



**FY 2006-2007 through FY 2010-2011**

# **Long-Range Program Plan**

**September 30, 2005**

**Jeb Bush**  
Governor

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Secretary



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## **Agency Mission**

# Reduce Juvenile Crime

## **Vision**

“The juvenile justice system must provide strong prevention and early intervention services for at-risk youth and minor offenders. A balanced approach also must supply opportunities for rehabilitation for the more serious juvenile offender.”



# Preface

This is the Long-Range Program Plan (Fiscal Years 2006–07 through 2010-11) for the Florida Department of Juvenile Justice (DJJ). This volume has been produced in accordance with the Long-Range Program Plan (LRPP) Instructions provided by the Executive Office of the Governor’s Office of Policy and Budget (OPB) in conjunction and agreement with the Florida Legislature, and pursuant to Chapter 216, Florida Statutes. The Long-Range Program Plan process links agency planning, budget, performance, and program accountability. The LRPP–LBR processes combine elements of strategic planning, activity-based program budgeting, zero-based budgeting, performance measurement, unit cost pricing, and program evaluation.

The Department delivers a range of programs and services through five program areas, or branches. The Agency’s goals, programs and projections link to the Governor’s six priorities:

- ?? Improve education.
- ?? Strengthen families.
- ?? Promote economic diversity.
- ?? Reduce violent crime and illegal drug use.
- ?? Create a smaller, more effective, more efficient government.
- ?? Enhance Florida's environment and quality of life.

The Department’s eight goals, derived from the Governor’s priorities, create the framework upon which this plan has been developed. During the history of the LRPP process, the Department of Juvenile Justice has made steady progress toward significant targets with each of its goals. As a result, juvenile crime has been reduced, violent and serious offenders are being incarcerated longer and provided with more intense special treatments, fewer offenders are returning to the juvenile justice system, and public safety has been enhanced. This plan sets ambitious five-year targets to reduce overall juvenile crime, with specific focuses to reduce violent crime and drug use among juveniles.

If attained, these goals will make the Florida Department of Juvenile Justice a leader among similar state agencies in the United States. Impressive targets will be met for increasing success rates for non-recidivism, allocating programs and bed capacities for special needs, ensuring that youth remain crime-free while in agency programs, decreasing the escape rate to zero, targeting prevention and diversion programs toward high-risk youth, and operating the agency in a measurably efficient and effective manner with reduced administrative costs and positions. Attainment of these goals will mean significant progress toward the Governor’s vision of a “state with safe cities and towns, where children can grow up without fear, where young people can resist the lure of crime and drugs, and where all of us can pursue our dreams free from the ravages of ever-higher crime rates.”





# Department of Juvenile Justice

## Goals and Objectives

*(With Outcomes and Projections)*

**Goal 1:**

**Protect Florida's citizens and visitors from acts of violence by juveniles.**

***Objective 1A: Reduce the rate at which juveniles are referred for murder, attempted murder, manslaughter, sex offenses, robberies, and resisting arrest with violence.***

FY 98-99	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Baseline	Actual	Projection	Projection	Projection	Projection	Projection	Projection

**Outcome:** Rate of referral for acts of violence against persons per 100,000 youths.

321	243	236	229	228	225	226	226
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**Outcome:** Total number of referrals for felonious acts of violence against persons.

5,150	4,528	4,461	4,370	4,371	4,346	4,382	4,422
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**Outcome:** Actual number of youths referred for acts of violence against persons.

4,614	4,239	4,172	4,117	4,061	4,009	3,971	3,958
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***Objective 1B: Reduce the rate at which juveniles are referred for aggravated assault/battery.***

FY 98-99	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Baseline	Actual	Projection	Projection	Projection	Projection	Projection	Projection

**Outcome:** Rate of referrals for aggravated assault/battery per 100,000 youths.

696	553	533	519	513	510	509	512
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**Outcome:** Total referrals for aggravated assault/battery.

11,164	10,298	10,061	9,899	9,846	9,832	9,858	9,993
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**Outcome:** Actual number of youths referred for aggravated assault/battery.

8,498	8,990	8,104	7,997	7,888	7,787	7,713	7,687
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Note: Beginning with the 2004-2005 through 2008-2009 LRPP, the referral figures and referral rates cited in the outcome figures and projections for each year have been 'frozen.' Each year's outcomes and data points are based on data extracted during the first week in September following the end of that Fiscal Year. These data points will not be updated in subsequent years, as the data changes.

**Goal 2:**

**Strengthen the public safety of Florida’s residents and visitors by reducing juvenile crime.**

*Objective 2: Continue annual reductions in the rate and number of referrals for felonies, misdemeanors and other delinquent offenses.*

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FY 96-97	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Baseline	Actual	Projection	Projection	Projection	Projection	Projection	Projection

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**Outcome:** Rate of referrals received per every 100,000 youths (ages 10-17) for felonies, misdemeanors and other offenses.

11,658	8,086	8,089	7,956	7,880	7,852	7,852	7,859
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**Outcome:** Total referrals for felonies, misdemeanors and other offenses.<sup>1</sup>

175,055	150,687	152,763	151,673	151,205	151,359	152,136	153,534
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**Outcome:** Number of youths referred for felonies, misdemeanors and other offenses.<sup>1</sup>

108,340	95,263	95,335	94,084	92,805	91,613	90,746	90,437
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<sup>1</sup> Florida's population, ages 10 to 17 years, will increase by 3.5% over this time period.

**Goal 3:**

**Participate in the Governor's Drug Control Strategy to reduce illegal drug use.**

*Objective 3: Reduce the rate of juveniles referred for drug-related (marijuana and non-marijuana) felonies and misdemeanors.*

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FY 98-99	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Baseline	Actual	Projection	Projection	Projection	Projection	Projection	Projection

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**Outcome:** Rate at which youths are referred for drug use per 100,000 youths.

977	792	759	740	730	721	718	716
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**Outcome:** Total referrals for non-alcohol drug-involved felonies and misdemeanors.

15,669	14,764	14,325	14,114	13,999	13,905	13,904	13,995
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**Outcome:** Total referrals for drug-involved felonies.

6518	5,389	5,053	4,950	4,901	4,872	4,863	4,908
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**Outcome:** Total referrals for drug-involved felonies excluding marijuana.

4,864	4,006	3,733	3,657	3,620	3,599	3,593	3,626
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**Goal 4:**

**Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.**

*Objective 4: Ensure that two out of three youths, who complete secure and non-secure commitment programs, remain crime free for one year after release.*

**Outcome:** Percentage of youths who remain crime free (were adjudicated or had adjudication withheld) one year after release from a residential commitment program.

<b>Report Year</b>	<b>1998</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Year Spent Crime Free	FY 96-97	FY 03-04	FY 04-05	FY 05-06
Year of Release	FY 95-96	FY 02-03	FY 03-04	FY 04-05
Data Type	Baseline	Actual	Standard	Standard
Data Point	50.5%	60.2%	65.0%	63.0%

<b>Report Year</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Year Spent Crime Free	2006-07	2007-08	2008-09	2008-09
Year of Release	2005-06	2006-07	2007-08	2007-08
Data Type	Standard	Projection	Projection	Projection
Data Point	60.0%	62.0%	62.5%	63.0%

**Goal 5:**

**Detain and/or monitor alleged juvenile offenders who meet detention criteria or are court ordered to detention, to enhance public safety.**

*Objective 5A: Prevent escapes from secure detention*

**Outcome:** Number of escapes from secure detention.

FY 95-96	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Baseline	Actual	Standard	Projection	Projection	Projection	Projection	Projection
29	3	0	0	0	0	0	0

*Objective 5B: Increase the percentage of youths who remain crime free while in secure detention (w/o committing assault/battery, contraband possession, an escape or other delinquent incident).*

**Outcome:** Percentage of youths who remain crime free while in secure detention.

FY 99-00	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Baseline	Actual	Standard	Projection	Projection	Projection	Projection	Projection
96.8%	98.2%	98.0%	98.5%	99.0%	99.0%	99.0%	99.0%

**Objective 5C: Increase the percentage of completions from home detention without the assigned youth committing a new law or contract violation, failure to appear, an abscond, or contempt of court.**

**Outcome:** Percentage of successful completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court.

FY 99-00	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Baseline	Actual	Standard*	Standard*	Projection	Projection	Projection	Projection
73.0%	96.6%	94.0%	95.0%	96.0%	96.5%	97.0%	97.0%

\* Home Detention is no longer funded.

**Goal 6:**

**Prevent juvenile crime; divert youth from becoming serious, chronic offenders.**

**Objective 6A: Target the most at-risk youth, but achieve and maintain a high percentage of youth who remain crime free six months after receiving prevention services.**

**Outcome:** Percentage of youths who remain crime free six months after receiving prevention services.

Report Year	1998	2005	2006	2007
Year Spent Crime Free	FY 96-97	FY 03-04	FY 04-05	FY 05-06
Year of Release	FY 95-96	FY 02-03	FY 03-04	FY 04-05
Data Type	Baseline	Actual	Standard	Standard
Data Point	88.0%	91.7%	85.0%	87.0%

Report Year	2008	2009	2010	2011
Year Spent Crime Free	2006-07	2007-08	2008-09	2009-10
Year of Release	2005-06	2006-07	2007-08	2008-09
Data Type	Standard	Projection	Projection	Projection
Data Point	87.0%	88.0%	88.5%	89.0%

**Goal 7:**

**Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.**

*Objective 7A: Increase the percentage of youth who do not commit a new crime one year after release from probation.*

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

<b>Report Year</b>	<b>2000</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Year Spent Crime Free	FY 98-99	FY 03-04	FY 04-05	FY 05-06
Year of Release	FY 97-98	FY 02-03	FY 03-04	FY 04-05
Data Type	Baseline	Actual	Standard	Standard
Data Point	79.1%	81.2%	80.0%	80.0%
<b>Report Year</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Year Spent Crime Free	2006-07	2007-08	2008-09	2009-10
Year of Release	2005-06	2006-07	2007-08	2008-09
Data Type	Standard	Projection	Projection	Projection
Data Point	80.0%	82.0%	82.0%	82.0%

*Objective 7B: Increase the percentage of youth who do not commit a new crime one year after release from conditional release and/or post-commitment supervision.*

**Outcome:** Percentage of youths who remain crime free one year after release from aftercare (conditional release).

<b>Report Year</b>	<b>2001</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Year Spent Crime Free	FY 99-00	FY 03-04	FY 04-05	FY 05-06
Year of Release	FY 98-99	FY 02-03	FY 03-04	FY 04-05
Data Type	Baseline	Actual	Standard	Standard
Data Point	62.0%	67.3%	63.0%	63.0%
<b>Report Year</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Year Spent Crime Free	2006-07	2007-08	2008-09	2009-10
Year of Release	2005-06	2006-07	2007-08	2008-09
Data Type	Standard	Projection	Projection	Projection
Data Point	64.0%	66.0%	66.5%	67.0%

**Goal 8:**

**Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.**

*Objective 8A: Ensure that the percentage of administrative costs and positions to overall agency costs and positions do not exceed the standards set by the Legislature.*

FY 00-01 Baseline Ratio		FY 04-05 Actual Ratio		FY 05-06 Ratio Projection		FY 06-07 Ratio Projection	
Costs	Positions	Costs	Positions	Costs	Positions	Costs	Positions
4.8%	5.8%	3.3%	4.8%	3.1%	4.5%	3.1%	4.6%

FY 07-08 Ratio Projection		FY 08-09 Ratio Projection		FY 09-10 Ratio Projection		FY 10-11 Ratio Projection	
Costs	Positions	Costs	Positions	Costs	Positions	Costs	Positions
3.0%	4.5%	3.0%	4.3%	3.0%	4.3%	3.0%	4.3%

*Objective 8B: Receive satisfactory or higher ratings from the public and stakeholders with the services, activities and responses provided by the Department.*

During FY 2004-05, the Department developed an exit survey to be completed by every youth exiting a residential or detention facility. The Department's Management Information Systems staff are developing a web-based facility for the survey. Currently, a customer satisfaction survey method is being developed by the Department to survey parents, stakeholders and partners to provide an approach to how the agency is doing when interfacing with and delivering services to public, judicial, law enforcement, and local government entities. That survey will be implemented during FY 2005-06 (Added pursuant to S. 23.30, Florida Statutes, titled "The Florida Consumer Service Standards Act," as passed by the 2001 Legislature from Senate Bill 0710).

***Objective 8C: Replicate best practices identified through Quality Assurance, program accountability measurement, outcome evaluation, and special studies.***

Each year over 700 management and supervisory staff participate on quality assurance reviews. Through this process, managers and supervisors observe exemplary practices of various programs that they are able to replicate in their program. In addition, when a QA team identifies a weakness in a program component, the program management is referred to another program that has a exemplary practice in the area of need that can be replicated. Each year the annual QA report to the Governor and Legislature identifies exemplary practices by program type, i.e., prevention, diversion, probation, residential. This information is made available through the DJJ website.

The "What Works Initiative," begun during FY 2003-04, is a department-wide effort to systematically introduce evidence-based assessment, intervention, and treatment and management practices that research has shown result in reduced risk of re-offending. There are a number of innovative projects already touching youth in Florida:

A new Risk/Needs Assessment has been procured. As DJJ personnel are trained in its use, it will become the basis of a comprehensive case-management system focusing on those risk factors that have been shown to contribute directly to re-offending behavior.

A "What Works" Residential Pilot Project in 15 residential services facilities that include evidence-based treatments and practices to reduce future offending. A special study will be conducted to monitor the implementation process, and to determine whether such a systematic program of improvement results in reductions in recidivism large enough to justify expanding the program statewide.

The Florida Faith- and Community-Based Delinquency Treatment Initiative is an attempt to introduce evidence-based programming along with the integration of a faith-base approach, including Chaplaincy services, faith-based mentoring during the residential and re-entry phases of treatment, and a family strengthening program provided by the faith partners.

The Re-Direction program is aimed at providing community-based services to youth who have violated probation and would otherwise be committed to costly residential treatment. The Re-Direction program features Multi-Systemic Therapy and Functional Family Therapy, both of which have been extensively researched and are well established as evidence-based treatment.

The "Going Home" grant targets high-risk offenders for intensive services, including "Moral Reconciliation Therapy," a form of cognitive-behavioral therapy which is considered evidence-based.

These initiatives represent significant steps toward the implementation of evidence-based programming by the Department. In addition to others currently operating in Prevention and Victim Services and Probation and Community Corrections, Department staff are investigating other treatments including Dialectical Behavioral Therapy and innovative treatments for girls who suffer from Post-Traumatic Stress Disorder, to meet the special needs of girls utilizing evidence-based treatments.





# LRPP Goals: Linkage to Governor's Priorities

Governor Jeb Bush has established priorities for his administration to better serve Floridians. As shown below, direct linkages exist between the priorities of Governor Bush and the goals set out in this plan. The mission of the Department is simple: Reduce Juvenile Crime. That mission is in direct support of the Governor's fourth priority: Reduce violent crime and illegal drug use. All of the goals presented in this Long-Range Program Plan support the mission of the Department and this priority of the Governor. Included are goals that are explicitly related and linked to the Governor's fourth priority. While other goals are derived from the Department's mission, they share a relation to some of the other priorities set out by the Governor.

## Department Goals and the Governor's Priorities:

### **#1 Improve education.**

#### **LRPP Goal:**

- ?? Prevent juvenile crime; divert youth from becoming serious, chronic offenders.**
- ?? Detain and monitor alleged juvenile offenders to enhance public safety.**
- ?? Increase the effectiveness of services for youth under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.**
- ?? Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.**

Implicit within these goals is the intent to attend to the educational needs of youth. All four operational branches recognize that attitudes toward school, behavior with peers and teachers, regular attendance, educational goals and performance are risk and resilience factors related to offending behavior. As a part of these goals school-based prevention programs, assessment and educational programs, truancy programs, school-based probation officers, GED programs, vocational training, reading programs, and extensive quality assurance in cooperation with the Department of Education and other programming in support of this priority take place.

## **#2 Strengthen families.**

### **LRPP Goal:**

- ?? Prevent juvenile crime; divert youth from becoming serious, chronic offenders.**
- ?? Increase the effectiveness of services for youth under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.**
- ?? Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.**

The Department recognizes that the "front line" for prevention of further offending behavior is the family. Secretary Schembri has made prevention the first priority for the Department. In doing so, he has recognized the influence of family risk and resilience factors on offending behavior. The Secretary has directed the identification and implementation of evidence-based prevention, probation, residential and aftercare programs that are focused on strengthening the family and improving relationships to help parents get back in the driver's seat in their children's lives.

## **#3 Promote economic diversity**

### **LRPP Goal:**

- ?? Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.**

A part of improving the agency's accountability is the promotion of economic diversity. In view of the Governor's priority, the Department monitors the use of Certified Minority Business Enterprises (CMBE), ensures that that all staff involved in purchasing activities have current information on CMBE vendors, and provides opportunity for their involvement.

## **#4 Reduce violent crime and illegal drug use**

### **LRPP Goal:**

- ?? Protect our citizens and visitors from acts of violence by juveniles**
- ?? Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.**
- ?? Prevent juvenile crime; divert youth from becoming serious, chronic offenders.**
- ?? Detain and monitor alleged juvenile offenders to enhance public safety**
- ?? Increase the effectiveness of services for youth under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.**

- ?? Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.
- ?? Participate in the Governor's Drug Control Strategy to reduce illegal drug use
- ?? Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices

All eight of the goals contained in the Department's Long-Range Program Plan are linked to and support this priority.

**#5 Create a smaller, more effective, more efficient government.**

**LRPP Goal:**

- ?? Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.

**#6 Enhance Florida's environment and quality of life.**

**LRPP Goal:**

- ?? Protect our citizens and visitors from acts of violence by juveniles
- ?? Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.
- ?? Prevent juvenile crime; divert youth from becoming serious, chronic offenders.
- ?? Detain and monitor alleged juvenile offenders to enhance public safety
- ?? Increase the effectiveness of services for youth under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.
- ?? Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.
- ?? Participate in the Governor's Drug Control Strategy to reduce illegal drug use
- ?? Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices

All eight of the goals contained in the Department's Long-Range Program Plan are linked to and support this priority.



# Trends and Conditions

Described and analyzed within this section are the trends and conditions about Florida's juvenile population, juvenile delinquency, and priority actions of the Department of Juvenile Justice. In accordance with the *State of Florida Long-Range Program Planning Instructions*, the information for this section has been derived from an analysis of the strengths, weaknesses, opportunities and threats that impact agency operations. As required in the LRPP instructions, this section addresses the statutory basis for agency responsibility, the factors that led to the agency priorities, an analysis of the final projection for each outcome, and the trends describing juvenile crime and the Department's mission to reduce it.

To protect the public by reducing juvenile crime and delinquency in Florida, the Department of Juvenile Justice intervenes with almost 100,000 referred juveniles each year and another 40,000 at-risk youth. The agency delivers programs and services through delinquency prevention, diversion, detention, residential commitment, community supervision, and administrative activities.

## **Agency Statutory Authority**

The agency's operating authority, responsibilities and legislative intent for the Department of Juvenile Justice (the Department, DJJ) are defined primarily through Section 20.316, *Department of Juvenile Justice*; Chapter 984, *Children And Families In Need Of Services*; and Chapter 985, *Delinquency; Interstate Compact On Juveniles*. The 2000 Legislature authorized a restructuring of the Department, creating four core functions or program areas through which DJJ delivers programs and services to fulfill its responsibilities to our citizens. Subsequently, the Department is organized to implement programs for Prevention and Victim Services; Detention; Probation and Community Corrections; Residential and Correctional Facilities; and Administration.

