandated 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). Each program is reviewed by approved measures captured in the Standardized Program Evaluation Protocol (SPEP) which is an ongoing evaluation to determine if a program is properly delivering the necessary treatment dosage to a youth. 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 providers to continually address each youth's risk and protective factors using the Residential Assessment for Youth (RAY), which is an instrument to assist in the identification of a youth's criminogenic risks and needs. The RAY instrument also guides in the development of the youth's individual treatment plan, and then re-assesses the youth's treatment progress while in the program. The RAY 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 RAY" 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):

Training

Technology

Personnel

Other (Identify)

**Recommendations:** The Department will continue requiring each program to provide evidence-based delinquency interventions, mental health treatment, and substance abuse treatment services to address each youth's individually-assessed needs. The Department will continue requiring 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 RAY assessments to each youth. In addition, the Department's Office of Technical Assistance will continue training provider staffs on the proper use of the EBS Module. The Office of Residential Services (ORS) made JJIS enhancements to ensure the youth's appropriate needs are addressed while in the program. This should increase the number of youth who receive the appropriate duration and dosage of their needed interventions/treatment. These program practices are designed to reduce recidivism and make it feasible to achieve the goal that 63% of youth will be crime free one year after release from residential commitment. Therefore, the Department recommends maintaining the current Approved Standard for FY 2019-20.

# LRPP Exhibit III: Performance Measure Assessment

**Department:** Juvenile Justice  
**Program:** Residential Corrections  
**Service/Budget Entity:** Secure Residential/80800200  
**Measure:** Total number of youth served 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
1,243	1,213	Under	2%

**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:** In FY 2018-19, the average weekly number of youth (combined non-secure and secure commitments) awaiting commitment placement was 98 and the average weekly number of reserved placements was 53, which is not captured in the “total number of youth served” for this measure.

**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 secure commitment could 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 2019-20 Approved Standard based upon analyses, if deemed appropriate.

# 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
935	728	Under	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:** 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 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. The average utilization rate of the beds on line in high-risk commitment was 86% and in maximum-risk commitment the average was 83% for FY 2018-19.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** The Department will continue to use a procurement 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 2019-20 based upon analyses, if deemed appropriate.

# 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 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
1,074	675	Under	37%

**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 Department uses a trend analysis to estimate the number of youth in secure commitment who may need substance abuse treatment services. 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 2019-20 Approved Standard based upon analyses, if deemed appropriate.



# LRPP Exhibit III: Performance Measure Assessment

**Department:** Juvenile Justice  
**Program:** Residential Corrections  
**Service/Budget Entity:** Secure Residential/80800200  
**Measure:** Rate of incidents involving youth-on-youth batteries per every 1,000 youth served daily in secure residential commitment

**Action:**

- Performance Assessment of Outcome Measure
- 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	0.19	Over	32%

**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 rate in this performance measure for FY 2018-19 (0.19) is 32% more than the Approved Standard which is a negative 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 a contributing factors to program security. The Department has also created and is in the process of implementing a new physical intervention curriculum to assist in the de-escalation of youth behavior. The new model will focus on crisis prevention and attempting to prevent violent incidents, prior to them occurring.

**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 who have incidents of batteries and address with the private provider the circumstances contributing to the battery. The Department will continue monitoring each program’s vacancies and when necessary conduct an assessment of any individual incident. Further, the Department will continue monitoring programs to make sure that each staff member is properly trained in youth supervision, physical intervention model, 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 of 0.13 for this performance measure in FY 2019-20.

# 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=766 Max=169	High=474 Max=126	High Under Max Under	High=38% Max=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. 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:** The average utilization rate of the high-risk commitment beds on line FY 2018-19 was 86% in high-risk and 83% in maximum-risk.

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:** 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 2019-20 Approved Standard based upon analyses, if deemed appropriate.