## **Planning and Priorities**

The Governor's priorities are the basis of eight goals chosen as the framework for the FY 2006-07 through FY 2010-11 Long-Range Program Plan. Each goal is linked to at least one or, in some cases, multiple priorities of the Governor. Each goal was developed through the long-range planning process involving information from several sources, including the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. These goals plot the Department's course into the future.

## Department of Juvenile Justice Long-Range Program Planning Goals

1. Protect Florida's citizens and visitors from acts of violence by juveniles
2. Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime
3. Participate in the Governor's Drug Control Strategy to reduce illegal drug use
4. Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services
5. Detain and monitor alleged juvenile offenders to enhance public safety
6. Prevent juvenile crime; divert youth from becoming serious, chronic offenders
7. Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public
8. Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices

Care was taken to ensure that each LRPP goal was accompanied by specific, measurable and achievable intermediate objectives or service outcomes. These objectives and the related outcome measures for each are included in the table, **Goals and Objectives (With Outcomes and Projections)**, on pages three through nine of this document.

The agency planning and prioritizing process that results in the LRPP goals and intermediate objectives is based upon a number of important information sources. During 2005, the agency's five branches of administration, prevention, detention, residential commitment, and probation/community corrections conducted several meetings to collect information for a SWOT analysis. In addition to these resources, information used to create this LRPP was developed from research and publications produced by various offices of the agency, most notably the Bureau of Research and Planning. Recent publications of particular value in the SWOT analysis included the:

?? FY 2005-2010 LRPP Legislative Version, published in 2005.

?? 2005 Outcome Evaluation Report, published March 2005.

?? 2004 Quality Assurance Report, published January 2005.

?? Profile of Delinquency Referrals and Youth Referred, published January 2005.

?? 2004 Florida Youth Substance Abuse Survey, published January 2005.

## **Strategic Approach: The DJJ *What Works* Strategy**

Having set priorities and established goals and objectives, the leadership of the Department has established a new strategic approach to accomplish these goals. The strategy is intended to be research-based and data-driven. The new strategy is called the DJJ *What Works* Strategy, taking its name from a body of applied research on risk factors associated with delinquency and on evidence-based treatment models and management practices that have been proven to be effective in reducing offending behavior.

**Strategy: Target offenders most at risk.** The Department is committed to targeting resources strategically. More effort and resources are being focused on youth most likely to remain involved in criminal behavior, while youth who are less likely to re-offend will be diverted to community-based programs with proven effectiveness. Targeting these youth involves the use of risk and need assessments that are scientifically valid and reliable measures of the factors associated with continued offending behavior. It involves positioning resources in locations characterized by high populations of at-risk youth. Early identification, management and treatment of the high-risk population before they become chronic, serious or habitual juvenile adult offenders are guiding prevention efforts. Targeting high-risk youth results in the largest drops in re-offending, making treatment more efficient and significantly decreasing the number of victims impacted by serious, violent crime.

**Strategy: Treat risk factors associated with re-offending behavior.** Research efforts also have advanced our understanding of the dynamics of delinquent behavior through the identification of specific risk factors that are associated with re-offending behavior. Some of these factors, such as antisocial peer associations, criminal thought patterns, pro-criminal attitudes, substance abuse and other problems, when treated, result in lower rates of recidivism. The Department strategy is to invest in a range of treatments that are focused specifically on the needs that research has shown to be associated with re-offending behavior.

**Strategy: Employ evidence-based treatments.** Research has also shown that there are some treatments that are more effective than others at reducing these risk factors. Treatments with proven effectiveness in "real world" applications are now being recognized as "evidence-based" or *What Works* treatments. The Department strategy is to expand its use of what works, rather than what *might* work or what *ought* to work. Programs utilizing treatments that are not evidence-based or have been shown to be ineffective will be encouraged to re-tool their treatment approach.

**Strategy: Tailor treatments to meet special needs.** Other research by the Department has revealed a need for identifying important factors that interfere with treatment unless they are addressed. A strategy that takes into account the special needs of girls, youth with mental health and substance abuse problems, sex offenders or of youth with developmental disabilities has been adopted. The Department continues to expand the number of treatment options within existing specialty programs to meet these needs so that identified risk factors can be reduced effectively.

**Strategy: Monitor implementation quality and treatment fidelity.** Finally, important research on implementation has revealed that monitoring programs to ensure that treatment is provided in a manner consistent with the original design—treatment fidelity—is associated with lower rates of recidivism. The Department strategy is to monitor programs to ensure public safety, the health and safety of staff and the youth in programs, and to ensure compliance with contracts. The Department is also exploring new ways to monitor the implementation of treatments and provide technical assistance so that youth receive the highest quality treatment in the manner it was designed.

Targeting offenders most at risk, treating the needs research has shown associated with re-offending behavior, utilizing evidence-based treatments, dealing with special needs that pose roadblocks to effective treatment, and careful implementation and monitoring are all part of the Department's strategic approach to reducing juvenile crime.

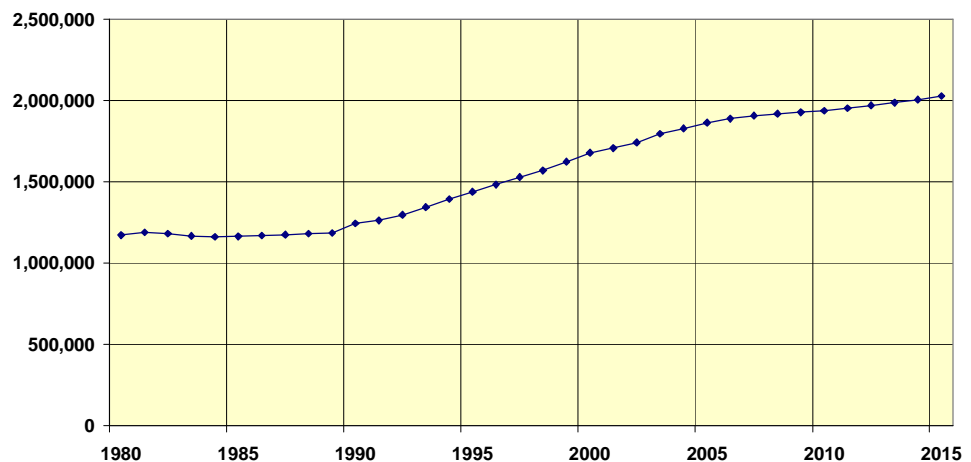
## **Florida's Youth Profile**

Since its authorization by the 1994 Legislature, the Department of Juvenile Justice (the Department, DJJ) has witnessed the peaking of juvenile crime in Florida. The Legislature established the Department just as juvenile crime surged upward to record levels during the mid-1990s. The rise in juvenile crime in Florida during the 1990s now can be attributed largely to a parallel boom in the population of juveniles coupled with a lack of sanctions, targeted evidence-based programs and facilities to treat juvenile offenders.

## **Continuing Population Growth Projected to Slow**

The Florida youth population during the 1990s grew faster than any recent decade before it. The 39 percent population increase during the 1990s far outpaced both the 2.5 percent increase of the 1980s and the 16 percent increase during the 1970s. Florida's 10-to-17 year old age group increased by only 29,000 youth during the 1980s, but that age group increased by more than 465,000 youth during the "Baby Boom Echo" of the 1990s. The 39 percent growth in Florida's youth population overshadows the overall population increase of nearly 24 percent during the 1990s.

**Florida's Juvenile Population,  
Ages 10-17 Years**



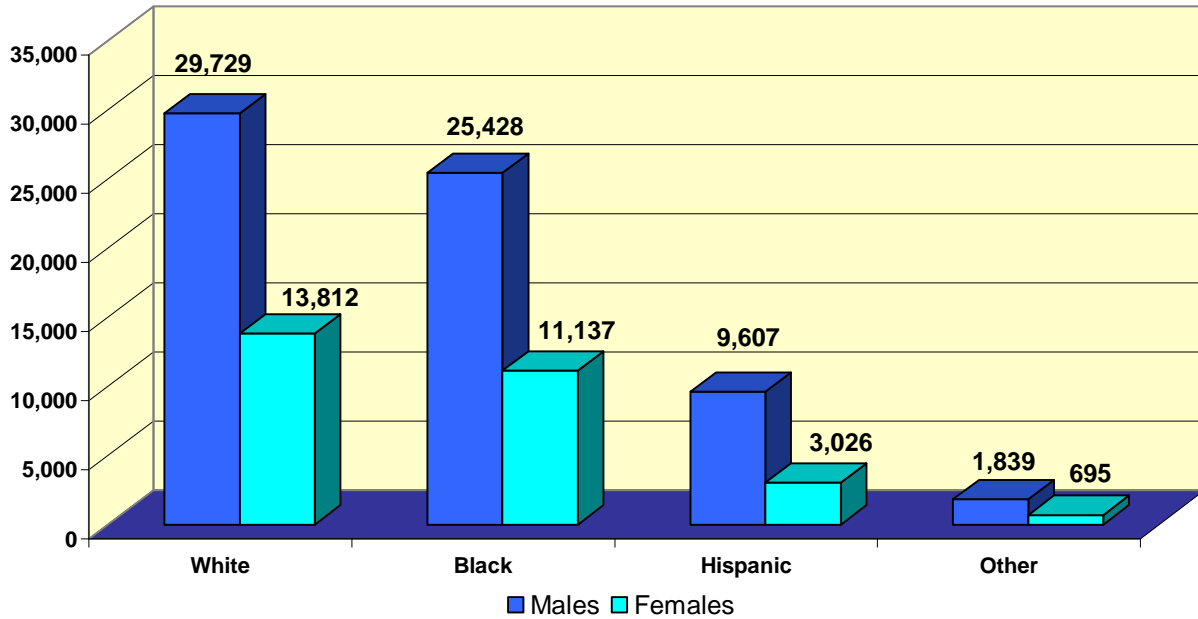
Currently, Florida is experiencing its 19th consecutive year of an annual population increase among juveniles. According to the Office of Economic and Demographic Research of the Florida Legislature, annual youth population increases are projected to continue, but at a slower pace, through 20291. A total population increase of more than 90,000 youth, or 4.5 percent, is expected between now and 2011. The annual rate of increase, however, is expected to slow from almost 28,200 youth between 2000 and 2001, to an annual increase of about 16,000 between 2010 and 2011. During FY 2004-05, more than 1.8 million youth resided in Florida out of a total population of 17.9 million, 10.4 percent. That percentage is expected to peak during FY 2005-06, as the percentage of Florida citizens in this age group begins to decline. With the state's climate, beach resorts, and amusement attractions, the number of out-of-state youth in Florida on any day significantly increases the youth population that can commit delinquent acts.

<sup>1</sup> Source: Office of Economic and Demographic Research, Florida Legislature. Figures updated July 2005.



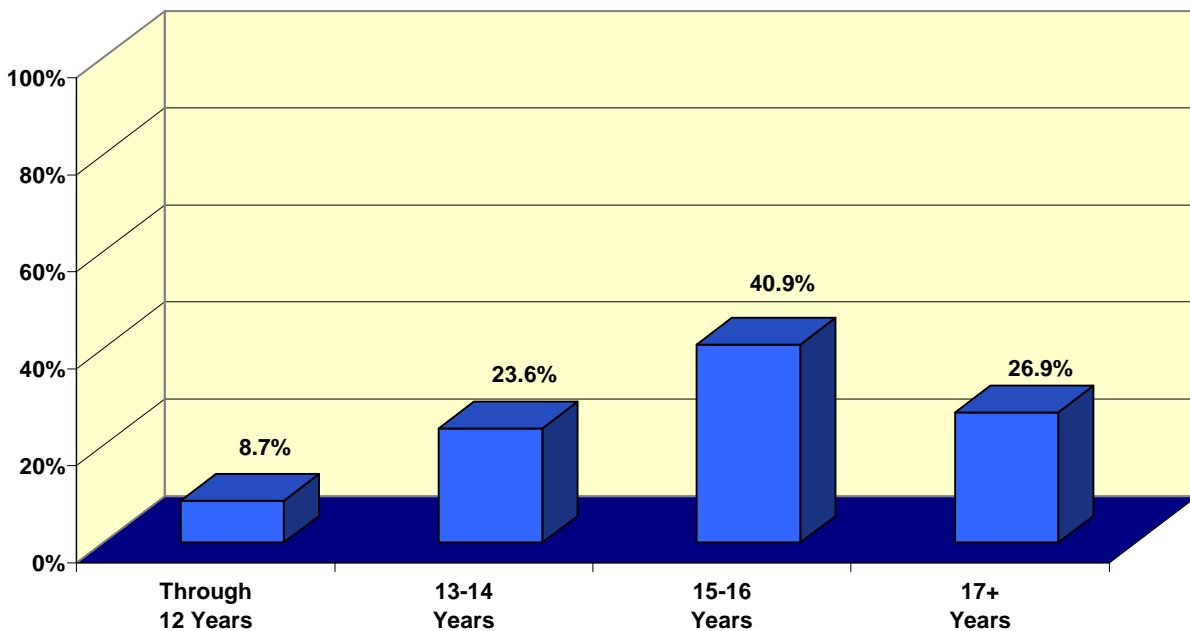
Among Florida’s youth, 35.9 percent are white males, 15.4 percent are racial minority males, 33.8 percent are white females, and 14.9 percent are racial minority females.

**Distribution of Youth Referred by Race and Gender, FY 2004-05**



Of youth referred, 46 percent are White, 38 percent are Black, and 13 percent are Hispanic. About 30 percent are female. With regard to age, 9.7 percent of Florida’s delinquent youth are younger than age 13, 24.4 percent are ages 13 or 14, 39.6 percent are ages 15 and 16, and the remaining 26.3 percent are 17 or older. Most of Florida’s youth are never referred for a delinquent offense during their childhood or teen-age years. Among those who do, about 60 percent commit only a single offense.

**Distribution of Youth Referred by Age, FY 2004-05**



## **Risk Factors Facing Florida's Youth—Alcohol and Drugs**

The 2002 Florida Youth Substance Abuse Survey polled nearly 63,000 students in grades 6 through 12 from 338 middle schools, 31 middle/high schools and 220 high schools. The recently published 2003 Florida Youth Substance Abuse Survey supplements the 2002 report with a survey of 8,000 youth in 70 middle schools and 70 high schools. The Florida Departments of Juvenile Justice, Children and Families, Education and Health worked in a cooperative effort led by the Governor's Office of Drug Control to provide information critical to planning and prevention efforts by these agencies. This research is especially important with regard to those goals that require a coordinated effort by these state agencies.

The 2003 Florida Youth Substance Abuse Survey showed that in Florida, substance abuse has been relatively stable for the last two years, but has declined over the past several years. Use of alcohol or other drugs (within the past 30 days) declined from 38.2 percent in 2000 to 37.1 percent in 2004.

<b>Trends in Florida Youth Substance Abuse Alcohol, Drug and Tobacco Use in the Past 30 Days</b>						
<b>Behavior</b>	<b>Drinking Alcohol</b>	<b>Binge Drinking</b>	<b>Cigarettes</b>	<b>Marijuana</b>	<b>Any Drug other than Marijuana</b>	<b>Alcohol or any Illicit Drug</b>
<b>2000 Survey</b>	34.3%	18.8%	18.4%	14.4%	9.3%	38.2%
<b>2001 Survey</b>	32.6%	16.8%	13.5%	13.0%	8.2%	36.2%
<b>2002 Survey</b>	31.2%	16.0%	11.4%	12.1%	7.5%	34.8%
<b>2003 Survey</b>	30.9%	16.0%	11.5%	12.8%	7.4%	35.7%
<b>2004 Survey</b>	32.3%	16.0%	11.4%	11.5%	8.0%	37.1%

Source: 2004 Florida Youth Substance Abuse Survey, Florida Department of Children and Families (2005)

Among other highlights from the survey:

- ?? The percentage of youth reporting the use of cigarettes in the past 30 days has dropped substantially from 18.4 percent to 11.4 percent over the last five years.
- ?? The percentage of youth reporting the use of ecstasy in the last 30 days has declined from 3.9 percent in 2001 to 1.1 percent in 2004, and the use of club drugs is very low.

## Risks Facing Florida's Youth—Antisocial Behavior

The survey revealed that student self-reports of anti-social behavior also declined between 2000 and 2004, though the survey showed slight increases for some types of antisocial behaviors between 2002 and 2004. Students reported that within the past 12 months, 15.5 percent were suspended from school; 12.7 percent reported attacking someone to harm them; 12.8 percent were drunk or high at school; 5.8 percent were arrested; 5.6 percent sold illegal drugs; and 3.9 percent carried a handgun. The Surgeon General's report on youth violence states that self-report surveys reveal that 10 to 15 percent of high school students report having committed an act of serious violence in recent years.<sup>2</sup>

<b>Trends in Florida Youth Antisocial Behavior Self-Reported Delinquent Behaviors</b>						
<b>Behavior</b>	<b>School Suspension</b>	<b>Attack Someone to Harm Them</b>	<b>Drunk or High at School</b>	<b>Being Arrested</b>	<b>Selling Drugs</b>	<b>Carrying a Handgun</b>
<b>2000 Survey</b>	19.3%	18.1%	15.5%	9.3%	7.9%	5.8%
<b>2001 Survey</b>	15.3%	13.0%	13.5%	6.5%	6.5%	3.8%
<b>2002 Survey</b>	14.9%	12.1%	12.7%	5.6%	5.8%	3.7%
<b>2003 Survey</b>	14.9%	12.2%	13.3%	5.8%	5.7%	4.1%
<b>2004 Survey</b>	15.5%	12.7%	12.8%	5.8%	5.6%	3.9%

Source: 2004 Florida Youth Substance Abuse Survey, Florida Department of Children and Families (2005)

## Risks Facing Florida's Youth—Risk and Protective Factors

The 2004 Florida Youth Substance Abuse Survey reveals patterns of substance abuse and anti-social behavior among Florida's youth. It also measures risk and protective factors present in homes, schools and local communities. This framework for understanding drug abuse and antisocial behavior was developed by Hawkins and Catalano in their work, *Communities That Care: Action for Drug Abuse Prevention* (1992). Protective factors help youth by reducing the impact of risks, or enabling youth to respond to risks differently. Risk factors are those that increase the likelihood a youth will engage in substance abuse or delinquency. The survey highlighted several protective factors that were strengths communities might leverage, and weaknesses that could be addressed. Likewise, the survey found several risk factors that were less a problem than others (see tables below).

<b>Risk Factor Scales for Florida Youth 2004 Strengths and Weaknesses</b>						
	<b>Strengths</b>			<b>Weaknesses</b>		
<b>Risk Factors</b>	<b>Low Perceived Availability of Drugs and Firearms</b>	<b>High Perceived Risks of Drug Abuse</b>	<b>High Personal Transitions and Mobility</b>	<b>Low Neighborhood Attachment</b>	<b>High Friends' Delinquent Behavior</b>	<b>Favorable Attitudes Toward Antisocial Behavior</b>

Source: 2004 Florida Youth Substance Abuse Survey, Florida Department of Children and Families (2004)

<sup>2</sup> U.S. Department of Health and Human Services. (2001). *Youth Violence: A Report of the Surgeon General*. Rockville, MD: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention.

## Protective Factor Scales for Florida Youth 2004 Strengths and Weaknesses

<b>Strengths</b>			<b>Weaknesses</b>			
<b>Protective Factors</b>	<b>High Social Skills</b>	<b>High Religiosity</b>	<b>Many Family Opportunities for Prosocial Involvement</b>	<b>Low School Rewards for Prosocial Involvement</b>	<b>Low Community Rewards for Prosocial Involvement</b>	<b>Weak Belief in the Moral Order</b>

Source: 2004 Florida Youth Substance Abuse Survey, Florida Department of Children and Families (2005)

The Department's What Works Strategy is based upon research regarding these risk and protective factors. The best-validated risk factors in the research literature include the following, in the order of their ability to predict offending behavior:

- ?? Antisocial attitudes
- ?? Antisocial associates
- ?? A history of antisocial behavior
- ?? Antisocial personality patterns
- ?? Problems in relationships or circumstances at home
- ?? Problems in relationships or circumstances at school or work
- ?? Poor use of leisure time
- ?? Substance abuse

Antisocial attitudes and antisocial associates are related to the findings of the Survey, which indicated that favorable attitudes toward antisocial behavior, high friend's delinquent behavior, and weak belief in the moral order are leading risks for Florida youth.

Much of the impact of risk and protective factors, and the potential to modify them occur at the local community level, through local government and community agencies, including faith-based organizations. County-level reports are available and provide significantly more information to local delinquency prevention planners. Outside of the risk and protective factors addressed in the Survey, academic failure was significantly more elevated at the state level in Florida, but the risk of academic failure varies among Florida communities. Governor Bush's literacy and education initiatives have begun to address the core cause of a lot of academic failures, as evidenced by falling scores for risk in that domain.

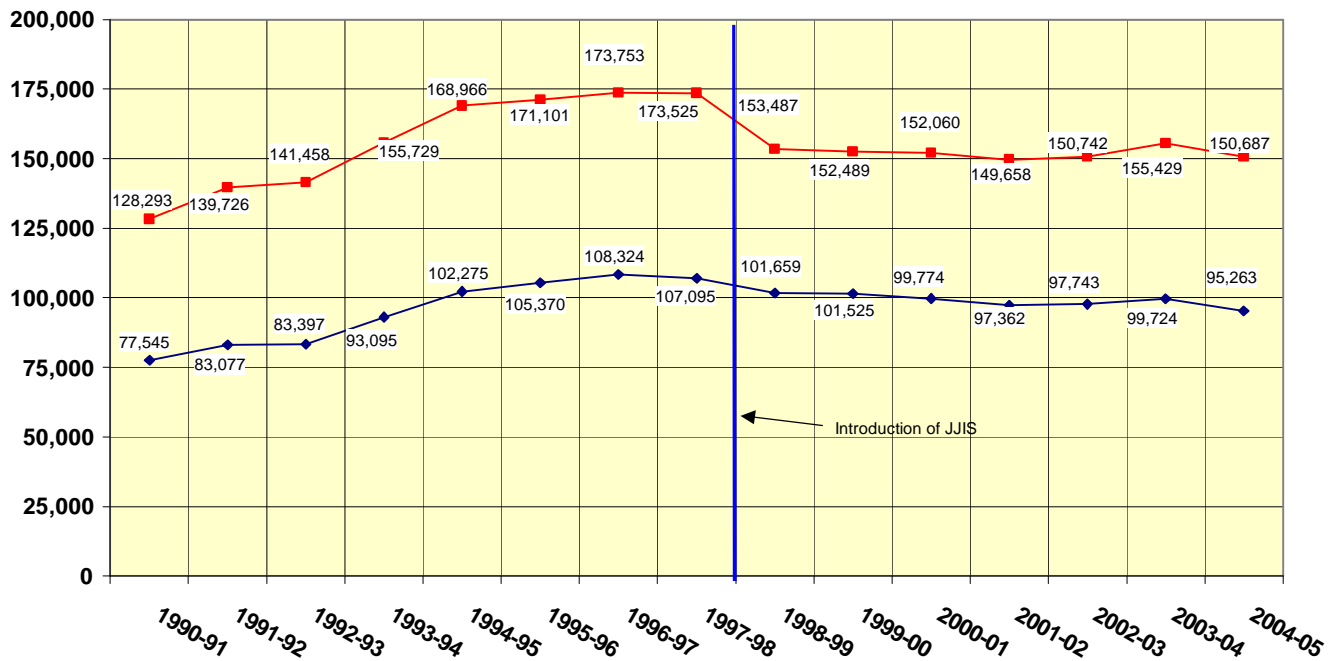
Concurrent with the Governor's priorities, the Department is now harnessing the power of its technological capabilities to help local communities target those youth most at-risk to become serious, chronic offenders. The new risk/needs assessment will do a better job of determining the incidence and prevalence of risk factors associated with offending behavior. Using zip code data, the agency is able to identify and map neighborhoods where most delinquents live in Florida's cities and counties. National Census data can be blended with poverty and parental data from the Department of Revenue. That combined information then can be evaluated against the survey's risk factor data and all of that added to various crime data maintained by DJJ, the Florida Department of Law Enforcement, and the Department of Corrections. As a result, local strategies for preventing juvenile crime can be derived from integrated data sources rather than relying on only a single statewide source.



## Trends and Projections in Florida Delinquency

Juvenile crime has dropped following an explosive peak in the mid -1990s. The most recent five-year trend shows little change in the number of youth referred, and a small increase in the rate of juvenile crimes per 1000 youth.

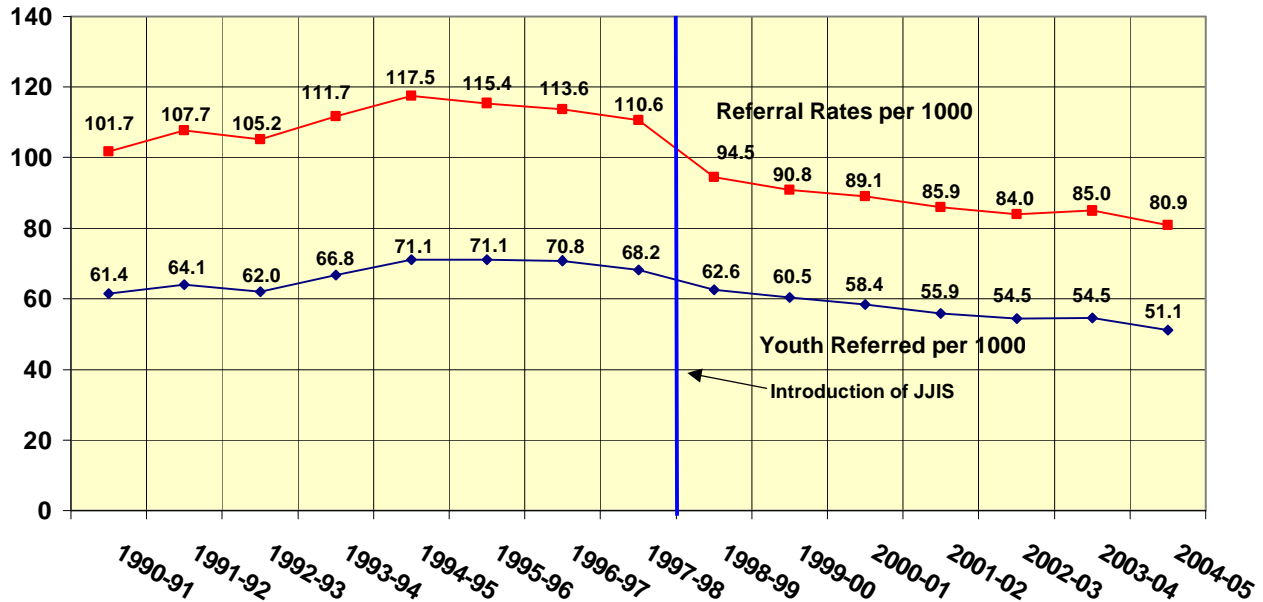
### Youth and Referrals Received by Fiscal Year



With the number of referrals to the juvenile justice system at about 151,000 for FY 2004 -05, the state is experiencing a small increase after its lowest level of delinquency in eleven years. (The number of referrals includes youth who are referred more than once on separate occasions.) An important factor to consider is that while the number of youth and referrals received over the past eleven years has declined significantly, the youth population of Florida has grown during that time period. When the state's juvenile population growth is factored in, the Department's success in reducing delinquency is most evident.

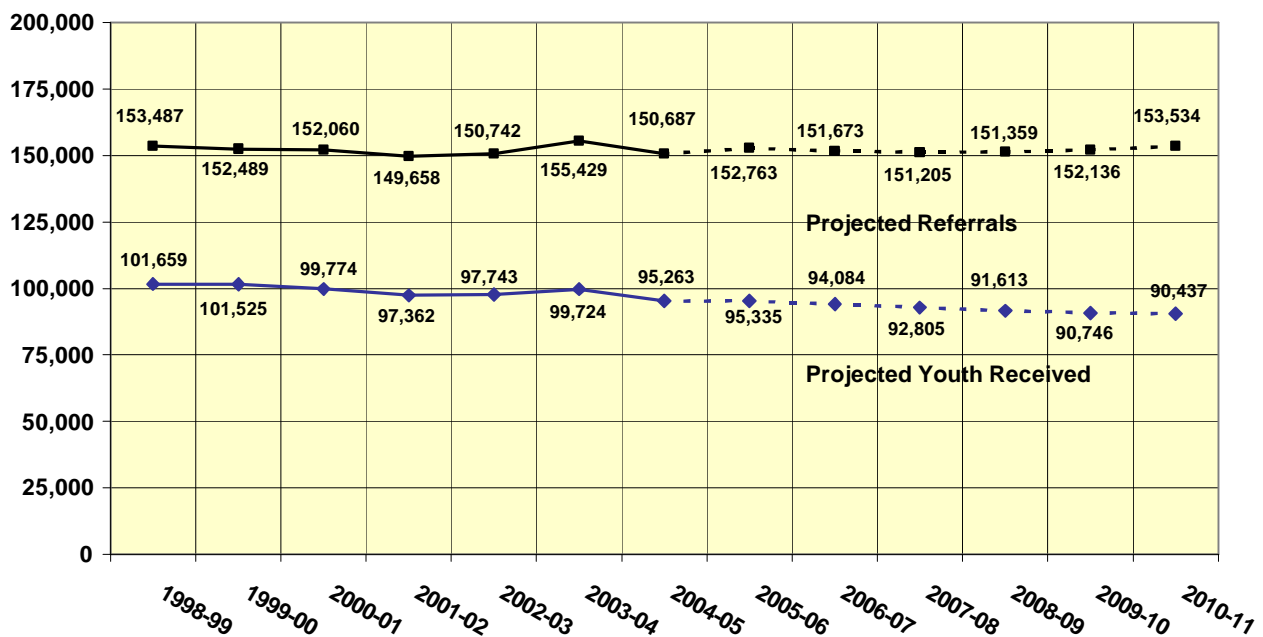
Since 1994-95, the fiscal year of the Department's creation the state's rate of juvenile -committed crimes per 1,000 youth has declined from 117.5 per 1,000 in 1994 -95, to 80.9 per 1,000 in 2004-05--a decrease of more than 30 percent.

### Referral Rates and Rates of Youth Referred per 1,000 Youth at Risk



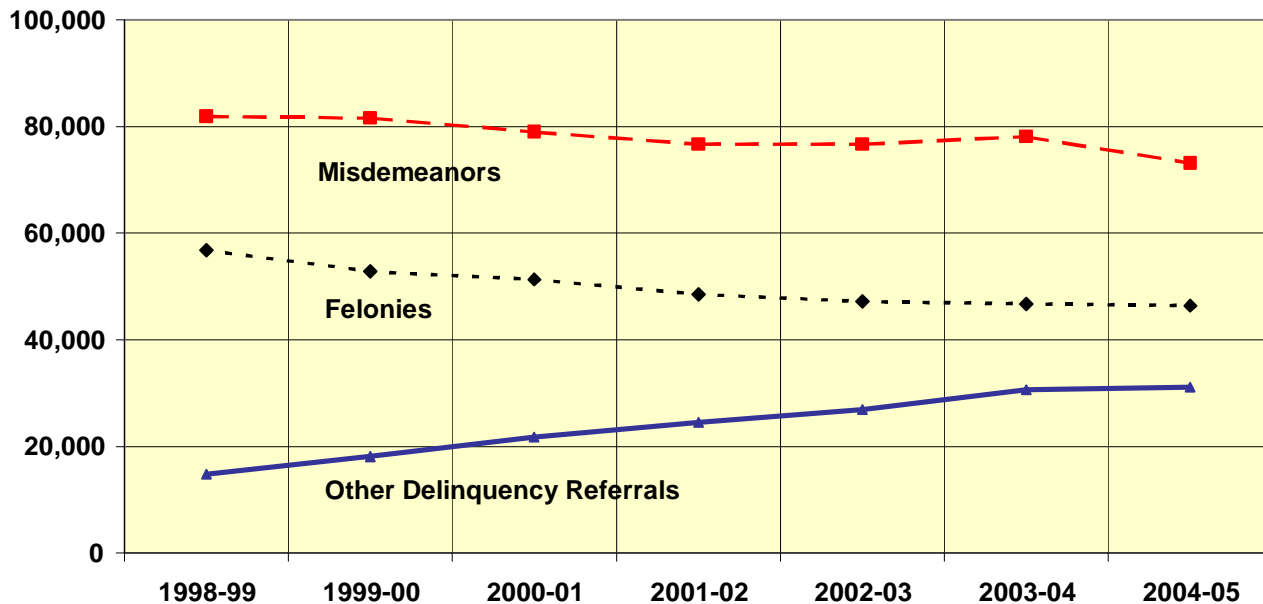
Current estimates of juvenile crime trends indicate that little change in rates will occur; however, as the youth population grows annually the net effect is a projection of a small increase in the raw number of youth and referrals received. Only small increases or decreases are anticipated over the next five years.

### Projected Referrals and Youth Received



Even as the population ages 10-17 years continues to increase, the rate of referrals and the rate of youth received are at some of their lowest points in 15 years. One contributing factor to the decrease in reported crime this year is the series of hurricanes that occurred in the fall of 2004. Trends within the referrals received indicate that "Other" delinquency referrals, especially non-law violations of probation, continue to rise as a percentage of all referrals.

### Referrals by Fiscal Year and Type



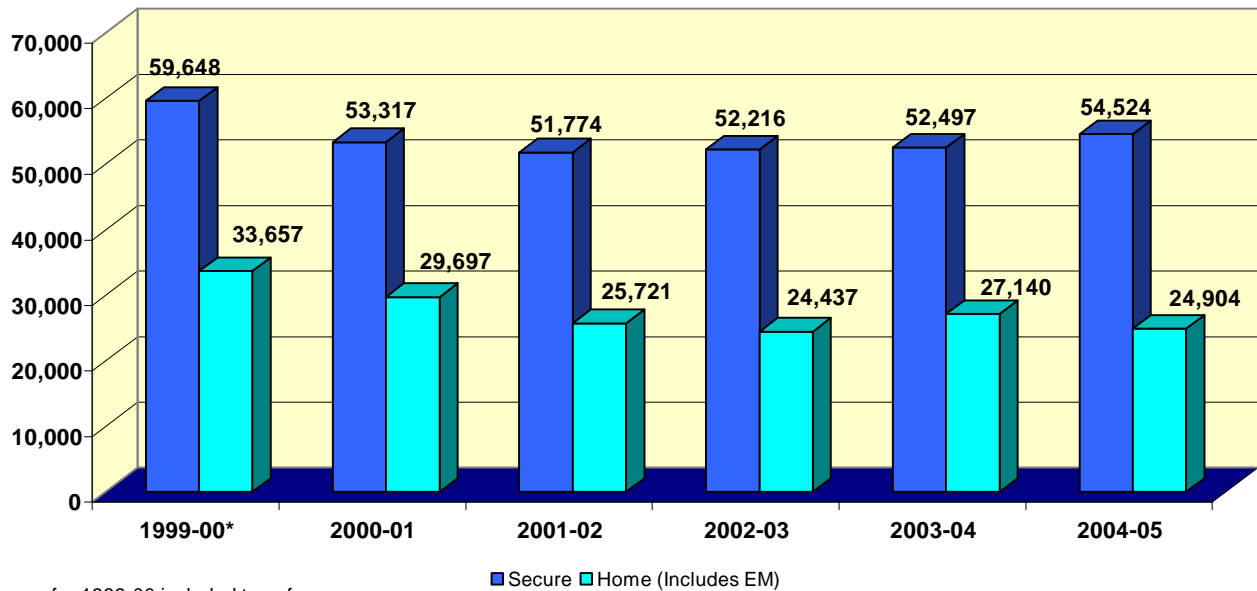
The number of felonies shows a decline of more than 18 percent since 1998 -99. The number of misdemeanors declined as well by about 10 percent. Probably the most striking trend, however, is the dramatic increase in "other" delinquency referrals —those that include both technical and non-law violations of probation<sup>3</sup>—which have more than doubled since 1998 -99. Had these other delinquency referrals not increased, but simply stayed at the 1998 -99 level, the total number of referrals would have declined by nine percent rather than the increase of 2 percent that actually occurred. Over the last six years, the Department has emphasized the need to hold youth and staff accountable for compliance with the terms of their probation. There has been a resulting increase in the number of youth referred and committed for violations of probation. A preliminary analysis of referrals connected with admissions between FY 2001-02 and FY 2002-03 revealed an increase of more than 50 percent in the number of admissions to residential treatment for non-law violations of probation or aftercare. As more youth are being held accountable, in view of Department capacity and the costs involved in residential commitment, the Re-Direction program was established to provide community-based care as a cost-effective alternative.

<sup>3</sup> Other delinquency offenses include violations of city and county ordinances, violations of probation or aftercare, prosecutions of previously deferred cases, transfers to other counties for prosecution, and interstate compact cases.



The number of admissions to secure detention has declined, reflecting the general trend of stability in the numbers of juvenile crimes. Home detention continues to decline, likely in response to the loss of community youth leader positions as well as Electronic Monitoring in recent years.

### Admissions to Secure and Home Detention by Fiscal Year



\*Figures for 1999-00 included transfers.