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

Approved Standard	Actual Performance	Difference (Over/Under)	Percentage Difference
95%	92%	Under	3%

**Factors Accounting for the Difference:**

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

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

**Explanation:** The Office of Prevention’s current approved standard for program operations current establishes goal that at least 95% programs operate at 100% of contracted service capacity. Prior to FY 2016-17, Prevention either met or exceeded this standard. During FY 2016-17, Prevention achieved about 92% success missing our goal by 3%. The past FY 2017-18 Prevention achieved 88% success in this goal representing a 4% decline from the previous year. Factors contributing to this decline include:

- **levels of inexperience in providers:** Most prevention providers are doing business with the State of Florida for the first time. The inexperience of providers has contributed largely to underperformance.
- **Cumbersome onboarding processes:** Efforts were developed following the last reporting year and while increased training and technical assistance was provided, there is in many instances a period of 2-3 months following the start of a contract before providers reach maximum performance based on their contract.
- **Programs failing to meet the targeted needs:** With the onboarding sometimes extending 2-3 months for new providers, the identification of needs is sometimes discovered during the 5-to-6-month service period (mid-contract). This requires the provider to change recruiting methods and the program structure during critical reporting and service delivery times.
- **Inconsistencies in measuring components:** While the standard requires the office to report on the number of youth served, many contracts were converted to record the number of slots served. It is understood that some levels of program performance may have been lost in the translation of slots to youth served. This item was noted during the previous fiscal year. Though newer contracts are recording the number of youth served, many of the services referenced during this report were converted from slots.

**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:** Staffing challenges are persistent in the structure of many of Preventions smaller providers. While many of the smaller providers operate with a staffing base of 5 or less, one program vacancy can have dramatic effects on service delivery.

The Office of Prevention also found many providers in their first contract year of operation struggle to complete Motivational Interviewing and Prevention Assessment Tool training in a timely manner, all of which are required prior to service delivery. The lack of completing the trainings affects the provider's ability to gain access to DJJ's online database.

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

Training

Technology

Personnel

Other (Identify)

**Recommendations:** The Office of Prevention recommends that the benchmark of programs achieving 100% be set to 90%. This will account and take in consideration the startup and/or onboarding process required to be completed by new contract providers.

Internally and in conjunction with Shared Services and Contract Administration, the Office of Prevention is reviewing ways of strengthening the on-boarding process to increase the availability of initial trainings shortening the time to needed to complete pre-servicing requirements.

Consideration is also given to the measures for calculating program service data. The outcome measures for this standard is measured by the number of youth served while contracts with providers are read as the number of slots served. More clarity can be brought to this process by aligning the contracting process with outcome reporting.



## **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 and 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 and Data Integrity and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and 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 and 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 and 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 and Data Integrity and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services through its participation in the Department's Data Integrity Workgroup, has drafted policy and 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 and 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 and Data Integrity staff, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of the Office of Research and Data Integrity and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for anomalous records, outliers, and erroneous entries. The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

The coding and syntax used to determine those youth whose placement dates show them in home detention between July 1 and June 30 of the fiscal year are written, reviewed, and double checked within the 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 data 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 and 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 and Data Integrity then extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records. The stability and accuracy of probation data is good and is improving. It may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

**Action** (check one):

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

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

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

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

## LRPP EXHIBIT IV: Performance Measure Validity and Reliability

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

**Measure:** Number of youth court ordered to probation supervision.

**Action** (check one):

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

**Data Sources and Methodology:** The data 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 and Data Integrity for any anomalous exceptions and shared with Probation and Community Corrections to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff trained by Data Integrity Officers under the direction of the 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 data source of information for this measure is the Juvenile Justice Information System (JJIS).

**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 data 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 data 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 youth 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 sources for this measure are 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 utilizes the agency business system ARMS to extract information and create 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, electronically or by mail.

**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 amended Florida Statutes 985.215 and 985.233 and Florida Statute 985.2311 was enacted to add supervision to the requirement to pay cost of care for children in DJJ programs. In July 2006, Florida Statute 985.2311 was renumbered to 985.039. Currently, parents/guardians are required to pay \$1 each day for supervised release detention, probation or other supervision status with the department, or committed to the minimum-risk non-residential restrictiveness level and \$5 each day when any child is placed into secure detention or placed on committed status and the temporary legal custody is placed with the department. The department may employ a collection agency for delinquent or unpaid accounts of 90 days or more.

**Reliability:** The reconciliation process with DFS records 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 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

**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 the 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 total 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 based on previously approved standards. The review process provides an evaluation of program practices, performance, contract compliance, and compliance with Department standards. The annual compliance review includes services delivered by the residential program as well as reviewing all educational services.