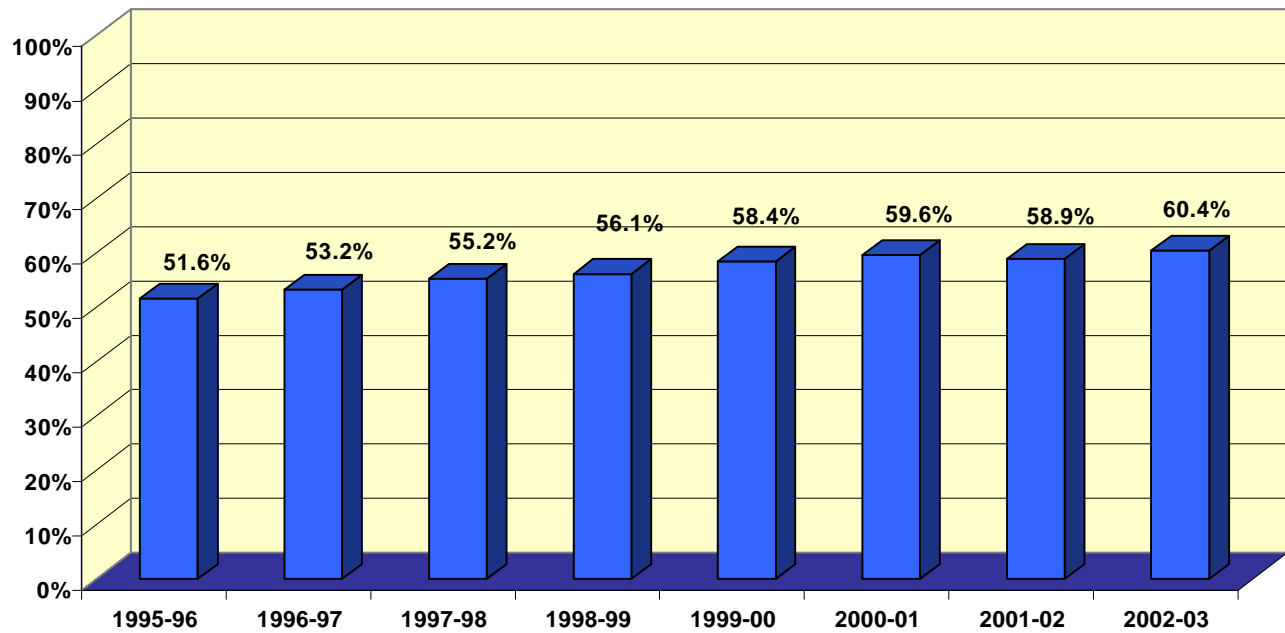
The same trend in admissions is evident in residential placements as well. First-time admissions to residential commitment have varied from the average of about 6250 per year by close to three percent over the last six years. Preliminary analysis indicates that approximately 6300 youth were admitted to residential commitment for the first time during 2004-05.

### Admissions to Residential Commitment, FY 1998-99 to 2002-03

Fiscal Year	New Admissions			Total New Admissions	Transfer Admissions			Total Transfer Admissions	Total Admissions
	First-Time Admission	Subsequent Recidivism Admission	Recommitment Placement Change		Lateral Transfer--Placement Change	Transfer Up	Transfer Down		
1998-99	6,224	2,003	469	8,696	436	202	38	676	9,372
1999-00	6,292	2,423	521	9,236	564	166	30	760	9,996
2000-01	6,065	2,146	434	8,645	743	199	165	1,107	9,752
2001-02	6,418	2,224	310	8,952	518	181	33	732	9,684
2002-03	6,459	2,224	180	8,863	562	271	63	896	9,759
2003-04	6,121	2,277	140	8,538	510	199	21	730	9,268

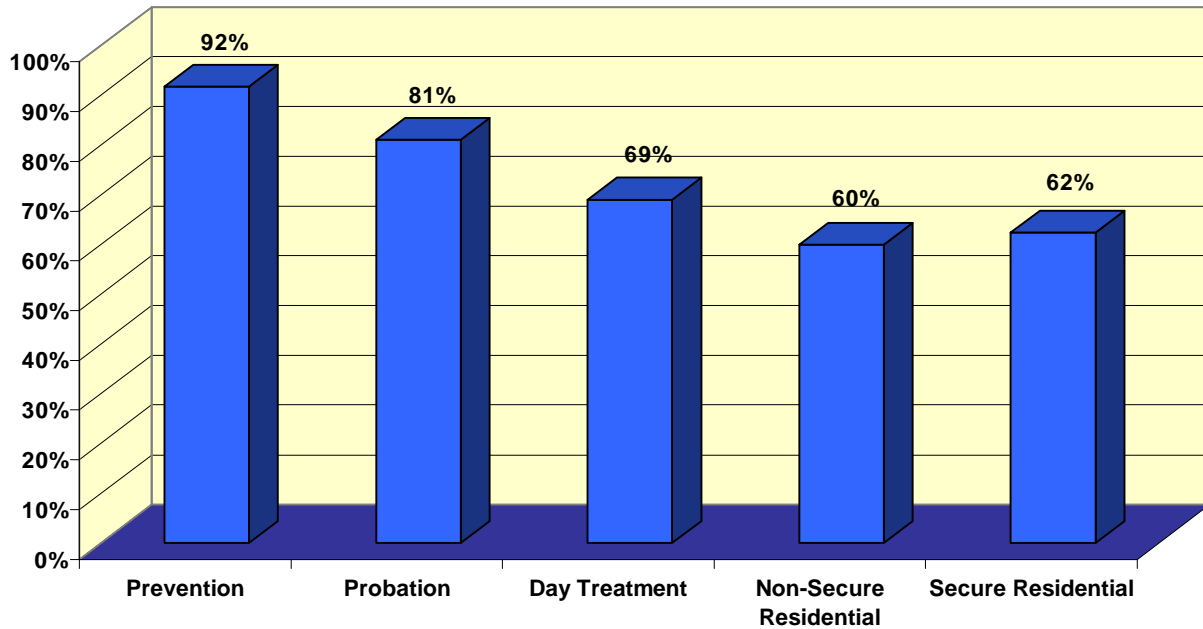
As it has increased treatment capacity and capacity to address specific behavioral and mental health needs, DJJ has also increased program effectiveness as indicated by the success rates for juveniles released from residential commitment programs. Success is defined as remaining crime-free for one year after release from a treatment program—no adjudications or adjudications withheld for crimes committed within 12 months of release.

### Residential Success Rates by Fiscal Year



Success rates for prevention, probation, day treatment and both non-secure and secure residential programs are impacted by the varying risk levels and treatment needs of the youth served.

### 2002-03 Success Rates for DJJ Programs



\*Prevention success rate is based on six-month follow up after program release, all others are 12 month success rates.

## Analysis of Service Outcomes and Projections

The first three goals of this FY 2005 -06 through FY 2010-11 Long-Range Program Plan will require a combined effort of the agency, its partners and community leaders. No single entity or agency is responsible for lowering overall delinquency, violent crime or illegal drug use. DJJ accepts the responsibility to increase coordinated efforts toward the achievement of high goals. These goals are ambitious, with targets that may be difficult to reach. These goals serve as the Department's commitment to make Floridians and their visitors safer from the pain and suffering of juvenile crime. The first two goals are related to the Governor's priorities of reducing violent crime and enhancing Florida's quality of life:

**Goal 1: Protect Florida's citizens and visitors from acts of violence by juveniles.** There are two agency objectives related to this first goal:

Objective 1A: Reduce the rate at which juveniles are referred for murder, attempted murder, manslaughter, sex offenses, robberies, and resisting arrest with violence.

Objective 1B: Reduce the rate at which juveniles are referred for aggravated assault/battery.

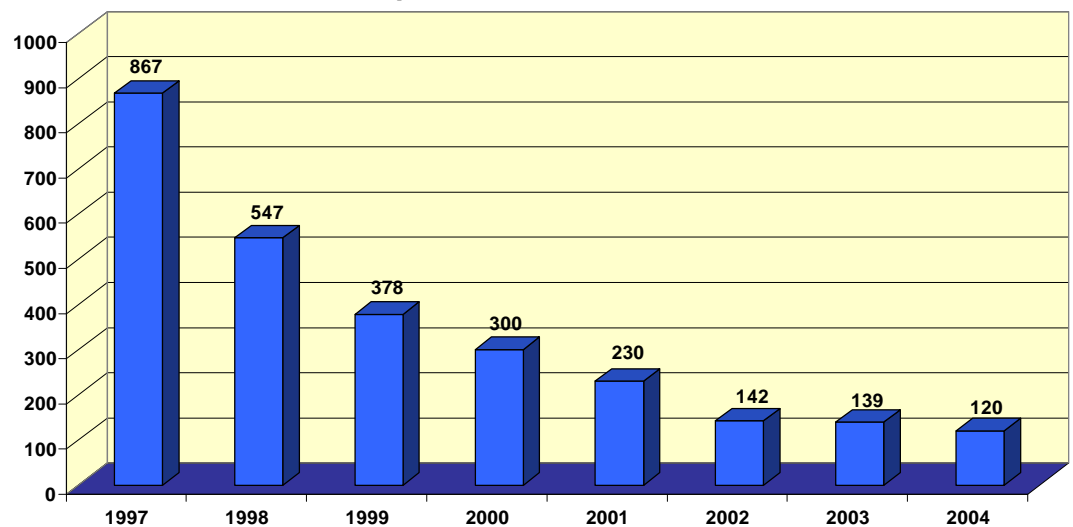
**Goal 2: Strengthen the public safety of Florida's residents and visitors by reducing juvenile crime.** This goal has one agency objective.

Objective 2A: Continue annual reductions in the rate and number of referrals for felonies, misdemeanors and other delinquent offenses.

As indicated by agency outcome measures, these two goals are being met. Juvenile crime has dropped following an explosive peak in the mid -1990s. With the number of youth referred to the juvenile justice system at about 151,000 for FY 2004-05, the state remains near its lowest level of delinquency in at least twelve years. When changes in population are factored in, the state's rate of juvenile crimes, 80.9 per 1,000 youth, is at its lowest level in more than 15 years.

The dramatic reduction in escapes from residential commitment also reflects the Department's commitment to the goal of public safety, and its progress toward accomplishing that goal. In FY 2004-05, only 3 youths escaped from a detention facility, down from six in FY 2002-03.

**Residential Commitment  
Escape Trends, 1997-2004**



Among the key points about the security at agency facilities:

- ?? The 123 escapes from all residential and detention facilities represent the lowest annual total ever for the department.
- ?? There were three escapes from detention centers with a total of 34,531 youth served.
- ?? There was one escape from a residential facility for every 116 youth served in residential commitment.

The Department standard and five -year goal is zero escapes for detention centers and secure residential commitment programs. The Department is currently involved with its residential providers in a workgroup to establish contractual sanctions for escapes and incentives for zero escapes.

**Goal 3: Participate in the Governor's Drug Control Strategy to reduce illegal drug use.** This goal has one objective:

Objective 3A: Reduce the rate of juveniles referred for drug-related (marijuana and non -marijuana) felonies and misdemeanors.

The third goal focuses on reducing illegal drug use. This goal also directly supports the Governor's priority of reducing violent crime and illegal drug use. The Governor's priority will require a coordinated effort from all state agencies that have a stake in drug abuse prevention. Both the *Florida Youth Substance Abuse Survey* and the outcome measures included in this LRP P indicate that progress is being made toward this goal. The overall rate of drug referrals per 100,000 youth has declined from 977 in FY 1998-99 to 792 during FY 2004-05, a decrease of almost 19 percent in the rate.

The Department efforts to accomplish this goal include both prevention and treatment efforts. The SWOT analysis revealed an immediate threat to the objective of reducing drug -related felonies and misdemeanors represented by the loss of Federal funding that was supplanted by non -recurring funding from the state.

**Goal 4: Enhance residential commitment programs to ensure graduated sanctions, address special needs, enhance offender education, and increase the effectiveness of rehabilitation services.**

During the past five years residential capacity within the Department of Juvenile Justice has increased from a total of 5,579 beds in 1999 to a current capacity of 7,153, a 29% increase. The average length of stay in residential placement, by level, for FY 1998 -1999 as compared to the Department's most current data, is as follows:

### Trends in Length of Stay by Restrictiveness Level

Restrictiveness Level	1998-1999	2003-04
Low	3.3 Months	4.4 Months
Moderate	6.6 Months	8.1 Months
High	11.3 Months	11.6 Months
Maximum	18.6 Months	

\*Maximum risk length of stay was shortened due to a change in providers.

Objective 4: Ensure that two out of three youth, who complete secure and non-secure commitment programs, remain crime -free for one year after release.

Reducing the number of youth who recidivate or the frequency with which they re-offend is critical to the agency's mission to reduce juvenile crime. For youth released from DJJ residential commitment programs from FY 1995-96 through FY 2002-2003, the agency's overall success rate, which accounts for youth not committing another offense within a year of release, has increased from 51.6 percent to 59.9 percent. This overall 16.1 percent improvement in performance is likely attributable to more specialized services and longer lengths of stay in residential commitment, overall maturation of programs offered by private providers, and improved linkage between residential commitment and probation/community corrections officers who oversee youth's transitions back into their communities. Although the success rates continue to improve each year, the agency failed to meet the ambitious standard set by the Legislature for the first time in the four years that the program was monitored under performance-based program budgeting guidelines. For youth released in FY 2002 -2003, the Legislature's standard was increased from 56.5 to 65.0 percent. DJJ's performance was not able to meet the Legislature's standard.

*Eight-Year Review*  
**Department of Juvenile Justice**  
**Residential Commitment Success Rates**

Report Year	1998	1999	2000	2001	2002	2003	2004	2005
Recidivism Follow-Up Period	1995-97	1996-98	1997-99	1998-2000	1999-2001	2000-02	2001-03	2001-2004
Year of Release	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03
<b>Non-Secure</b>	<b>51.7%</b>	<b>53.3%</b>	<b>55.1%</b>	<b>55.0%</b>	<b>57.9%</b>	<b>59.0%</b>	<b>58.9%</b>	<b>59.9%</b>
<b>Secure</b>	<b>51.4%</b>	<b>52.9%</b>	<b>55.8%</b>	<b>59.9%</b>	<b>60.1%</b>	<b>59.7%</b>	<b>59.0%</b>	<b>62.4%</b>
<b>TOTAL</b>	<b>51.6%</b>	<b>53.2%</b>	<b>55.2%</b>	<b>56.1%</b>	<b>58.4%</b>	<b>59.2%</b>	<b>58.9%</b>	<b>60.4%</b>

Source: DJJ Outcome Evaluation Reports

Definition: Percentage of youth who remain crime-free for one year after release from a residential commitment program. To be considered "crime-free for one year after release," a youth must not be adjudicated, have adjudication withheld, or be convicted in adult criminal court for an offense that occurred within one year of release.

Agency Performance: Reducing the number of youth who recidivate or the frequency with which they re-offend is critical to the agency's mission to reduce juvenile crime. For youth released from DJJ residential commitment programs from FY 1995-96 through FY 2002-03, the agency's overall success rate, which accounts for youth not committing another offense for one year after release has increased from 51.6% to 60.4%. This is an increase of 8.8%, or a 17% improvement. This improvement in performance is likely attributable to an increase in specialized services such as substance abuse, mental health and gender-specific programming. Following the one-year monitoring period for youths who were released from DJJ programs in FY 2002-03, the agency met the standard set by the Legislature for the third consecutive year that the program was monitored under performance-based budgeting guidelines. For youth released in 2001-02, the Legislature's standard was 56.5%. DJJ's performance exceeds the Legislature's standard by 2.4%.

Directly under the agency's influence and responsibility is its most ambitious program goal —to increase success rates (non-recidivism rates) to 67 percent. This goal sets a standard that two out of every three juveniles released from DJJ commitment programs should not return to the juvenile justice system within one year. One of the priorities set by Residential Services is to implement evidence-based treatment in every

Several important issues arose concerning this goal as the leadership of Residential and Correctional facilities considered their strengths and weaknesses, and anticipated opportunities and threats to progress toward their goals. The SWOT analysis identified loss of revenue, continuing need for mental health and behavioral health services, provision of adequate training for direct-care staff, additional financial support for providers, logistical support for program monitors, trends in commitments, and the opportunity to further implement the Department's What Works strategy among these issues.

**Loss of Revenue.** The Department receives funding for mental health services from the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Justice under the Juvenile Accountability Incentive Block Grants Program (JAIBG). In FY 2003-04, nearly \$3.2 million in funding ended and was replaced by non-recurring funding. Failure to restore this funding would critically impair the Department's ability to provide intensive mental health services, including reducing services to the female offenders as well as reductions in both staff and the number of offenders receiving these services.

**Mental and Behavioral Health Overlay Services.** Although the numbers on the waiting list have diminished, and overall time waiting for program openings is at a reasonable level, youth requiring placement in specialized treatment facilities still face a wait longer than a month. Of special needs youth, 48 percent awaiting Moderate- and 66 percent awaiting High-Restrictiveness level beds face a wait of 5 weeks to more than 2 months prior to placement. Similarly, 58 percent of sex offenders awaiting Moderate- and 50 percent awaiting High-Restrictiveness treatment face the same period.

**Adequate Training of Direct Care Staff, Support for Providers.** An important factor in program success is hiring, training and retaining quality staff. Per diem increases are being sought to attract quality staff, and training for private provider staff is an important challenge. Private provider direct-care staff are not attending the academy-based portion of the Juvenile Correctional Officer (JCO) certification. The Department has no method of ensuring contracted direct care staff have the minimal skills and knowledge required to work directly with offenders. It is estimated that there are approximately 4,500 private provider employees who need to be certified.

**Trends in Commitment.** Although Florida is enjoying some relief from the high numbers of referrals and serious delinquent youth of the mid 90's, first-time placements in residential treatment remain at or slightly above those of 1998-99. As the Department holds youth accountable for the terms of their probation, more youth are being placed in residential commitment for non-law or "technical" violations of probation or aftercare than in previous years. Practical, less expensive alternatives to residential placement are needed to provide appropriate sanctions for lack of compliance with court orders.

**Implementation of Department Strategy.** Targeting resources to youth most likely to become serious chronic offenders and purchasing and using evidence-based treatment was cited as an important opportunity for the Department. A pilot *What Works* project is under development to explore just how to make this happen.

In view of these trends and conditions, the five -year priorities for Residential and Correctional Facilities include the following:

1. **Reduce Waiting List.** Reduction of the waiting list to fewer than 100.  
Strategies include:
  - ?? Redesign current capacity to meet population needs using flexibility assigned by the legislature.
  - ?? Manage length of stay – improve successful completion rates.
  - ?? Increase program utilization.
  - ?? Ensure that current off line beds are on line by February 2006.
  - ?? “Overbook” program census.
2. **Reduce Facility Incidents.** Reduction of the annual number of incidents requiring physical takedowns of youth by 50% statewide. (Reduce facility incidents)  
Strategies include:
  - ?? Increase What Works pilot sites.
  - ?? Work with programs on enhancing their behavior management system to reduce the need for physical intervention
  - ?? Enhance staff training to include recognizing adolescent development and appropriate verbal interactions.
3. **Enhance Meaningful Vocational Training.** All residential programs with a length of stay of at least 6 months will provide Type 2 vocational programming.  
Strategies include:
  - ?? Establish baseline and growth in each category of vocational education provided in juvenile justice residential commitment programs.
  - ?? Develop a Model Exit Transition checklist for residential commitment programs for standard program use in documenting value -added life skill, career education and employability readiness upon program completion.
  - ?? Education and juvenile justice personnel will collaborate with workforce development programs to initiate local partnerships and resource development.
  - ?? DJJ personnel will participate in updating Florida’s Career and Technical Education Plan for Juvenile Justice Involved Students.
  - ?? Development of legislative budget requests for additional vocational placement and distance learning opportunities.
  - ?? Showcasing best practices at state and regional conferences and through product development (such as the Avon Park and Twin Oaks presentation at Juvenile Justice Education Institute in Orlando, Cypress Creek Academy presenting at September Adult Education Conference).



4. **Decrease Staff Turnover.** Reduction of the staff turnover rate in state-operated facilities from 21% to 15%.  
Strategies include:
  - ?? Implement employment recognition programs.
  - ?? Increase salaries of our direct care staff.
  - ?? Establish a leadership curriculum specifically for front line supervisors
5. **Reduce Transfers Between Programs.** All programs will achieve a 95% completion rate.  
Strategies include:
  - ?? Change JJIS bed management system to reflect the five levels of care determined by the Specialty Services Workgroup and amend program descriptions to match.
  - ?? Increase involvement in the development of the risk/needs assessment process.
  - ?? Implement risk/needs assessment process in the commitment process and in programs.
  - ?? Work with programs to establish a review system to track youth achievement
  - ?? Emphasize the need for individualized treatment strategies to assist youth in being successful
6. **Enhance Services To Girls.** All girls programs will participate in an ongoing process of quality improvement addressing gender responsive services.  
Strategies include:
  - ?? Providers will use the self-assessment instrument to improve gender responsive programming.
  - ?? Create a Girl's Advisory Council, consisting of department, provider, legislative and Florida Juvenile Justice Foundation members to plan for appropriate services for girls.
  - ?? Continue partnership with National Commission on Crime and Delinquency in developing assessments, planning and intervention strategies for girls.
  - ?? Re-define role of Girl's Forum and its connection to the Girl's Advisory Council. \
  - ?? Provide training to department and provider staff on gender responsive programming.
7. **Continue Restorative Justice Implementation.** Increase the number of residential programs implementing Impact of Crime groups utilizing an appropriate curriculum from 65% to 80%.  
Strategies include:
  - ?? Train 12 additional trainers statewide for Impact of Crime Curriculum by June 30, 2006
  - ?? Each region will conduct two (2) Impact of Crime facilitator Trainings by June 30, 2005

8. **Increase Parental Involvement.** All programs will implement strategies that engage parents in the treatment process and use parents as resources. (/use parents as resources)  
Strategies include:

- ?? Include parents in program Advisory Board membership.
- ?? Consult with a customer service representative to develop:
  - ☞ Parent surveys to determine improvement in son/daughter's progress and satisfaction with program.
  - ☞ Training for Provider and Department front line and management staff.
- ?? Enhance skill sets of therapists to engage parents by phone for therapy sessions.
- ?? Conduct/enhance parent weekend group sessions.
- ?? Create a "bring your parent to juvenile justice" month.
- ?? Incorporate strength based assessments to determine most appropriate ways to engage parents in the treatment of their children.
- ?? Conduct an inventory assessment with parents at the time of admission to determine their skills/talents that can be shared with the program staff and youth.
- ?? Create a peer-mentoring program for new parents coming into the system to answer questions about the program, handbook, processes, etc.
- ?? Create a "college" for parents to include courses or competencies that addresses adolescent development and parenting techniques.

**Goal 5: Detain and monitor alleged juvenile offenders to enhance public safety.** There are three objectives related to this goal.

Objective 5A: Prevent escapes from secure detention

Objective 5B: Increase the percentage of youth who remain crime-free while in secure detention (without committing assault/battery, contraband possession, an escape or other delinquent incident).

Objective 5C: Increase the percentage of completions from home detention without the assigned youth committing a new law or contract violation, failure to appear, an abscond, or contempt of court.

This goal is related to the Governor's priorities of protecting the public from violent crime and strengthening public safety. Three outcome measures indicate progress in meeting the objectives related to this goal: prevention of escapes, increasing safety and order within secure detention and during home detention. During the last six years, escapes from secure detention centers decline from 22 to only 3 during FY 2004-05. The percentage of youth who remain crime free while in secure detention had increased from 96.8% during 1999 -2000 to 98% during FY 2004-05. It is reasonable to project that with a continues focus on the development of staff professionalism, staff training and improved behavior management programs in detention centers the crime-free rate will be maintained or possibly improved. A review of data indicated the success rate for completion of

home detention has risen from 73% to 97% between FY 1999-2000 and FY 2004-2005. However, the data does not account for the loss of the Community Youth Leaders and the intense supervision they provided to youth on home detention, resulting in higher rate of violations of home detention.

The SWOT analysis raised several issues with regard to continuing progress toward these goals, including the funding shift, the ability to attract, train and retain staff, and loss of Alcohol, Drug, and Mental health funding from the Department of Children and Families for mental health and substance abuse services.

**Shift of Funding.** Approximately 82% of Detention Services' budget for FY 2004-05 is to be billed to and paid for by the counties. The Association of Counties has recently filed suit challenging the legitimacy of this process, thereby jeopardizing funding for Detention Services.

**Training of Direct Care Staff.** As was the case with residential programming, another challenge to continued progress toward goals of successful completion of detention is the ability to recruit, train and retain qualified staff. Additional training and the inclusion of positions in the Special Risk Retirement Program will result in a lower turnover rate and will strengthen and upgrade detention facilities by attracting and maintaining competent, qualified staff. Detention Services has requested funding to meet the needs of our existing employees. We must provide our certified officers, support staff, and managers the tools they need to perform their duties. Funds are not currently allocated to meet this critical need.

**Loss of Revenue.** While costs for pharmaceuticals, electricity, transportation, etc., continue to increase, revenue has decreased. As this happens for agencies and local governments statewide a ripple effect is created which in turn further affects the services provided through Detention. For example, as revenue decreases for counties, local county health departments which previously provided free medical services to youth in detention are now required to charge for services or refuse to provide service altogether. This requires the Department to contract for medical services that it did not have to purchase before or is now having to purchase at a higher rate, causing further unforeseen strain on an already reduced budget. The provision of medical services is of special concern and one for which the branch has requested additional funding. The Department has experienced a decrease in the amount of Alcohol, Drug, and Mental Health funding from the Department of Children and Families used to provide mental health and substance abuse services for youth in detention. As a result, the Department is asking for increased funding to offset the loss of this funding. Further reductions in budget for Detention Services will seriously impair the Department's ability to provide safe and secure detention centers for youth in its custody and to continue to provide the level of enhanced public safety that has become the standard in Florida.

In view of these trends and conditions, the five-year priorities for Detention include the following:

1. **Provide safe detention center environments.** Detention Services will continue to upgrade facility safety and security devices as funding allows.  
Strategies include:
  - ?? Replace Closed Circuit Television systems that have deteriorated and cannot be repaired.
  - ?? Monitor and study all safety related incidents so that training for Detention staff can be further enhanced.

2. **Provide adequate healthcare for youth.** Appropriate healthcare, including medical, mental health, and substance abuse services, is of primary concern to Detention Services.

Strategies include:

- ?? Request additional funding to allow the provision of services at the current level.
- ?? Requesting funding to provide enhanced medical care through implementing 24/7 nursing services at detention centers of 70 or more beds.

3. **Enhance public safety by maintaining secure detention centers.** Detention Services will continue to upgrade facility security devices as funding allows.

Strategies include:

- ?? Track quarterly security audits and will follow -up on any recommendations and/or criticisms included in these.
- ?? Provide ongoing training to staff regarding all aspects of safety and security in Detention centers.

4. **Continue to provide programming designed to improve youth literacy.**

Strategies include:

- ?? Active participation in the Just Read, Florida! Workgroup.
- ?? Appointment of education coordinators in each of the three regions to work with area Detention centers in planning and executing education overall and youth literacy specifically.
- ?? Establish libraries in cooperation with local entities as a means of improving youth literacy.
- ?? Monitor progress through reports on regional activities and accomplishments forwarded to Detention Services at Headquarters.

5. **Continue to improve staff professionalism through training and education.** Detention Services continues to work to improve the training program for staff.

Strategies include:

- ?? Staff certification curriculum approved by the Criminal Justice Standards and Training Commission.
- ?? Annual Detention Services Training Institute to enhance the level of performance of direct care staff through workshops focusing on topics such as Managing Suicidal Youth, Crisis Intervention, Adolescent Development, Effective Communication and Ethics.
- ?? Networking among detention personnel to enhance the overall ability of each facility to meet the needs of its youth.

**Goal 6: Prevent juvenile crime; divert youth from becoming serious, chronic offenders.**

Objective 6A: Target the most at-risk youth, but achieve and maintain a high percentage of youth who remain crime free six months after receiving prevention services.

The Office of Prevention and Victim Services is currently operating based on the Department's What Works Strategy. These strategies are derived from a body of applied research on risk factors associated with delinquency and on evidence-based treatment models and management practices that have been proven to be effective in reducing offending behavior. The DJJ strategy is summed up in the following five principles:

- ?? Risk Principle: Target higher risk offenders.
- ?? Need Principle: Treat risk factors associated with offending behavior.
- ?? Treatment Principle: Employ evidence-based treatment approaches.
- ?? Responsivity Principle: Tailor treatments to meet special needs.
- ?? Fidelity Principle: Monitor implementation quality and treatment fidelity.

Important issues regarding the future of Prevention and the ability to meet the goals surrounding the DJJ What Works Strategy were revealed through the SWOT analysis. Strengths, weaknesses, opportunities and threats included weaknesses in the Prevention strategy and the opportunities to enhance Restorative Justice programs and evidence-based treatment programs.

**Leveraging the 8% Solution Program Study Methodology and GIS mapping.** Currently, Prevention and Victim Services requires that delinquency prevention programs focus on youth who have risk factors identified in the 8% Solution research literature. In keeping with the DJJ What Works Strategy, funding is directed towards programs that serve youth who are deemed at risk in three of the four domains. In addition, the youth must reside in neighborhoods within zip codes identified by GIS mapping as communities with the largest population of juvenile delinquents. GIS maps have been made available to community-based applicants and stakeholders through the Department's website. This methodology provides equitable funding to each community and demonstrates a commitment to the DJJ What Works Strategy: Target high-risk offenders. GIS mapping allows the Department the opportunity to assist with targeting the needs and identifying communities most deserving of delinquency prevention services.

**Recruit and Retain Quality Staff.** With more than 150 delinquency prevention grant programs serving approximately 40,000 youth, it is evident that the current number of delinquency prevention specialists is not adequate to ensure accountability and successful implementation of the What Works programming. The lack of adequate staff decreases the Department's capacity to replicate evidence-based programs and practices throughout the prevention continuum of services. It also decreases the Department's ability to work with communities to implement the DJJ What Works Strategy.

Research indicates that competent service delivery and adherence to treatment models is essential to the task of reducing recidivism and realizing returns on prevention dollars invested. The lack of adequate staff limits the Department's ability to ensure that evidence-based treatments are implemented according to their original design.

**Implementing Restorative Justice.** Restorative Justice programs enable the victim, offender and affected members of the community to be directly involved in responding to the crime. The restorative process of involving all parties is fundamental to achieving the restorative outcome of reparation and peace. Neighborhood Accountability Boards allow for the restorative justice process to work by bringing all parties together by a trained facilitator to discuss how they have been harmed by the offense in question and how that harm might be addressed. A variety of offenses have been successfully

resolved through this method, such as theft, arson, minor assaults, drug offenses, and vandalism. Currently, several communities throughout the state have piloted Neighborhood Accountability Boards, and their success has encouraged much enthusiasm and wider implementation in all 20 judicial circuits.

**Implementing Evidence-Based Treatments.** In view of the risk principles associated with the DJJ *What Works* Strategy, the Office of Prevention and Victim Services has targeted high-risk youth that are more likely to enter the juvenile justice system and positioned its service delivery system based on high-crime neighborhoods. Prevention grants and general revenue funding are being directed towards evidence-based treatments that address specific risk factors associated with re-offending behavior, consistent with the need, treatment and responsibility principles of the strategy.

Currently, the Department is piloting evidence-based treatments such as Functional Family Therapy, Multi-Systemic Therapy and the Strengthening Families Program. In addition, tailoring evidence-based programming for the special needs of girls is an important need, as are the needs of youth for vocationally-oriented prevention such as Youth Build. In combination with evidence-based treatment, such programs could have a major impact for prevention in high-crime neighborhoods.

In view of these factors the five-year priorities for prevention include the following:

**1. Develop and implement the primary mission and purpose of the office while determining the most optimal organizational structure that will enable the office to accomplish its mission.**

Strategies include:

- ?? Streamline prevention work force to be more cost-effective while continuing to maintain strict accountability.
- ?? Enhance office organizational structure to ensure effective work production.

**2. Improve and enhance communication, coordination, community programming services and utilization of the Juvenile Justice Boards and Councils across the state.**

Strategies include:

- ?? Develop public service announcements and other community awareness efforts regarding prevention and prevention programs.
- ?? Establish additional Neighborhood Accountability Boards, Civil Citation Programs, and other Delinquency Prevention Programs.
- ?? Support additional CINS/FINS Councils for schools, Statewide Faith Network, additional collaborative efforts (i.e., Boys and Girls Clubs, Police Athletic League, Statewide Boards and Councils, etc.)

**3. Develop and implement new and innovative prevention programming and training that have a research basis. The training will be provided to stakeholders and staff.**

Strategies include:

- ?? Provide statewide delinquency prevention training and staff development via DJJ Delinquency Prevention Conference, OJJDP regional trainings, Restorative Justice trainings, Gender-Specific Female trainings, etc.
- ?? Implement innovative programming to include Bullying Reduction, Failure Free Reading programming, Gender-Specific Disproportionate Minority Contact Programming, etc.

**4. Continue to provide on-going delinquency prevention programming and services throughout the State of Florida that include reaching high-risk youth in identified targeted communities.**

Strategies include:

- ?? Maintain and enhance the grant process that involves communities, Juvenile Justice Boards/Councils and stakeholders.
- ?? Continue utilization of research based programming and measurements.
- ?? Maintain accountability tools and processes.

**Goal 7: Increase the effectiveness of services for juveniles under probation, community corrections, and conditional release to reduce the costs of commitment and to decrease the likelihood of repeat offenders victimizing the public.**

Objective 7A: Increase the percentage of youth who do not commit a new crime one year after release from probation.

Objective 7B: Increase the percentage of youth who do not commit a new crime one year after release from conditional release and/or post -commitment supervision.

Increasing success rates is also the focus of the Department's program goals for Probation and Community Corrections (PCC) programs. This goal is consistent with the Governor's priorities. Progress toward these goals is evident in the increases in youth who remain crime -free one year after release from probation (79.1 percent to 81.0 percent between FY 1997-98 and FY 2003-04) and aftercare (62.0 percent to 67.0 percent between FY 1998-99 and FY 2003-04). It is reasonable to project that with a continued focus on the implementation of the Department strategy along with the development of staff professionalism, training, and the use of evidence-based programs, the crime -free rate will continue to increase.

While the Department establishes priorities and goals for its probation and aftercare programming, it is recognized that community roles and attitudes are critical to ensure that progress continues to be made once youth are released from the juvenile justice system. The Department is working to increase the involvement of the community through the recruitment of volunteers, accessing existing resources and actively involving victims in a restorative justice approach. One unique opportunity for community involvement that presented itself after the SWOT analysis took place is the replication of a faith -based mentoring program sponsored and underwritten by a grant from OJJDP. The SWOT analysis also raised several other important issues for Probation and Community Corrections that included staff recruitment and retention, juvenile probation officer workloads, and implementation of the DJJ *What Works* Strategy.

**Staff Recruitment and Retention.** An important factor in program success is hiring, training and retaining quality staff. Salary deficit is most greatly felt on the front lines in terms of low salaries and unreimbursed expenses of Juvenile Probation Officers, Officer Supervisors and Clerical support positions, which constitute approximately 94% of the FTEs in the Probation and Community Corrections branch.

**Juvenile Probation Officer Workload Issues.** Article V implementation and Cost of Care collections are potential factors that can impact JPO workloads. Many local governments, community agencies and civic groups enrich the resources to serve delinquent youth. The Article V requirement that shifted to

the county the funding of pre-disposition detention may have an unintended consequence on their decisions to continue to participate with DJJ in supporting the local array of intervention and diversion options. There may develop a perception that since county funds will be used to support pre-disposition detention, there is no longer an obligation to fund local community participation in these programs. Continuation of these services may become a workload issue for probation officers.

**Implementation of the DJJ *What Works* Strategy.** The foundation of the DJJ *What Works* Strategy is the ability to accurately assess the risk factors of youth that are associated with re-offending behavior. Probation and Community Corrections plays a pivotal role in identifying high-risk youth through the development and implementation of an evidence-based assessment and classification system. The risk and needs assessment will guide treatment of risks associated with re-offending behavior throughout the system. Targeting resources to the youths who are most likely to become serious, habitual criminals and intervening before criminal behavior becomes ingrained is viewed as an important opportunity and critical to the success of the *What Works* Strategy.

A second effort related to the *What Works* strategy is the Re-direction program. As the Department holds youths accountable for the terms of their probation, more youth are being placed in residential commitment for non-law or "technical" violations of probation or aftercare than in previous years. Practical, less expensive alternatives to residential placement are needed to provide appropriate sanctions for lack of compliance with court orders. The Re-Direction Program is considered an opportunity to address the issues related to juvenile offender accountability in a cost-effective way that also employs evidence-based treatment.

The use of an evidence-based framework for the purchase of services is an important third effort at implementation of the DJJ strategy. Probations and Community Corrections programming is targeting the purchase of different services that have proven more effective at reducing juvenile crime, including Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT). Intensive Delinquency Diversion Services (IDDS) is implementing evidence-based strategies to target and supply rehabilitative services to delinquent youth and their families.

In view of these issues, Probation and Community Corrections have established the following five-year priorities:

**1. Enhance Contract Monitoring.**

Strategy:

?? Develop and implement a statewide policy to ensure that contracted services are properly monitored and that appropriate action is taken to address non-compliance with contract terms and conditions

**2. Develop Probation Volunteers Program.**

Strategy:

?? Develop and implement a pilot probation volunteer program with options for statewide expansion

**3. Institute Data-Driven Management.**

Strategy:

?? Develop and implement a process for collecting, evaluating, and responding to management data (Com Stat) with a view toward improving program operations.



4. **Fully Implement New Assessment of Risk and Need.**

Strategy:

?? Ensure that 100% of youth referred to the Department are properly classified according to the statewide risk/needs assessment.

5. **Ensure Utilization of Resources.**

Strategy:

?? Maintain 95% utilization of all day treatment, conditional release, and IDDS slots

6. **Enhance Diversion and Re-Direction Services.**

Strategies include:

?? Continue to expand evidence based re-direction services as an alternative to residential treatment for youth charged with non-law (technical) violations.

?? Ensure that at least 70% of the youth served in these programs are successfully diverted from residential placement.

7. **Ensure Program Completion.**

Strategy:

?? Ensure that 75% of committed youth placed in a minimum risk (day treatment) facility successfully complete the program.

8. **Decrease Recidivism.**

Strategy:

?? Ensure that 70% of committed youth who successfully complete a minimum risk program are not subsequently re-committed to a residential facility.

**Goal 8: Improve agency efficiency and accountability, evaluate the effectiveness of programs to support the agency's core functions, and help attain the agency's goals through identification of best practices.**

Objective 8A: Ensure that the percentage of administrative costs and positions to overall agency costs and positions do not exceed the standards set by the Legislature.

Objective 8B: Receive satisfactory or higher ratings from the public and stakeholders with the services, activities and responses provided by the Department.

Objective 8C: Replicate best practices identified through Quality Assurance, program accountability measurement, outcome evaluation, and special studies.

This broad goal is related to several of the Governor's priorities, including reducing violent crime and illegal drug use, creating a more effective and efficient government that fully harnesses the power of technology, and promoting economic diversity. Progress toward reducing the percentage of costs devoted to administration is evident in the decline from 4.8 percent to 3.3 percent between FY 2000-01 and 2004-05. The number of administrative positions also has declined from 5.8 percent to 4.8 percent during the same period.