**Reliability:** Departmental Policy requires the successful completion of a two-day Certified Peer Reviewer Training by anyone who serves as an MQI peer reviewer. All monitors on an MQI review team must arrive at a consensus on every key indicator rating and conduct an exit conference with representatives from the program at the end of the annual compliance review. The use of department approved standards/indicators, standardized work papers, staff and youth interview questions, file review checklists, and observation guides helps ensure consistent and appropriate ratings. 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 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 completes 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/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 is 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 Central Communication Center (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 F.A.C. Rule 63F-11, to contact the CCC to report escape incidents. For each escape, an on-site review is conducted with program staff, regional directors and other appropriate regional staff to determine what factors may have contributed to the occurrence of the incident.

**Validity:** This outcome measure serves as a direct indicator of program success contributing to the advancement of the Department's mission. 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:** All incidents involving an escape are manually tracked as incidents occur by an ORS headquarters staff. This list is then verified against incident data collected in the CCC system, which is a component of the Juvenile Justice Information System (JJIS) maintained by the Department. 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 1,000 youth served daily in non-secure residential commitment

**Action** (check one):

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

**Data Sources and Methodology:** The data sources for this measure are the Central Communication Center (CCC) incident database maintained by the Office of Inspector General, and the Juvenile Justice Information System (JJIS), verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by F.A.C. Rule 63F-11, to contact the Department's CCC to report youth-on-youth battery incidents when any involved youth requires outside medical attention or is arrested for an offense involving physical violence. Youth placement information used to derive resident days is extracted from JJIS by the Office of Research & Data Integrity and incident information is extracted from the CCC incident database. The number of youth-on-youth batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used is as follows: (# of verified youth-on-youth batteries/365) / (Average Daily Population/1,000) = rate of incidents per 1,000 youth served daily.

**Validity:** This measure assists in the identification of a problem within a program as it relates to safety and security. This methodology is an 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 need technical assistance or corrective action to reduce the likelihood of youth-on-youth batteries in the facility.

**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 by ORS. 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, their supervisor, and ultimately headquarters staff. These checks help ensure the reliability of the data. The JJIS data is 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 youth-on-youth battery incident to the CCC, which is verified by ORI staff. That information is captured in the CCC 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 youth-on-youth 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 1,000 youth served daily in non-secure residential commitment

**Action** (check one):

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

**Data Sources and Methodology:** The data sources for this measure are the Central Communication Center (CCC) incident database maintained by the Office of Inspector General, and the Juvenile Justice Information System (JJIS), verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by F.A.C. Rule 63F-11, to contact the Department's CCC to report youth-on-staff battery incidents when any involved youth requires outside medical attention or is arrested for an offense involving physical violence. Youth placement information used to derive resident days is extracted from JJIS by the Office of Research & Data Integrity and incident information is extracted from the CCC incident database. The number of youth-on-staff batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used follows:  $(\# \text{ of verified youth-on-staff batteries} / 365) / (\text{Average Daily Population} / 1,000) = \text{rate of incidents per 1,000 youth served daily}$ .

**Validity:** This measure assists in the identification of a problem within a program as it relates to safety and security. This methodology is an 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 need technical assistance or corrective action to reduce the likelihood of youth-on-staff batteries in the facility.

**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. 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, their supervisor, and ultimately headquarters staff. These checks help ensure the reliability of the data. The JJIS data is 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 youth-on-staff battery incident to the CCC, which is verified by staff. That information is captured in the CCC 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 youth-on-staff 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 is 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 non-secure residential commitment programs as compared to the number of beds available for youth placement. Those numbers are tracked and updated to report the non-secure commitment beds on line and the utilization rate of those available resources. This is coordinated with the contracts unit within the ORS 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 non-secure residential commitment program provides substance abuse treatment services sends a report monthly, this report lists the youth who began treatment during any given month to the appropriate Regional Director of the Office of Residential Services (ORS). That data is transmitted to ORS headquarters who forwarded the information to the Office of Research and Data Integrity to compile for a statewide total. Each report provides the DJJ ID number of each youth, the youth's name, and the restrictiveness level of the program providing the service. 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 non-secure residential commitment program to the appropriate Residential Regional Director. That data is transmitted to ORS headquarters who forwarded the information to the Office of Research and Data Integrity to compile 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).