During FY 2004-05, the Department developed an exit survey to be completed by every youth exiting a residential or detention facility. The Department's Management Information Systems staff are

developing a web-based facility for the survey. Currently, a customer satisfaction survey method is being developed by the Department to survey parents, stakeholders and partners to provide an approach to how the agency is doing when interfacing with and delivering services to public, judicial, law enforcement, and local government entities. That survey will be implemented during FY 2005 -06 (Added pursuant to S. 23.30, Florida Statutes, titled "The Florida Consumer Service Standards Act," as passed by the 2001 Legislature from Senate Bill 0710).

Each year over 700 management and supervisory staff participate on quality assurance reviews. Through this process, managers and supervisors observe exemplary practices of various programs that they are able to replicate in their program. In addition, when a QA team identifies a weakness in a program component, the program management is referred to another program that has a exemplary practice in the area of need that can be replicated. Each year the annual QA report to the Governor and Legislature identifies exemplary practices by program type, i.e., prevention, diversion, probation, residential. This information is made available through the DJJ website.

The "What Works Initiative," begun during FY 2003 -04, is a department-wide effort to systematically introduce evidence-based assessment, intervention, and treatment and management practices that research has shown result in reduced risk of re-offending. There are a number of innovative projects already touching youth in Florida:

- ?? A new Risk/Needs Assessment has been procured. As DJJ personnel are trained in its use, it will become the basis of a comprehensive case-management system focusing on those risk factors that have been shown to contribute directly to re-offending behavior.
- ?? A "What Works" Residential Pilot Project in 15 residential services facilities that include evidence-based treatments and practices to reduce future offending. A special study will be conducted to monitor the implementation process, and to determine whether such a systematic program of improvement results in reductions in recidivism large enough to justify expanding the program statewide.
- ?? The Florida Faith- and Community -Based Delinquency Treatment Initiative is an attempt to introduce evidence-based programming along with the integration of a faith -base approach, including Chaplaincy services, faith -based mentoring during the residential and re-entry phases of treatment, and a family strengthening program provided by the faith partners.
- ?? The Re-Direction program is aimed at providing community -based services to youth who have violated probation and would otherwise be committed to costly residential treatment. The Re-Direction program features Multi -Systemic Therapy and Functional Family Therapy, both of which have been extensively researched and are well established as evidence-based treatment.
- ?? The "Going Home" grant targets high -risk offenders for intensive services, including "Moral Reconciliation Therapy," a form of cognitive-behavioral therapy which is considered evidence-based.

These initiatives represent significant steps toward the implementation of evidence -based programming by the Department. In addition to others currently operating in Prevention and Victim Services and Probation and Community Corrections, Department staff are investigating other treatments including Dialectical Behavioral Therapy and innovative treatments for girls who suffer from Post-Traumatic Stress Disorder, to meet the special needs of girls utilizing evidence -based treatments. The agency's

administration goal sets ambitious ends. The objectives of the agency's administration goal will be to reduce overall unit activity costs, increase best practices, and support the agency's core functions to ensure that the annual targets for all objectives are met. As Administration staff considered their strengths, weaknesses, opportunities and threats, several issues emerged. Among them were weaknesses in staff development, contract management, background screening, strong in-house quality assurance and research capacity, improvement in implementing "What Works."

**Strengthening data collection and reporting.** Developing and strengthening data collection and reporting throughout the agency and its providers to improve organizational efficiency, program effectiveness, management decision making, and overall accountability is considered both a strength and an opportunity.

**Enhance Technology Services.** The MIS mission is to support the Department of Juvenile Justice (DJJ) staff and juvenile justice partners by providing solutions to their needs that utilize state-of-the-art technology to empower them to do their jobs more efficiently and effectively.

1. Improve the assessment of risk factors, special needs, and behaviors of juvenile offenders. F.S. 20.316 (4)(d) 1-5
2. Increase staff time available for direct interface with juvenile offenders. F.S. 20.316 (1)(c) 6 and (4)(d) 1-5 & 7
3. Expand accountability and accuracy of tracking juvenile offenders in the custody of the Department. F.S. 20.316 (4)(d) 1-5

**Gain efficiencies and effectiveness for Department's administrative support functions. F.S. 20.316 (4)(d) 6****Increasing economic diversity.** Increasing Certified Minority Business Enterprise (CMBE) usage and working with nonprofit providers to use CMBE services is considered a strength. Increasing privatization and outsourcing while ensuring the agency does not become vulnerable due to the loss of in-house expertise will be a challenge in the future.

**Maintaining Department facilities.** Meeting critical infrastructure maintenance needs and upgrades such as air conditioning repair, roof maintenance, as well as essential security hardware such as radios and facility camera systems with extremely limited funding is an immediate challenge for Administration. This will be especially difficult in view of rising costs of fuel, building materials, facility, security and fleet maintenance, and other commodities that negatively impact the budgets of the agency and contract providers.

**Supporting contracted relationships.** Maintaining contracts with providers whose financial welfare has been negatively impacted by transportation costs, fringe benefit expenses, and other overhead costs and avoiding disruption in community programming or a loss in quality of service delivery is a challenge to Administration. In addition, as more programs are being privatized, more contract managing/monitoring responsibilities result, but the total number of agency FTEs is reduced. The net effect is to raise the percentage of administrative employees in the agency, which will negatively impact progress toward meeting legislative standards for that percentage. In order for these priorities not to conflict, some consideration of adjustments to the legislative standards in view of the percentage of privatization may be needed.

**Staff development.** Recruiting and retaining qualified employees who comply with the Department's background screening requirements is an administrative challenge. Staff salaries are not competitive with law enforcement and social service positions and consequently the agency experiences high turnover, gaps are created by staff reductions, maintaining expertise in program areas is more difficult, and increasing efficiency and effectiveness of staff and programs is a challenge.

**Implementing best practices.** Targeting the purchase of different services that have proven more effective at reducing juvenile crime is a strategic opportunity for the Department. Using research-based strategies to achieve maximum effectiveness through optimal lengths of stay, rehabilitative services, and programming options helps achieve Department goals at an acceptable cost.

The role of administration is to support all fiscal, personnel, contractual and general services functions of the agency, improve efficiency and accountability, and evaluate the effectiveness of programs; to strengthen the agency's four program functions, and to help attain the agency's societal and program goals.

### **Response to the Challenges**

In response to current trends and conditions, and in consideration of the strengths, weaknesses, opportunities and threats confronting each branch, each program has submitted legislative budget issues that have arisen out of agency priorities. These responses are contained in the FY 2005 -06 Department of Juvenile Justice Legislative Budget Request.

# Current Issues and Future Challenges: Highlights from DJJ SWOT Analysis

The Executive Management Team met on several occasions beginning in December 2004 to engage in the process of strategic planning, and received input from various stakeholders, including the Legislature, judges and state attorneys, contracted providers and others. The following material summarizes the highlights of what was heard during those sessions.

## *Strengths*

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- ?? Proven Track Record in Crime Reduction
- ?? Unified Service Delivery System
- ?? Leadership Open to New Ideas
- ?? Strong Community Support (Board/Councils/SAG)
- ?? Viable Business Partnership Program
- ?? Strong Law Enforcement Partnerships
- ?? Strong Relationship with the Juvenile Justice Association
- ?? Strong Private Provider Presence
- ?? Adequate Bed Capacity
- ?? Management Commitment to Evidence Based Programming
- ?? Strong In House Research Capabilities
- ?? Recognized In House Quality Assurance Program
- ?? Dedicated and Committed Staff
- ?? Effective Safety Awareness Program
- ?? Established Basic Academy Programs (JDO/JCO/JPO)

## *Weaknesses*

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- ?? Weak Health Services Program
- ?? Weak Educational/Vocational Services
- ?? Weak Professionalism
- ?? Communication and Service Coordination Breakdown
- ?? High Staff Turnover

- ?? Lack of Effective Prevention Strategy
- ?? Failure to Develop/Implement Evidence Based Programming
- ?? Standardization of Training Programs
- ?? Weak Facility Repair and Maintenance Program
- ?? Weak Interagency Coordination
- ?? Weak Contract Management System
- ?? Excessive Documentation Requirements
- ?? Excessive Audit Requirements
- ?? Gender Specific Programming Limited
- ?? Loss of Budget Flexibility
- ?? Excessive JPO Caseload
- ?? Zero Tolerance Policy Increasing Referrals
- ?? Weak Home Detention Program
- ?? Inefficient Background Screening Program
- ?? Poor Public Image

### *Opportunities*

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- ?? Improve Health Services
- ?? Improve Educational/Vocational Services
- ?? Improve Professionalism (CJSTC/Special Risk)
- ?? Improve Communications Processes (COMSTAT/Regional/HG Ops Mtgs)
- ?? Reduce Staff Turnover (Wage Adjustments)
- ?? Develop Effective Prevention Strategies (Civil Citations)
- ?? Implement Evidence Based Programming (What Works)
- ?? Improve Quality of Training Programs
- ?? Increase Facility Repair and Maintenance Funding
- ?? Establish MOU that Mandate Service Coordination (DJJ/DCF)
- ?? Improve Contract Management Capabilities (Manager Certification)
- ?? Reduce Regulations and Documentation (Rule Reduction)
- ?? Focus Audit Services on Areas of Strategic Importance
- ?? Increase Gender Specific Programming
- ?? Address Historical Salary Deficit Issues

- ?? Reduce JPO Caseload (VJPO, Contract Demand Cases)
- ?? Address Failures of Zero Tolerance Policy
- ?? Establish Effective Home Detention Programs (CYL and EM)
- ?? Improve Background Screening Process (Live Scan/EVVS)
- ?? Improve Public Image (Capitalize on Successes)

### ***Threats***

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- ?? Substandard Medical/Mental Health Service
- ?? Ineffective Educational/Vocational Service
- ?? Poor Quality Staff (Continued Abuse/Neglect)
- ?? Uncoordinated Service Delivery
- ?? Excessive Turnover/Loss of Experienced Staff
- ?? Continued Loss of Prevention Funding
- ?? Substandard Program Performance
- ?? Failure Meet Staff Training Needs
- ?? Loss of Facility Capacity
- ?? Failure to Meet Service Needs of Youth
- ?? Continued Loss of Federal Funding (Medicaid, VOITIS, et c.)
- ?? Continued Erosion Revenues in Training Trust Funds
- ?? Inefficient Background Screening Program
- ?? Perceived as Top Heavy by Key Legislative Staff
- ?? Loss of Budget Authority/Control (Rate)
- ?? Failure to Implement Special Appropriation Projects





# External Forces and Environmental Impacts

- ☞☞Population (Continuing growth in the juvenile population, ages 10 to 17).
- ☞☞Economics (The rising costs of prescription drugs, medical services, food, technology, construction materials, and travel coupled with shortfalls in state budget appropriations and fiscal obligations of recently passed constitutional requirements).
- ☞☞At Risk Factors (Countering the at risk factors facing Florida youth such as educational failure, disruptive homes, low neighborhood attachment, poverty, and substance abuse).
- ☞☞Relationships with Juvenile Justice Partners (A range of impacts including the development of partnerships, ease of dealing with local government on issues such as law enforcement and facility siting, and identification of providers).
- ☞☞Geography and Demographics (The geographic size of Florida creates special impact for serving clients in rural areas; the demographics of Florida's youth impact the percentage of at risk youth).
- ☞☞Hurricanes and natural disasters (Economic impact, including transportation of youth, destruction of facilities, staff shortages and overtime all affect the Department's ability to safely serve youth).
- ☞☞Federal and state funding and statutory requirements (Reductions in funding and changes in statutory obligations due to appropriations and laws passed, amended or repealed by Congress and the Legislature).
- ☞☞Judicial Decision -making (Decisions made by judges, state attorneys and local law enforcement leadership that impact workload created for the agency).
- ☞☞Issues Preventing Stability of Agency Staff (Staff salaries are not competitive with law enforcement and social service positions and consequently agency experiences high turnover; gaps created by staff reductions; maintaining expertise in program areas; and increasing efficiency and effectiveness of staff and programs.)
- ☞☞Cost of Detention Centers Shift to Counties (Range of impacts of counties not able to completely fund the detention center operations)

**This is a partial list of the types of external forces and environmental impacts that can affect the inputs, outputs and outcomes of the Department.**



# DJJ Customers and Stakeholders

- ✎✎ The Citizens of Florida
- ✎✎ Victims, their Families, and Victim Advocates
- ✎✎ Juvenile Offenders
- ✎✎ At-Risk Juveniles
- ✎✎ Families and Guardians of Offenders
- ✎✎ Private Providers of Juvenile Justice Services
- ✎✎ Law Enforcement
- ✎✎ The Judiciary
- ✎✎ Governor and Legislature
- ✎✎ County and Municipal Governments
- ✎✎ Schools
- ✎✎ Florida Juvenile Justice Foundation
- ✎✎ Faith-Based Partners
- ✎✎ Civic Organizations
- ✎✎ Media and Information -Oriented Organizations
- ✎✎ Associated Criminal Justice Agencies
- ✎✎ Employees of the Department of Juvenile Justice



# Potential Departmental Policy Changes

**Community Service Expansion** – The Department will develop policy requiring that 100 percent of Probation cases be presented to the court with a recommendation of Community Service as a Court Ordered sanction.

**Accountability for Supervision Violators** – The Department will develop policy and resources to address programming and services, residential and non-residential, to deal with those youth who violate their community supervision. The emphasis is placed on accountability and the reduction of violators ending up in long-term residential commitment placements.

**Standardize Conditional Release** – The Department will develop policy that creates a single standard and a single legal status for post residential supervision and the process in which those youth are handled upon a violation.

**Targeting Youth With Highest Risk and Needs** – The branches will focus in Prevention, Intake, Detention and Supervision levels at targeting services and supervision to those youth designated as highest risk to re-offend, to include specified domestic violence diversion interventions. The counterpart to this increased emphasis is a decreased emphasis on those youth with little risk of re-offending. Targeting those youth with higher risk and needs allows the Department to focus on the mission of reducing juvenile crime by targeting the serious and chronic offender from the onset of delinquency.



# Potential Legislative Policy Changes

## **DEPARTMENT OF JUVENILE JUSTICE GENERAL BILL:**

Each year the Department reviews the general provisions of law guiding the agency as found in Ch. 985, Florida Statutes, to determine ways to streamline and enhance operations. The Department is currently developing its 2006 Legislative proposals, which will be sent to the Executive Office of the Governor for approval. Issues that are currently being considered include:

- ?? Deleting several outdated agency reporting requirements.
- ?? Making electronic monitoring of youths placed on home detention permissive rather than mandatory.
- ?? Clarifying that youth in the care and custody of the Department are eligible for tuition fee waivers at postsecondary career programs, community college, or state universities.

## **DETENTION COST SHIFT:**

A proposal authorizing the State's Chief Financial Officer to withhold funds from counties that do not pay their share of pre-trial juvenile detention costs.

## **PUBLIC RECORDS EXEMPTION:**

A proposal which creates a public records exemption for personal identifying information contained in records for current or former juvenile probation officers, juvenile probation supervisors, detention superintendents, assistant detention superintendents, senior juvenile detention officers, juvenile detention officer supervisors, and juvenile detention officers, House Parents I and II, House Parent Supervisors, Group Treatment Leaders, Group Treatment Leader Supervisors, and Rehabilitation Therapists of the Department of Juvenile Justice and their families. The exemption is repealed effective October 1010, unless reviewed and reenacted by the Legislature.





# Agency Task Forces and Studies

- ?? Administrative Efficiencies Workgroup – A workgroup comprised of senior management level provider and Department representatives who recommend policy changes that result in efficiencies and a reduction in duplication.
- ?? Annual Information Technology Report – As required in F.S. 20.316 (4) (f), the department provides an annual report on the juvenile justice information system to the Criminal and Juvenile Justice Information Systems Council. The council reviews and forwards the report, along with its comments, to the appropriate substantive and appropriations committees of the House of Representatives and the Senate delineating the development status of the system and other information necessary for funding policy formulation.
- ?? Article V Technology Board - The board addresses integration issues facing the state court system entities. The Board is specifically charged with identifying the minimum data elements, functional requirements, security and access requirements, standards and protocols for data integration, and finally recommending policy, functional, and operational changes needed to achieve necessary access to data. The Board is examining and will recommend alternative integration models that maintain and leverage existing networks. It will propose an operational governance structure to achieve and maintain the necessary level of integration among system users at both the state and judicial circuit levels.
- ?? Boards and Councils – Currently there are 20 Juvenile Justice Circuit boards and 57 county councils. The circuit boards and county councils provide local plans for improving juvenile justice programs and services and assist the department with recommendations for prevention funding.
- ?? Bureau of Contracting and Purchasing Workgroup – This workgroup holds annual Providers and Contract Managers meetings. This workgroup brings Contract Managers and Providers to a central location to discuss ways to improve contracts and agency operations.
- ?? Continuity of Operations Plan (COOP) Workgroup – A workgroup that includes other state departments to ensure a coordinated effort in protecting the public and those in the state's care in the case of a natural or man-made disaster.
- ?? Contract Process Development Workgroup – This workgroup seeks to streamline and improve the Department's contract documents and forms and procedures for service contracting. The workgroup developed a new agency boilerplate contract and standardized all of its forms. Remaining tasks for the workgroup include the development of a contract management policy, a monitoring policy and other technical assistance documents for field personnel.
- ?? Cost of Care Steering Committee – A workgroup that meets weekly to update and improve design elements in the billing system, review and revise policy and procedure and to respond to client inquiries. This workgroup consists of representatives from all branches of the department.
- ?? Cost Data – DJJ is required to collect and report cost data for every program operated or contracted by the department to the Governor and Legislature no later than December 1, of each year.

- ?? Data Integrity – A workgroup created in response to an audit by the Auditor General's office in which department -wide policy and procedure is being drafted to increase the accuracy of data collected by the department. This group meets as needed to discuss issues and concerns associated with the implementation of the Juvenile Justice Information System (JJIS) within the Juvenile Justice user community. Issues and requests to be presented to the JJIS Steering Committee are evaluated and reviewed by this group.
- ?? Detention Services Quality Assurance Workgroup – This group is comprised of representatives from regional offices and detention center staff, including medical, mental health and education staff. This workgroup reviews and updates the Quality Assurance Standards for Detention Services.
- ?? Detention Services Statewide Policy Review Workgroup – This group meets to conduct an annual review and update of department policies for Detention Services.
- ?? Employee Benefit Advisory Workgroup – Meets twice a year to review and recommend supplemental benefits (post-taxed) for DJJ employees.
- ?? Facilities Management Group – The Department's Facilities Management Group is comprised of representatives from Facility Services, Detention Services, Residential and Correctional Facilities, Budget, Legal, Contracts, and the Regional Administrative Services Center. This group meets every first and third Monday of the Month to discuss and resolve issues concerning the repair and maintenance projects and Fixed Capital Outlay design and construction projects, and other issues concerning the Department's facilities.
- ?? Facility Design Standards Committee – The Department's Facility Design Standards Committee is comprised of representatives from Facility Services, Detention Services, and Residential and Correctional Facilities. Once the Facility Design Standards are approved, it is the responsibility of the committee to a) Review the results of the Post Occupancy Evaluation studies and determine their implications for possible modifications to the Facility Design Standards ; b) Collect and review recommended changes to the Facility Design Standards from their respective sections and other appropriate sources; c) Make modifications to the Facility Design Standards as warranted; and d) Produce and disseminate updated Facility Design Standards.
- ?? Florida Youth Survey Workgroup – Interagency effort to coordinate unified annual survey of students in public schools.
- ?? Food Services Contract Workgroup – The statewide food services contract manager and the regional contract managers meet quarterly to discuss issues relating to this contract and the USDA National School Lunch and Breakfast Programs. This workgroup also meets annually with the food services provider to improve the level of communication between the two entities.
- ?? Girls Initiative – A statewide workgroup comprised of representatives from all branches of the department, provider staff, and key representatives from other state agencies. This workgroup will identify unique programming and service needs for girls within the DJJ continuum and try to identify ways to meet and resolve those issues.
- ?? Governor's One Florida Initiative – DJJ Implementation Workgroup meets bi-weekly on Wednesdays at 11 a.m. to review and monitor progress of the program.

- ?? Health Insurance Portability and Accountability Act (HIPAA) – This workgroup was formed to ensure that the department is in compliance with federal regulations written to implement HIPAA that went into effect April 15, 2003. HIPAA requires, among other things, that national standards for electronic health care transactions be met. Each branch of the Department has a member on the Workgroup to act as liaison for implementation of any operational changes necessitated by the new federal rules.
  
- ?? Home Detention and Electronic Monitoring Workgroup (with Probation) – This workgroup meets to continue to develop policy and improve communication between the branches of Detention and Probation regarding Home Detention and Electronic Monitoring. With the loss of 179 Community Youth Leaders during fiscal year 2001-2002 and a continued rate of about 700 youth per day on electronic monitoring, this area continues to stretch resources for both branches.
  
- ?? HR Outsourcing – Bureau of Personnel staff working with Department of Management Services and Convergys to review and update policies and procedures to the PeopleFirst system.
  
- ?? Incentives/Disincentives Proposal – DJJ is required to submit a proposal to the Legislature by November 1, each year, regarding funding and incentives and disincentives for department - operated and provider programs under contract with the department, based upon quality assurance and cost-effectiveness performance.
  
- ?? Incentives/Disincentive Workgroup – This workgroup comprised of DJJ staff, provider agencies, and legislative staff is evaluating criteria for the Department to assess liquidated damages for escapes and certain failure to report incidents. This group is also looking at providing incentives to providers who perform well in these same categories.
  
- ?? Information Technology (IT) Steering Committee – Voting Committee members are the Department’s Executive Management Team (EMT). The Committee must approve new technology development for the department. This group meets monthly to evaluate business problems and potential IT solutions. The group evaluates requests for IT services, prioritizes requests and approves IT project plans.
  
- ?? Intake Web Workgroup – This workgroup is committed to the development of the new Intake Wizard for Probation.
  
- ?? *Just Read, Florida!* – This workgroup meets to report and coordinate activities which support the Governor’s *Just Read, Florida!* Initiative. This group is made up of representatives from each branch of the department.
  
- ?? MyFlorida MarketPlace Implementation Team – This team plans and implements the agency’s conversion to the statewide electronic procurement system. The team develops security requirements, conducts training for users and approvers, encourages vendors to register, and coordinates and prepares policies and procedures. The team began its work in February and should complete its mission by the end of FY 2003 -04.

- ?? Outcome Evaluation Project – Data from almost 1,000 different program and case management units of the prevention, intervention, and commitment components of the Department are collected, analyzed and reported.
- ?? Personnel Officer Advisory Group – Bureau of Personnel staff working with the Department of Management Services, Division of Human Resource Management and People First office to update procedures and rules associated with the People First System .review procedures/rules for full implementation of Service First.
- ?? Probation and Community Corrections Process Improvement Workgroups – These groups are divided by the Core components of the Probation and Community Corrections branch and are working on efficiencies and improvements for the Branch. These groups also examine policy and practice to determine changes needed, statutory requests to be made and overall efficiencies.
- ?? Program Accountability Measure (PAM) Report – The PAM report details Florida’s annual assessment and ranking of non -residential and residential juvenile justice programs based on client outcomes and program costs. Mandated by Florida Statute §985.412(4)(a)(b), the PAM Report has been under development since the 1980’ s to evaluate the performance of juvenile justice programs that provide care, custody, and treatment for youth committed to the Department of Juvenile Justice (DJJ).
- ?? Project Construction Team – A team that works together during the life of the development and building of a DJJ facility.
- ?? Quality Assurance (QA) Advisory Council – An advisory group comprised of senior management level provider and Department representatives who recommend quality assurance policy changes to the Secretary.
- ?? Quality Assurance (QA) Annual Report – An annual report mandated by Florida Statute s. 985.412, due to the Governor and Legislature by February 1 each year. The report provides a description of all juvenile justice programs and services, a description of the population served, a comparison of federal and state funding for each program, immediate and long -range concerns, and a complete analysis of each program’s QA performance during the year. The report recommends improvements across the entire juvenile justice system in Florida.
- ?? Quality Assurance (QA) Standards Review Workshops – This is a series of seven workshops each year to allow provider and Department representatives to provide input regarding changes to the QA standards and process. There is one workshop for each of the major program types in juvenile justice. Following the workshops, the revised standards are published by September to allow programs time to implement the improvements.
- ?? Residential Programs Report – The department must provide monthly reports identifying all residential commitment beds in operation on the last day of the month and a detailed listing of facilities that opened, closed, increased or decreased capacity during the reporting period.
- ?? Schedule IV-C is a manual schedule in a Legislative Budget Request that collects agency data on the planned costs and business requirements for information technology (IT) services. The goal is for the agencies, the Governor, and the Legislature to identify the amount of IT investment

required to support agency operations, and the level of services that are provided for that investment. The data will be used to analyze and compare costs of similar services across agencies and to establish policy targets for centralizing or consolidating common IT services.

- ?? Sex Offender Task Force – A work group appointed by the Governor composed of providers, clinical specialists, a judge, state attorney, public defender, DJJ personnel, and other stakeholders. Their purpose is to submit recommendations for changes in policy and law to the state legislature and the Governor on sexual offenders involved with the juvenile justice system.
- ?? Statewide Advisory Group – Appointed by the Governor and charged with planning and making recommendations for allocation of funds/Federal dollars awarded to the Department by OJJDP. This group meets on a quarterly basis.
- ?? Strategies Workgroup (Residential) – This workgroup, comprised of Department and provider staff, is looking at some of the most serious challenges facing residential programs and trying to establish a course of action to address these challenges.
- ?? Transportation Accountability – The Department of Juvenile Justice is required to maintain accurate records related to motor vehicle inventory, vehicle maintenance, miles traveled, the number of youth transported, and all costs associated with youth transportation. This information must be reported semi-annually to the House Fiscal Responsibility Council and the Senate Appropriations Committee and must be sufficient to allow for the examination and evaluation of options to outsource youth transportation services.
- ?? Victim Services Workgroup – This group has been developed to enhance, provide and coordinate victim services in all juvenile justice programs.



# 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 that is under 18 years of age.

## A

**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 DJJ or place the child on probation with the department. If adjudication is withheld sanctions can be imposed.

**Adjudication Withheld** – Action by the court that suspends judgment in a case, but still permits the court to impose sanctions.

**Adjudicatory Hearing** – The fact-finding (trial) phase of a juvenile case when a judge receives and weighs evidence before deciding whether the allegations of a delinquency petition have been proved beyond a reasonable doubt. A finding of delinquency does not necessarily result in an adjudication of delinquency, because adjudication may be withheld.

**Aftercare** – See *Conditional Release*.

**Aggravating Factors** – Factors to be considered during risk assessment that may increase the seriousness of the offense, such as heinous nature of the crime or delinquent act, or threats to victims or witnesses.

**Allegations of Delinquency** – A probable cause affidavit or juvenile complaint that alleges a youth has committed a criminal or delinquent act, usually completed and submitted by a law enforcement officer to the clerk of court, and to the DJJ or contract intake staff for intake screening.

**Alternative Sanctions Coordinator** – A Deputy Court Administrator in each judicial circuit, under the direction of the chief administrative judge of the juvenile division, who is responsible for coordinating and maintaining an array of alternative sanctions for contempt cases. The coordinator is responsible for providing recommendations to the court for the most appropriate and suitable alternative sanction.

**Arraignment** – A hearing in a juvenile case that must be held within 48 hours following the filing of a delinquency petition, if the youth is securely detained. The court explains the nature of the petition made against the juvenile and determines whether the child is represented by legal counsel or is entitled to appointed counsel. The child enters a plea of guilty, not guilty, or no contest to the allegations of the petition.

**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. This is known as a "referral."

**Assessment** – See *Comprehensive Assessment*.

**Average Daily Population** – Computed by dividing the total number of service days provided by the number of days in the fiscal year.

**Average Length of Stay for Completers** – This is computed by selecting only those juveniles who complete the program, then adding their total client service days and dividing by the number of youth who complete the program.

**Average Length of Stay for Total Releases** – Computed by dividing the client service days provided by a program by the total number of youth released for that program.

## **B**

**Battery** – The offense of battery occurs when a person: 1. Actually and intentionally touches or strikes another person against the will of the other; or 2. Intentionally causes bodily harm to another person (F.S. 784.03). The term battery refers to those incidents in which charges were filed or a youth was taken into custody for battery, aggravated battery or sexual battery occurring within a DJJ program. See also F.S. 784.045 and 794.011.

**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 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.

**Bed Management Information System** – A web-based component of the Juvenile Justice Information System. It is designed to assist commitment management staff in the appropriate placement of committed youth. Key components of the Bed Management Information System include, but are not limited to, commitment staff summary reports, facility census reports, facility waiting lists, program vacancies, and program descriptions of each program identifying the services offered to youth. In addition to providing a needed tool for the placement of youth, the Bed Management Information System is the primary data source for Department in the preparation of management reports and research studies related to committed youth, as well as projecting future bed needs for commitment system.

**Behavioral Health Overlay Services (BHOS)** – These are specialized treatment services (mental health or substance abuse, developmental disability or sex offender treatment) provided by qualified professionals to youths who have been diagnosed with a DSM -IV mental disorder or substance-related disorder. (DSM -IV is the trademark designation for the Diagnostic and Statistical Manual of Mental Disorders Fourth Edition).

**Boot Camp** – A moderate-risk residential commitment program serving males or females. The program, per statute, includes: physical training and exercise; educational, vocational and substance abuse programs; and training in the techniques of appropriate decision-making, life skills, and job skills. By law, the program must also include counseling directed at replacing criminal or delinquent thinking beliefs and values with moral thinking beliefs and values. Conditional release is mandatory following completion of the residential program.



## 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 Manager/Counselor** – See *Juvenile Probation Officer*.

**Case Plan** – Also Treatment 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.

**Certification to Adult Court** – See *Waiver – Request for Transfer*.

**Charge** – When a juvenile commits a law violation or a technical violation, he or she may be charged with one or more offenses. Each offense is termed a charge.

**Child** – Any unmarried juvenile under the age of 18, including those alleged to be dependent, in need of services, from a family in need of services, or any married or unmarried person who is charged with a violation of law occurring prior to the time that person reached the age of 18 years. If a child under 18 years of age has obtained a court-approved removal of disability of nonage (formerly known as emancipation of minors), that child is considered an adult for purposes of criminal prosecution.

**Children and Family Services, Department of** – The successor agency to the Department of Health and Rehabilitative Services. This department promotes self-sufficiency by providing short-term assistance to Florida residents seeking employment or long-term assistance to Florida residents who are elderly or disabled and unable to work. The department also assists Florida residents who are mentally ill or are working to overcome alcohol abuse or drug addiction, assists developmentally disabled adults and the vulnerable elderly, and provides child protection and family preservation services.

**CINS – Children In Need of Services** – (1) Children who exhibit behaviors such as running away, habitual truancy, and persistent disobedience of the reasonable and lawful demands of parents or legal guardians. (2) Children who have been adjudicated by the court as CINS. To be adjudicated CINS, a child may not have an open delinquency or dependency case.

**Circuit** – See *Judicial Circuit*.

**Civil Citation** – A formal process established through the chief judge of the circuit, the state attorney, and the public defender that permits an arresting officer to offer a youth in custody up to 50 hours of community service in lieu of referral to a juvenile intake office.

**Classification** – A determination made by a court or agency official, based upon statutory and agency guidelines, that identifies the risk the youth is to public safety.

**Commit(ment)/Re-Commit(ment)** – A juvenile court disposition placing an adjudicated child in a DJJ commitment program and authorizing the department to exercise active control over the child, including, but not limited to, custody, care, training, urine monitoring, treatment of the child, and release of the child into the community.

**Commitment Bed versus Detention Bed** – Commitment is for punishment, rehabilitation and longer - term treatment. The court commits a child to the DJJ , which places the child in a commitment program . A residential program placement is considered a commitment bed . A placement in secure or non -secure detention is considered a detention bed. Secure and non -secure detention serve primarily to hold children who are either awaiting hearings, charged with an act of domestic violence , or awaiting placement in a commitment program. Secure detention is also used for short-term punishment of delinquent contemnors, traffic court contemnors, and youth sentenced for a firearms law violation. The terms commitment and detention are often used interchangeably but in fact have very different meanings.

**Commitment Program** – A residential program for youth who have been judicially placed in the custody of the department. Compares to a convicted adult being sent to jail or prison.

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

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

**Community Arbitration** – A process using neutral arbitrators or arbitration panels for speedy and informal proceedings designed to reduce instances of delinquent acts and to divert a case from the formal judicial system. A referral to community arbitration may be made by a law enforcement officer, intake or juvenile probation officers, parents, the state attorney, and the court.

**Community Juvenile Justice Partnership Grants** – One source of delinquency prevention grant funds intended to encourage the development of county and circuit juvenile justice plans. The funds are to be targeted at programs that reduce truancy, in-school and out-of-school suspensions and expulsions, enhance school safety and other delinquency early intervention and diversion services.

**Comprehensive Assessment** – The gathering of information for the evaluation of a juvenile delinquent's physical, psychological, educational, vocational, social condition and family environment as these relate to the youth's need for services.

**Comprehensive Strategy** – An OJJDP designed framework for serious, violent, and chronic offenders, designed to prevent delinquent conduct and reduce juvenile involvement in serious, violent and chronic delinquency. The framework focuses on five general principles: strengthen the family, support core social institutions, promote delinquency prevention , intervene immediately and effectively when delinquent behavior occurs, and identify and control the small group of serious, violent and chronic juvenile offenders.

**Conditional Release** – The care, treatment, help, and supervision 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 the family. Conditional release includes, but is not limited to, minimum -risk nonresidential programs, and post-commitment probation.

**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 DJJ for a specified sum or per diem rate in accordance with specified goals and objectives.

**Cost Benefit** – A criterion, usually expressed as a ratio, using the costs and benefits of a program. The resulting ratio permits comparison among programs.

**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 DJJ programs. Parents/guardians may submit payments to the Bureau of Finance and Accounting or to their local Clerk of the Court who in turn submits revenue to the department on a monthly basis.

**County Juvenile Justice Council** – A statutory body within each county that acts in an advisory capacity to the Juvenile Justice Chief Probation Officer in program planning and development to meet the needs of the local community, and recommends local providers for Community Juvenile Justice Partnership Grants. A council must include representatives from the local school system, the DJJ, the Department of Children and Family Services, local law enforcement agencies, the judicial system, the business community, city and county government and may include youth and their parents, and child advocates. Membership is open to anyone interested.

**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.

**Custody; Taking Into Custody** – Being in the care of a criminal justice agency or official. Compares to being arrested in the adult system.

## D

**Day Treatment Probation** – Effective July 1, 2000, these programs are designed for youth who represent a minimum risk to themselves and public safety and do not require placement and services in a residential setting. This more intensive and structured probation option includes vocational programs, marine programs, alternative school programs, training and rehabilitation programs, and gender -specific programs.

**Deemed Status** – The designation of a program which has received an overall Quality Assurance (QA) performance rating of at least 80 % Commendable Performance rating and a compliance rating of at least 90% in the department’s current quality assurance rating system. A Deemed program must also achieve at least an average of five (5) points in the Education standard and have no other standard below an Acceptable rating.

**Delinquency Prevention Grants** – Grant Programs intended to support county and circuit juvenile justice plans. The funds are targeted towards youth most at risk of becoming chronically delinquent and live in neighborhoods with a high rate of delinquency.

**Delinquency Prevention Programs** – Programs and services designed to serve children at highest risk of entering the juvenile justice system.

**Delinquency Program or Juvenile Justice Program** – A component of the continuum including any intake, probation, furlough, or similar program; regional detention center or facility; a commitment program or facility, either state-run or contracted, which provides intake, supervision, or custody and care of children who are alleged to be or who have been found to be delinquent .

**Delinquent Act** – See *Crime*.

**Delinquent Youth** – A child who has been found to have committed a delinquent act (equivalent to being found guilty of a criminal offense) by a juvenile court judge, and adjudicated a delinquent, or had an adjudication withheld .

**Department** – Unless otherwise specified, the Florida Department of Juvenile Justice , 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.

**Desired Client Outcomes** – Expected behavior, attitudes, knowledge, skills or abilities, or circumstances in the target population as a result of program intervention.

**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 Center** – A temporary hardware-secure holding facility for alleged juvenile delinquents, which compares to a jail in the adult system. Detention may be used to punish delinquent and juvenile traffic contemnors or those youth found to have committed firearms offenses. The youth may be held 21 days prior to their adjudicatory hearing unless the court grants a continuance. A child committed to a Level 8 or Level 10 commitment program and awaiting placement may be held in secure detention indefinitely.

**Detention Hearing** – A judicial hearing, required to be held within 24 hours of a youth being taken into custody and detained on secure, non-secure or home detention status. The court must determine whether there is probable cause to believe that the child has committed a delinquent act, or whether a valid court order exists that requires the continued detention of the child.

**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 DJJ 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 DJJ.

**Detention Screening** – The process in which front line Probation staff calculate the risk posed by the youth to himself or the community, assess for mental health and substance use and to formulate the DJJ recommendation to the Court on the initial handling of the case.

**Direct Admission** – A child that enters any form of detention status via the intake screening process, as opposed to a court-ordered admission.

**Direct File** – (1) The state attorney initiates prosecution of the juvenile by the filing of an information, rather than a delinquency petition . Depending on the circumstances of each case, the state attorney is either given the discretion to file the information or is required to file the information, but in either instance, the juvenile will be tried as an adult in the court's criminal division. (2) A juvenile's petition filed in the adult court by the state attorney.

**Disposition Hearing** – The hearing in a juvenile case (analogous to a sentencing hearing in criminal court) at which the court receives a predisposition report completed by the DJJ or contracted provider containing information and recommendations to assist in determining the suitability of sanctions that may include a probation program, adjudication and commitment to the custody of the DJJ, or other sanctions.

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

**Domestic Violence (Juvenile)** – Any act of violence committed by a child (including, but not limited to, assault, battery or criminal sexual conduct) against a member of the child’s family or household. See § 985.213, 985.215, F.S., relating to detention and respite care.

**Dually Diagnosed** – Delinquent youth who, after assessment, have been determined to have developmental disabilities, moderate substance abuse or mental health problems or a combination of treatment needs that may be treated jointly with the underlying reasons for delinquency.