## 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 completes 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/prison. These youth are followed to determine whether they commit an offense within 12 months of the date that they were released from a secure commitment program. All youth who complete secure commitment are matched with DJJ, FDLE, and DOC databases to determine the number who remain crime-free for one year after adjudication, conviction, or disposition of adjudication withheld. The total number of youth who 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 is 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 secure residential commitment programs as compared to the number of beds available for youth placement. Those numbers are tracked and updated to report the secure commitment beds on line and the utilization rate of those available resources. This is coordinated with the contracts unit within the ORS 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 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:** Each non-secure residential commitment program that provides substance abuse treatment services sends a report monthly, which lists the youth who began treatment during any given month to the appropriate Regional Director of the Office of Residential Services (ORS). That data is transmitted to ORS headquarters who forward the information to the Office of Research and Data Integrity to compile for a statewide total. Each report provides the DJJ ID number of each youth, the youth's name, and the restrictiveness level of the program providing the service. The monthly reports are compiled into a single spreadsheet for quarterly and annual reporting. The spreadsheet is reviewed for duplicate DJJ ID numbers to ensure that a single youth is not counted multiple times. The reviewed 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 non-secure residential commitment program to the appropriate Residential Regional Director. That data is transmitted to ORS headquarters who forwarded the information to the Office of Research and Data Integrity to compile monthly. All data is compiled into quarterly and annual service summaries. The Office of Research and Data Integrity compares this information 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).



## 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 1,000 youth served daily in secure residential commitment

**Action** (check one):

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

**Data Sources and Methodology:** The data sources for this measure are the Central Communication Center (CCC) incident database maintained by the Office of Inspector General, and the Juvenile Justice Information System (JJIS), verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by F.A.C. Rule 63F-11, to contact the Department's CCC to report youth-on-youth battery incidents when any involved youth requires outside medical attention or is arrested for an offense involving physical violence. Youth placement information used to derive resident days is extracted from JJIS by the Office of Research & Data Integrity and incident information is extracted from the CCC incident database. The number of youth-on-youth batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used is as follows:  $(\# \text{ of verified youth-on-youth batteries} / 365) / (\text{Average Daily Population} / 1,000) = \text{rate of incidents per 1,000 youth served daily}$ .

**Validity:** This measure assists in the identification of a problem within a program as it relates to safety and security. This methodology is an 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 need technical assistance or corrective action to reduce the likelihood of youth-on-youth batteries in the facility.

**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 by ORS. 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, their supervisor, and ultimately headquarters staff. These checks help ensure the reliability of the data. The JJIS data is 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 youth-on-youth battery incident to the CCC, which is verified by ORS staff. The incident information is captured in the CCC database, which is then analyzed by ORS and extracted for reporting. Procedures for analysis are clearly outlined and meticulously followed by headquarters staff.

Multiple systems are in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting youth-on-youth 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 1,000 youth served daily in secure residential commitment

**Action** (check one):

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

**Data Sources and Methodology:** The data sources for this measure are the Central Communication Center (CCC) incident database maintained by the Office of Inspector General, and the Juvenile Justice Information System (JJIS), verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by F.A.C. Rule 63F-11, to contact the Department's CCC to report youth-on-staff battery incidents when any involved youth requires outside medical attention or is arrested for an offense involving physical violence. Youth placement information used to derive resident days is extracted from JJIS by the Office of Research & Data Integrity and incident information is extracted from the CCC incident database. The number of youth-on-staff batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000. The formula used follows:  $(\# \text{ of verified youth-on-staff batteries} / 365) / (\text{Average Daily Population} / 1,000) = \text{rate of incidents per 1,000 youth served daily}$ .

**Validity:** This measure assists in the identification of a problem within a program as it relates to safety and security. This methodology is an 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 need technical assistance or corrective action to reduce the likelihood of youth-on-staff batteries in the facility.

**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 by ORS. 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, their supervisor, and ultimately headquarters staff. These checks help ensure the reliability of the data. The JJIS data is 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 youth-on-staff battery incident to the CCC, which is verified by ORS staff. That information is captured in the CCC database, which is then analyzed by ORS for reporting. Procedures for analysis are clearly outlined and meticulously followed by headquarters staff.

Multiple systems are in place to ensure accuracy of JJIS data and the strict protocols for collecting and reporting youth-on-staff 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 is 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 Central Communication Center (CCC) incident database maintained by the Office of Inspector General, and the Juvenile Justice Information System (JJIS), verified by the Office of Residential Services (ORS) for annual analysis. All residential programs are mandated by F.A.C. Rule 63F-11, to contact the CCC to report escape incidents. For each escape, an on-site review is conducted with program staff, regional directors and other appropriate regional staff to determine what factors may have contributed to the incident.

**Validity:** This outcome measure serves as a direct indicator of program success contributing to the advancement of the Department's mission. This measure is useful as a management tool because it alerts headquarters to programs that may need 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:** All incidents involving an escape are manually calculated as incidents occur by a ORS headquarters staff. This list is then verified against incident data collected in the CCC system, which is a component of the Juvenile Justice Information System (JJIS) maintained by the Department. 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 IV: Performance Measure Validity and Reliability

**Department:** Juvenile Justice  
**Program:** Prevention and Victim Services  
**Service/Budget Entity:** Delinquency Prevention and Diversion/80900100  
**Measure:** Percentage of programs that operate at 100% of contracted capacity

**Action** (check one):

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

**Data Sources and Methodology:** Data on youth served in prevention programs is entered into the DJJ Juvenile Justice Information System (JJIS Prevention Web) by provider staff. The Florida Network of Youth and Family Services provide a data extract from NETMIS, a proprietary database. The number of youth served by delinquency prevention programs is based on an unduplicated count of youth served during the fiscal year (July 1-June 30). The Office of Research & Data Integrity conducts the outcome evaluation of these data.

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

**Validity:** The number of youth served compared to contracted youth to serve is an appropriate indicator that delinquency prevention programs are providing services pursuant to their grant or contract. It is also an appropriate indicator of the quantity of services provided and an indicator of the efficient use of funds.

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

Reliability of Florida Network's data is obtained through oversight and technical assistance to the providers. A series of monthly performance measurement reports are generated by the Office of Research & Data Integrity to help monitor data integrity. In addition, an exception report is generated, at least quarterly, to closely locate potential errors. The Office of Research & Data Integrity will also notify and assist the providers that have potential data problems to correct or to clarify any logical inconsistency and discrepancies. The stability and accuracy of the data provided are very good. It may be relied upon with a high degree of confidence as the basis for management decisions.

**Note:** Most definitions and analytical procedures are updated and documented in the Juvenile Justice Research and Evaluation Common Definitions document which is available on the Department's website:

<http://www.djj.state.fl.us/research/reports/reports-and-data/static-research-reports/comprehensive-accountability-report/common-definitions>





## **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 2019-20		Associated Activities Title
<b>Juvenile Detention Centers/80400100</b>			
1	Percentage of youth who remain crime free while in state-operated secure detention		ACT0510 Secure Supervision ACT0530 Mental Health Services
2	Number of escapes from state-operated 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 2019-20	Associated Activities Title
<b>Community Supervision/80700700</b>		
6	Percentage of youth who remain crime free during aftercare supervision	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0730 Transitional Services ACT0750 Sex Offender Treatment
7	Percentage of youth who remain crime free one year after release from aftercare supervision	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0730 Transitional Services ACT0750 Sex Offender Treatment
8	Average daily population for home detention	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided
9	Percentage of youth who remain crime-free one year after release from probation	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0730 Transitional Services ACT0750 Sex Offender Treatment
10	Average number of youth served daily by Juvenile Probation Officer	ACT0610 Counseling and Supervision – State Provided ACT0730 Transitional Services ACT0750 Sex Offender Treatment
11	Number of youth court ordered to probation supervision	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0750 Sex Offender Treatment
12	Number of youth served by the Redirection Program	ACT0740 Redirection Services

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

Measure Number	Approved Performance Measures for FY 2019-20	Associated Activities Title
13	Percentage of youth who remain crime free one year after release from the Redirection program	ACT0740 Redirection Services
14	Percent of youth who remain crime free one year after release from probation day treatment	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0750 Sex Offender Treatment
<b>Community Interventions and Services/80700800</b>		
15	Number and percentage of referrals that are school related	ACT0700 Juvenile Assessment Center Administration ACT0710 Intake and Screening
16	Number of youth received at intake	ACT0700 Juvenile Assessment Center Administration ACT0710 Intake and Screening
17	Percent of youth who remain crime-free one year after release from diversion	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0720 Diversion
18	Number of youth served by civil citation or other similar diversionary program	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0720 Diversion
19	Percentage of youth who remain crime free one year after release from civil citation or other similar diversionary program	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0720 Diversion
20	Number of youth diverted from court	ACT0600 Counseling and Supervision – Contracted ACT0610 Counseling and Supervision – State Provided ACT0720 Diversion