**Due Process** – The constitutional requirement of fundamental fairness in proceedings leading to a deprivation of liberty or property. Procedural due process requires, at a minimum, reasonable notice, the right to counsel, and the opportunity for a fair hearing.

## **E**

**Electronic Monitoring** – Generally used for those youth deemed to require additional supervision in the community and home, but for whom the court does not require secure detention. Electronic monitoring can also be used for those youth awaiting placement in a low or moderate risk commitment program. Youth are tracked electronically by such devices as ankle bracelets and receivers, or via computerized voice print or similar technology.

**Environmentally Secure** – A facility that is secure due to environmental factors, usually a remote rural location often surrounded by water or swampy terrain, that make escape from the program difficult.

**Escape** – Occurs when a juvenile leaves a residential program or a detention center, leaves the facility grounds or boundaries, or leaves the custody of facility staff when outside the facility, regardless of the length or duration of the departure and regardless of the juvenile’s intent.

**Experiential Learning** – Learning from the knowledge gained by encountering new persons, things and situations, and using that understanding in future situations.

## **F**

**Face Sheet** – A JJIS-generated form that includes delinquency referral, adjudication and disposition history, as well as basic demographic data on the client and family.

**Family Group Home (FGH)** – A low-risk residential commitment program where families provide a family environment for up to three committed males or females between the ages of 10 and 18 years. The average length of stay is three to six months.

**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

**Group Treatment Home (GTH)** – A low risk residential program for youth ages 10 to 16 years. The length of stay ranges from four to six months.

## H

**Halfway House (HWH)** – A residential program for ten or more committed delinquents who have been determined to be a moderate-risk to public safety that is operated or contracted by the Department. The average length of stay is eight months.

**Hardware Secure** – Denotes the level of security in a facility that features alarms on doors and windows, and is usually surrounded by a security fence, sometimes topped by barbed wire. These security elements are designed to deter escapes. Same as “Physically Secure .”

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

**High-Risk Residential** – for committed youth who require close supervision in a structured residential setting that provides 24-hour-per-day awake hardware-secure custody, care, and supervision prompted by a concern for public safety that outweighs placement in programs at lower restrictiveness levels. High Risk programs require perimeter fencing and locking doors. Youth are not allowed to have access to the community. Program models include, but are not limited to: training schools , intensive halfway houses, residential sex offender programs, long-term wilderness programs designed exclusively for committed delinquent youth, boot camps, and Serious Habitual Offender Programs.

**Home Detention** – House Arrest – A type of detention where the child is returned to the custody of the child's parent, guardian, custodian or other responsible adult, under the supervision of DJJ staff pending court hearings. Home detention may include varied levels of supervision, including electronic monitoring .

## I

**Intake** – The process by which a child who is referred to the DJJ is screened, assessed and referred for services as prescribed by statute. Intake involves a preliminary screening of the condition of the child and family, and further assessments or evaluations as deemed necessary, in order to inform subsequent recommendations or decisions concerning the child and family that may be made by the child's juvenile probation officer, the state attorney, the court, and providers of services.

**Intensive Halfway House (IHWH)** – A high risk physically secure halfway house. The average length of stay is from nine to twelve months.

**Intensive Supervision Aftercare (ISA)** – Although ISA is funded, and programs with the term “intensive” in their names can be found, most are day treatment programs . Programs receiving ISA funding whose services are patterned after an intensive supervision model are difficult to identify.

## J

**Judicial Circuit** – Any one of the 20 geographically separate judicial circuits as set forth in statute.

**Judicial Plan** – An individualized plan, that is stipulated by the prosecutor, the court, and the child, in which a juvenile found to have committed a delinquent act is to receive specified sanctions and services.

**Judicial Warning** – A disposition option and sanction available to the juvenile court judge that provides an admonition to the juvenile and usually requires no follow-up by the department.

**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 DJJ and other stakeholders.

**Juvenile Justice Board** – See **Juvenile Justice Circuit Managers**

**Juvenile Justice Circuit Managers** – Employees of the Department of Juvenile Justice who oversee the operation and management of juvenile justice probation and community corrections programs in each of the state's 20 judicial circuits.

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

**Juvenile Justice Estimating Conference** – Established in 1994, the Juvenile Justice Estimating Conference is charged with developing information in order to plan and budget for the juvenile justice system. The principals include representatives from the Governor's Office, Legislature, DJJ, Department of Children and Family Services Substance Abuse or Mental Health Office, and FDLE. The JJAB is charged with providing technical support to the conference.

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

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

**Juvenile Probation Officer (JPO)** – This position is designed to track youth from entry to exit from the juvenile justice system. Department policy suggests that all youth from an immediate family be assigned the same JPO. They may assign intake or case supervision duties exclusively.

## K-L

**Legislative Budget Request (LBR)** – A formal, prescribed written request by an executive branch agency to the Governor for funding of positions and budget authority, submitted annually, according to the schedule issued by the Executive Office of the Governor.

**Length of Stay** – Length of stay (LOS) 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.

**Lock Out** – A youth under the age of 18 years whose family, although capable of providing for the youth's basic needs, have refused to do so for a variety of reasons, usually due to the youth's disruptive behavior.

**Low-Risk Residential** – Programs for committed youth who represent a low risk to themselves and public safety yet require placement and services in residential settings. Youth at this level are allowed unsupervised access to the community. Examples include: wilderness and work camps, family group homes, and group treatment homes.

## M

**Maximum-Risk Residential** – Programs for committed youth who require close supervision in a maximum security residential setting that includes perimeter fencing and locking door. All programs provide twenty-four-hour-per-day secure custody, care, and supervision; prompted by a demonstrated need to protect the public is provided for all youth. These programs are long term (stays from 18-36 months) and will provide a moderate overlay of educational, vocational, and behavioral - modification services. Youth placed in these programs have no access to the community. Examples are: juvenile correctional facilities and juvenile prisons.

**MAYSI (Massachusetts Youth Screening Instrument)** – The second version of the Massachusetts Youth Screening Instrument, a standardized tool administered by DJJ for an initial screening of a youth's need for further more thorough comprehensive diagnostic assessment of his or her mental health and substance abuse problem areas.

**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.

**Medicaid-Eligible** – A program in the juvenile justice system that is qualified to claim reimbursement from Medicaid for certain services provided to qualified delinquent youth and their families. Medicaid is a jointly -funded federal and state health insurance for certain low income and needy people. Medicaid reimbursement is generally not available for services provided to youth in secure programs.

**Minimum Risk Non-Residential Commitment**—Programs or program models at this commitment level work with youth who remain in the community and participate at least five days per week in a day treatment program. Youth assessed and classified for programs at this commitment level represent a minimum risk to themselves and public safety and do not require placement and services in residential settings. Youth in this level have full access to, and reside in, the community. Youth who have been found to have committed delinquent acts that involve firearms, that are sexual offenses, or that would be life felonies or first -degree felonies if committed by an adult may not be committed to a program at this level.

**Minority Over-Representation** – The phrase used to describe the fact that minority youth make up a substantially larger fraction of the population of youth found in every component of the juvenile justice system than they do in the general population.

**Mitigating Factors** – Circumstances that would reduce the penalty connected to the offense or the damage arising from the offense. Mitigating factors are considered during the detention risk assessment screening process and at the disposition hearing .

**Mental Health Overlay Services (MHOS)** – Mental Health Overlay Services are provided in DJJ residential and correctional facilities through additional dollars designated specifically to provide specialized treatment services and are provided in addition to delinquency programming services.

**Moderate Overlay Services** – Usually mental health and substance abuse services provided to a population in an inpatient or outpatient setting, that may include modest frequencies and duration of individual or group counseling, or both.



**Moderate-Risk Residential** – Programs for committed youth who represent a moderate risk to public safety, and who require 24-hour awake supervision, custody, care, and treatment. The facilities are either environmentally secure, staff secure or hardware secure with walls, fencing, or locking doors. Youth placed at this level may have supervised access to the community. Program models include: halfway houses, wilderness and work camps.

**Multi-Disciplinary Assessment** – Evaluation of a client by professionals from different fields, including a psychological, medical and educational assessment of the youth and family.

**Multi-Disciplinary Staffing** – A staffing, or meeting, to discuss a specific client or group of clients, attended by representatives of several different fields who are involved with or have knowledge of the youth and family. The DJJ or provider staff often invites educators, medical or substance abuse clinicians, legal representatives, providers, youth and their family members to attend these staffings.

## N

**Needs Assessment** – (1) An evaluation of the child and family to determine treatment demands. (2) A systematic approach to identifying the needs in a geographic area or population for a proposed service or program.

**Neighborhood Accountability Boards (NAB)** – A community-based practice based on restorative justice principles that involves three major stakeholders --the victim, the delinquent youth and the community. This volunteer-intensive programming serves as a diversion option for youth charged with a crime or delinquent act, but able to take responsibility for their actions. The NAB process includes screening of referrals, pre-conferences with the victim and the delinquent youth, and the actual board meeting, which results in a written agreement between the community board members, the victim and the delinquent youth on how to repair the harm caused by the offense.

**Nolle Prosequi** – *Nol prosequi* – “Unwilling to prosecute,” an entry made on a court record by a state attorney indicating that there will be no further action by the prosecutor.

## O

**Offense** – *See Crime*.

**OJJDP** – The Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice.

**Outcome** – Actual changes in behavior, attitudes, knowledge, skills or abilities, or circumstances in the target population as a result of program intervention.

**Outcome Evaluation** – (1) Assessment of the extent to which a program achieves its objectives related to short-term or long-term changes in program participants’ behavior, knowledge attitudes, skills and abilities.

(2) Measurement of the effects of an intervention program in the target population.

**Overlay Services** – Overlay Services are provided in DJJ residential and correctional facilities through additional dollars designated specifically to provide specialized treatment services and are provided in addition to delinquency programming services.

## P

**PAM Scores** – Program Accountability Measures that rate programs using their recidivism rate, cost and the difficulty of youth served.

**Per Diem** – The amount budgeted or contracted per day to serve one youth in a particular type of DJJ program.

**Performance-Based Program Budgeting** – Created under the Government Performance and Accountability Act of 1994, Performance-Based Program Budgeting requires that all state government agencies define their programs, develop measures which indicate the success of their programs, and defend these programs based on empirical, quantitative data. OPPAGA is to evaluate the submitted measures. Strong performance can be rewarded with salary incentives and additional budget and personnel flexibility. Disincentives can include quarterly reporting and reduction in managerial salaries. Commonly referred to as “PB-squared.”

**Petition** – A formal written request made to the court or to a public official who has the authority to act upon that request.

**Physically Secure** – Denotes the level of security in a facility that features alarms on doors and windows, and is usually surrounded by a security fence, sometimes topped by barbed wire. These security elements are designed to deter escapes. Same as “Hardware Secure.”

**Pick-up Order** – An order issued by the court to take a child into custody and bring the child before the court as soon as possible.

**Post-Commitment Probation** – PCP – Juvenile probation officer 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.

**Predisposition Report (PDR)** – A document prepared by a juvenile probation officer for a client in preparation for a judicial disposition of the client's case. By law the PDR is to report the result of a multi-disciplinary assessment of the child's priority needs, an individualized plan for treatment of those needs, and a recommendation of the most appropriate placement to meet the child's needs in a setting that provides a level of security sufficient to ensure public safety.

**Preliminary Screening** – The gathering of preliminary information to be used in determining a child's need for further evaluation or assessment or for referral for other substance abuse, mental health or services through means such as interviews; urine and breathalyzer screenings; and reviews of available educational, delinquency, and dependency records of the child.

**Probation** – Effective July 1, 2000, means 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 restricted to the child's home in lieu of commitment to the custody of the Department of Juvenile Justice. Previously referred as *Community Control*.

**Process Evaluation** – An assessment that focuses on policies, procedures and practices in the field, in contrast to an assessment of outputs and outcomes based on statistical analyses.

**Program Effectiveness** – The ability of the program to achieve desired client outcomes, goals and objectives.

**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: residential commitment programs, day treatment services, JAC Centers.

## Q

**Quality Assurance (QA)** – A statutorily mandated DJJ 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 DJJ contract and a loss of eligibility as a DJJ provider for 12 months.

## R

**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 DJJ 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.

**Re-Direction Program** - Re-Direction provides community-based treatment for youth who have violated the terms of their probation and otherwise might be placed in residential treatment. It features evidence-based treatments, including Multisystemic Therapy and Functional Family Therapy, both of which have extensive documentation of success with youth.

**Re-entry** – A type of conditional release service where an assigned counselor tracks and intensively supervises a caseload of youth who have returned to their home communities from a commitment program and remain on committed status.

**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 DJJ Outcome Evaluation, a re-referral takes place within a period of 12 months. See *Arrest*.

**Rehabilitation** – Efforts to change the youth through treatment.

**Request for Transfer to Adult Court** – See *Waiver*.

**Residential Commitment Level** – Effective July 1, 2000, means the level of security provided by programs that service the supervision, custody, care, and treatment needs of committed children. Sections 985.3141 and 985.404(13) apply to children placed in programs at any residential commitment level. The levels of residential commitment are as follow: low-risk, moderate-risk, high-risk and maximum-risk.

**Residential Regional Directors** – Employees of the Department of Juvenile Justice who oversee the operation and management of residential commitment programs in each of the 5 regions .

**Restitution** – A requirement that the youth, the youth's parents, or both, make financial compensation to the victim (monetary restitution) or perform work that will benefit the community (service restitution).

**Restorative Justice** – A framework that views crime as an event that harms the victim, the delinquent youth and the community. All three stakeholders must be actively involved in repairing the harm. The victim's goal in this process is accountability in that a harm caused incurs an obligation for amends. The youth's goal is competency, that they leave the experience of the justice system as a more competent, productive citizen. The community's goal is public safety. The focus of restorative justice is repairing harm, reducing risk, and building community.

**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 or circumstances in the home, problems in relationships or circumstances at school or work, use of leisure time and substance abuse.

**Risk/Needs Assessment** — A screening and assessment tool that measures the degree to which risk factors are operative in a youth's life and circumstances. The risk/needs assessment gives an overall score indicating the likelihood of the youth's continued offending, and the areas of greatest risk that are amenable to community-based or residential treatment.

## S

**Secure Detention** – A hardware-secure facility used to house a youth awaiting adjudication or disposition who is considered a risk to himself and others, used for youth awaiting placement in a commitment facility, or used for short-term punishment.

**Serious or Habitual Offender (SHO)** – A youth that meets specified SHO criteria in Florida Statutes. The court may retain jurisdiction over the child until the child reaches the age of 21, specifically for the purpose of the child completing the program.

**Sex Offender** – A person found guilty of a sex-related misdemeanor or felony offense.

**Shelter** – A place for the temporary care of a child who is alleged to be or who has been found to be dependent, a child from a family in need of services, or a child in need of services, pending court disposition before or after adjudication or after execution of a court order. Shelter may include a facility that provides 24-hour continual supervision for the temporary care of a child.

**Slot** – An opening in a non-residential . These units are normally in day treatment 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.

**Special Deemed Status** – The designation of a program which has achieved an overall 90% Exceptional performance rating and at least a 90% compliance rating in the department's current quality assurance system. A Special Deemed program must also achieve an average of at least five (5) points in the Education standard and have all other standards in the Acceptable range.

**Staff Secure** – Denotes the level of security in a facility where the residents are supervised 24 hours a day by staff who must remain awake. An example of a staff secure facility is a CINS /FINS shelter.

**Step-Down** – A step-down occurs when a committed youth is transferred to a less restrictive residential or non-residential program. This term is commonly used to refer to a, as well as a transition program for a boot camp.

**Substance Abuse** – The abuse of any psychoactive or mood-altering drug, including alcohol, which may result in induced impairment, dysfunctional social behavior, and addiction.

**Suicide Risk Assessment Instrument** – A tool used to aid in determining a youth's propensity towards harming himself while in secure detention . The arresting officer, intake worker, detention worker, detention nurse and, if necessary, mental health counselor, assess the youth prior to admission to secure detention.

**Supervision Risk Classification Instrument** – SRCI – An instrument used by the DJJ to assess a youth’s level of risk to public safety and treatment needs to assist staff in making a recommendation to the state attorney about the level of supervision required.

## T

**Taken Into Custody** – The status of a child when temporary physical control over the child is attained by a person authorized by law, pending the child's release, detention, placement, or other disposition as authorized by law. Similar to arrest for adults. See *Referral*.

**Teen Court** – A diversion program for youth, who have admitted guilt as charged, wherein they are sentenced by a jury of their peers.

**Temporary Release** – The terms and conditions under which a child is temporarily released from a commitment facility or allowed home visits. The term includes periods during which the child is supervised pursuant to a re-entry program or an aftercare program or a period during which the child is supervised by a juvenile probation officer or other non-residential staff of the department or staff employed by an entity under contract with the department. Temporary release may only be granted to youth placed in low and moderate programs.

**Training School** – A high-risk residential program that serves 100 or more youth in a hardware-secure setting and another 30 youth in a non-secure transition component. The program serves committed delinquent males with moderate to severe criminal or delinquent histories.

**Treatment Plan** – An individualized plan designed by the youth, parent, and juvenile probation officer or commitment program staff that outlines goals to achieve while in a program, responsible parties and anticipated completion date.

**Truancy** – Unexcused absence from school. Habitual truancy is defined as 15 days of unexcused absences within a 90-day period during which interventions to address the truancy situation were attempted, but failed.

## U-V

**Venue** – The geographic location in which a court with jurisdiction may hear a case. Florida requires that delinquency petitions be filed in the county where the offense occurred.

**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*.

**Vocational Education** – Core set of occupational training activities and experience that can lead to certification, on-the-job training and job placement. Some course work can count toward a diploma.

## W

**Waiting List** – The list of youth committed to the department awaiting placement in a residential commitment program.

**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.

**Walker Plan** – A plan of treatment, ordered by the court, that addresses the treatment needs of the youth and family.

## X-Y-Z

**Youth Custody Officer (YCO)** – A DJJ law enforcement officer designated to take youths into custody, if the officer has probable cause to believe that the youth has violated the conditions of probation, detention, conditional release, or post-commitment probation, or has failed to appear in court after being properly noticed. The authority of the youth custody officer to take youth into custody is specifically limited to this purpose.

## Other Acronyms and Abbreviations

ADP:	Average Daily Population
BHOS:	Behavioral Health Overlay Services
CR:	Conditional Release
EM:	Electronic Monitoring
FCO:	Fixed Capital Outlay
F.S.:	Florida Statutes
HD:	Home Detention
HIPAA:	Health Insurance Portability and Accountability Act
IT:	Information Technology
ITN:	Intrastate Transportation Network
JJIS	Juvenile Justice Information System
JDO:	Juvenile Detention Officer
JPO:	Juvenile Probation Officer
LBR:	Legislative Budget Request
LOS:	Length of Stay
LRPP:	Long-Range Program Plan
ODS:	Offenses During Supervision
OPB:	Office of Policy and Budget, Executive Office of the Governor
PBPB:	Performance-Based Program Budgeting
QA:	Quality Assurance
STOP:	Statewide Transportation Offender Program
SWOT:	Strengths, Weaknesses, Opportunities and Threats
YCO:	Youth Custody Officer

**User Note: Additional explanation of abbreviations is provided in the Glossary, where applicable.**