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

Measure Number	Approved Performance Measures for FY 2019-20	Associated Activities Title
<b>Executive Direction and Support Services/80750100</b>		
21	Total collections of statutorily mandated maintenance fees	ACT0100 Finance and Accounting
<b>Information Technology/80750200</b>		
22	Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	ACT0300 Executive Direction ACT0310 Administrative Services ACT0320 Application Development/Support ACT0340 Network Operations ACT0350 Desktop Support
<b>Residential Corrections Program/80800000</b>		
23	Percentage of all Residential Commitment programs reviewed by the Bureau of Quality Improvement during the fiscal year that have zero (0) "failed" indicators and no more than one (1) "limited critical" indicator on all applicable indicators reviewed	ACT0010 Executive Direction
<b>Non-Secure Residential Commitment/80800100</b>		
24	Percentage of youth who remain crime free one year after release from non-secure 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 2019-20		Associated Activities Title
26	Rate of incidents involving youth-on-youth batteries per every 1,000 youth served daily in non-secure residential commitment		ACT0520 Health Services ACT0790 Care and Custody ACT0800 Behavior Training and Life Skills
27	Rate of incidents involving youth-on-staff batteries per every 1,000 youth served daily in non-secure residential commitment		ACT0520 Health Services ACT0790 Care and Custody ACT0800 Behavior Training and Life Skills
28	Total number of youth served in non-secure residential commitment		ACT0790 Care and Custody
29	Average daily population of youth served in non-secure residential commitment		ACT0790 Care and Custody
30	Number of non-secure residential commitment beds on line.		ACT0790 Care and Custody
31	Number of youth receiving substance abuse treatment in non-secure residential commitment		ACT0780 Substance Abuse Treatment ACT0790 Care and Custody
<b>Secure Residential Commitment/80800200</b>			
32	Percentage of youth who remain crime-free one year after release from secure residential commitment		ACT0750 Sex Offender Treatment ACT0770 Mental Health Treatment ACT0780 Substance Abuse Treatment ACT0800 Behavior Training and Life Skills ACT0820 Vocational Training
33	Total number of youth served in secure residential commitment		ACT0790 Care and Custody
34	Number of secure residential commitment beds on line		ACT0790 Care and Custody

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

Measure Number	Approved Performance Measures for FY 2019-20	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
<b>Delinquency Prevention and Diversion/80900100</b>		
40	Percentage of youth who remain crime-free six months after completing prevention programs	ACT0910 Secure CINS/FINS ACT0920 Non-Secure CINS/FINS ACT0930 Female Diversion Programs ACT0940 School Attendance 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 2019-20		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 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 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 ACT0960 Violence Reduction ACT0970 After School Programming ACT1010 Juvenile Justice System Improvements



JUVENILE JUSTICE, DEPARTMENT OF	FISCAL YEAR 2018-19		
	SECTION I: BUDGET		FIXED CAPITAL OUTLAY
		OPERATING	FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		581,810,863	8,391,244
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		13,779,475	0
FINAL BUDGET FOR AGENCY		595,590,338	8,391,244
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost
		(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)			8,370,758
Secure Supervision * Number of cases served		29,498	3,361.94
Health Services * Number of cases served		33,730	501.04
Mental Health Services * Number of cases served		29,498	174.82
Food Services * Number of resident days food services are provided		331,834	20.89
Transportation * Number of miles youth transported		595,652	3.23
Facilities, Repair Maintenance * Square feet maintained		730,129	3.93
Counseling And Supervision - Contracted * Number of youth served		8,280	2,906.00
Counseling And Supervision - State Provided * Number of youth served		36,974	1,899.21
Juvenile Assessment Center Administration * Number of youth served		19,584	207.03
Intake And Screening * Number of cases served		54,562	522.20
Diversion * Number of youth served		14,840	547.62
Transitional Services * Number of youth served		2,376	5,184.41
Redirection Services * Number of youth served		1,178	3,438.61
Sex Offender Treatment * Number of youth served		610	11,473.28
Mental Health Treatment * Number of youth served		4,232	2,408.23
Substance Abuse Treatment * Number of youth served		2,484	20,085.16
Care And Custody * Number of youth served		4,232	27,581.47
Behavioral Training And Life Skills * Number of youth served		4,232	773.48
Vocational Training * Number of youth served		4,232	629.85
Secure Children-in-need-of-services /Families-in-need-of-services * Number of youth served		4,016	37.35
Non-secure Children-in-need-of-services / Families-in-need-of-services * Number of youth served		9,402	4,408.17
Female Diversion Programs * Number of youth served		2,917	7,308.81
Employment Services * Number of youth served		359	8,147.58
Violence Reduction * Number of youth served		11,019	886.01
Afterschool Programming * Number of youth served		5,489	1,605.34
Central Communications Center * Number of incidents received and logged for review		3,967	148.91
Juvenile Justice System Improvements * Number of programs impacted		32	64,814.53
TOTAL			561,101,961
SECTION III: RECONCILIATION TO BUDGET			8,370,758
PASS THROUGHS			
TRANSFER - STATE AGENCIES			
AID TO LOCAL GOVERNMENTS			
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS			
OTHER			1,000,000
REVERSIONS			33,488,487
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			595,590,448

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

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

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

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

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

## Glossary of Terms and Acronyms

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

**Arts for All** – 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.

**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.

## 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 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 (PAM) for residential programs and outcome evaluation data.

**Comprehensive Evaluation** – A process of psychological assessment conducted on youth to assist the department and the judiciary system 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.

**Crisis Development Model** – A model used in *Right Interactions* training to describe the various stages of escalation in a potential conflict situation; the stages include the Warning Phase, the Escalation Phase, the Crisis Phase, the De-escalation Phase, and the Post-Incident Conversation.

**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 residential 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, disposition, or execution of a court order.

**Detention Center** – A facility used pending court adjudication, 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.

**Direct-care staff** – Staff who have direct contact with youth for the purpose of providing care, supervision, custody, or control in a detention facility, probation unit, day treatment program or commitment program within any restrictiveness level, operated by the department or by a provider under contract with the department.

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

## E

**EBS - Evidence Based Services Module** – This term refers to a module that was incorporated into the department's Juvenile Justice Information System (JJIS) in FY 2013-14. The EBS Module is used by service providers to document a youth's participation in an evidence-based or promising practice treatment or delinquency interventions to ensure each youth is receiving the right service, at the right time, and for the right duration 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 youth 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.

## G-H

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

**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.

**In-Service Training** – The on-going training that employees are required to receive in all but the first year of their employment. Such training must be documented and relevant to the employee’s job responsibilities as set out in this rule.

**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 26.021. Florida Statute.

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

**Juvenile 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 offense (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.

## 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)** – 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. MHOS are provided in Department residential and correctional facilities through additional dollars designated specifically to provide specialized treatment services and are provided in addition to delinquency programming services.

**Minimum-risk non-residential commitment** – According to F.S. 985.03(44) (a), minimum-risk non-residential 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/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** – 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.

**Pre-Service Training** – The initial training for newly hired contracted, county or municipally operated direct care staff that is conducted after hire but before they become direct care staff.

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

**Prison Rape Elimination Act (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.

**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** – 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.

**Psychometrician** – A person skilled in the administration, design, development, and interpretation of objective psychological tests that measure knowledge, skills, and attributes. Certification and licensing bodies employ psychometricians to make sure they are developing examinations that are fair and valid.

## 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** – 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.

**Remediation** – The act or process of remedying a deficiency. Staff failing the certification examination are required to attend remediation, which must be documented in the department's computer-based tracking system. Candidates may request a remediation report that highlights subject area deficiencies.

Field training supervisors and staff may also request the report to provide additional training to improve performance in those areas.

**Residential Assessment for Youth (RAY)** – An assessment survey instrument used in residential programs to identify youths’ criminogenic needs, guide the development of intervention strategies, and assess youth progress.

**Residential Program** – 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.

**Right Interactions** – Youth Engagement Model (RI): The Department’s verbal and physical intervention program that direct care staff are trained on and use in state, county, or municipally-operated and contracted facilities and programs. This replaces the older Protective Action Response (PAR) training.

**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.

## 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.

**Standardized Program Evaluation Protocol (SPEP)** – 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 to optimize intervention effectiveness and positive outcomes.

**Stop Now And Plan® (SNAP) Program** – 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

**TACOS** – An acronym used in RI to indicate actions that staff should *not* take when attempting to de-escalate a situation; it stands for Threaten, Argue, Challenge, Order, and Shame.

**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 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.

**Verbal De-escalation** – The act of using a set of tactics and non-physical skills to prevent a potentially dangerous situation from escalating into a physical confrontation or injury.

**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)** – 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.