



# FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Rick Scott, Governor

Wansley Walters, Secretary

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## LONG RANGE PROGRAM PLAN

Department of Juvenile Justice  
Tallahassee

September 29, 2011

Jerry L. McDaniel, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 Capitol  
Tallahassee, Florida 32399-0001

JoAnne Leznoff, Staff Director  
House Appropriations Committee  
221 Capitol  
Tallahassee, Florida 32399-1300

Terry Rhodes, Staff Director  
Senate Budget Committee  
201 Capitol  
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Department of Juvenile Justice is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2012-13 through Fiscal Year 2016-17. This submission has been approved by Wansley Walters, Secretary.

Sincerely,

A handwritten signature in black ink that reads "Beth Davis".

Beth Davis, Director  
Office of Program Accountability

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



Florida  
Department  
of Juvenile  
Justice

FY 2012-13  
through  
FY 2016-17

**Long Range Program Plan**



## **Mission**

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

## **Vision**

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

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# Goals, Objectives, Outcomes and Performance Projections

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## Goal 1: Strengthen Prevention and Intervention Services

*Objective:* Provide effective tools and services to eliminate youth association with gangs.

*Objective:* Create a set of core services and resources targeting at-risk and justice-involved youth locally available to parents and youth throughout Florida.

*Objective:* Identify new sources for financing and funding prevention programs and alternatives to the DJJ system.

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

Baseline FY 1997-98	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
88%	97%	94%	94%	95%	95%	95%

## Goal 2: Provide Alternative Detention Settings

*Objective:* Develop and implement secure detention alternatives in the least restrictive environment for youth meeting detention criteria.

*Outcome:* The number of admissions to secure detention.

Baseline FY 2003-04	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
53,812	37,000	36,000	35,000	34,000	33,000	32,000

*Outcome:* Increase the number of youth served by detention alternatives programs.

Baseline FY 2007-08	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
673	850	900	950	1,000	1,100	1,200

## Goal 3: Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs

*Objective:* Develop community-based resources to divert youth from judicial handling for school referrals, and offer alternatives to arrest for non-compliant behavior to reduce the number of youth referred or securely placed.

*Outcome:* The number of school related referrals.

Baseline FY 2004-05	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
28,008	16,623	14,794	13,166	11,717	10,428	9,717

*Outcome:* The number of first-time misdemeanors placed in secure detention.

Baseline FY 2007-08	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
1,024	900	850	800	750	700	650

#### Goal 4: Meet the Health Needs of Youth in the Juvenile Justice System

*Objective:* All youth in our custody will receive a comprehensive medical, mental health and substance abuse assessment and treatment as needed.

*Objective:* Increase availability of and access to health insurance programs.

*Objective:* All youth referred to the Department will receive a mental health and substance abuse screening to determine need for further assessment or treatment.

*Objective:* Improve and enhance the nutritional wellness of youth detained in detention centers and residential programs through improved formal diet and exercise programs.

*Objective:* Create a department-wide trauma focused restraint-free policy for girls.

*Outcome:* Average residential program quality assurance mental health score.

Baseline FY 2007-08	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
70	78	78	80	82	84	84

#### Goal 5: Ensure Gender-specific Services Are Provided

*Objective:* Develop and implement a train-the-trainer program for residential programs who serve girls to include training on behavioral, medical and mental health services.

*Objective:* Ensure gender specific services are defined and available to all girls.

*Objective:* Establish quality standards and an appropriate continuum of care specific to the needs of pregnant girls, mothers, and their infants.

*Objective:* Provide gender-specific services to communities in collaboration with the Juvenile Justice Boards and Councils, the State Advisory Group, and other community resources.

*Outcome:* Percent of Detention centers that provide girl-specific programming.

Baseline FY 1997-98	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
77%	100%	100%	100%	100%	100%	100%

#### Goal 6: End Racial Disparities

*Objective:* Validate the automated risk assessment tool to provide consistent youth screening and reduce potential unwarranted variation in scores.

*Objective:* Bring awareness to minority overrepresentation in the juvenile justice system, craft solution-driven strategies to address the issue and implement such strategies.

*Objective:* Aggressively reduce disproportionate minority contact.

*Objective:* Validate the Positive Achievement Change Tool to provide consistent youth assessment of risk to re-offend using objective criteria.

*Outcome:* The racial disparity ratio of referrals received by the Department.

Baseline FY 1997-98	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
2.64	2.85	2.91	2.97	3.03	3.09	3.15

**Goal 7: Moving Away From Large Institutional Models**

*Objective:* Identify additional resources that will support the establishment and operation of small community based programs.

*Objective:* Reengineer existing bed capacity to create the economy of scale needed to support small community-based programs.

*Outcome:* Percentage of total beds that are in programs with a capacity of 100 or more.

Baseline FY 2007-08	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
18%	13%	12.5%	12%	11.5%	11%	10.5%

**Goal 8: Enhance Educational and Vocational Programs**

*Objective:* Provide technical assistance and training to increase work-readiness of youth in juvenile justice education programs.

*Objective:* Increase opportunities for industry-recognized certification of youth in residential programs.

*Objective:* Increase resources available to juvenile justice involved students through multi-agency collaborative partnerships.

*Outcome:* Vocational Level 2, Career Exploration, in all Juvenile Justice education programs.

Baseline FY 2008-09	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
53%	100%	100%	100%	100%	100%	100%

*Outcome:* Vocational Level 3, Certification, in Residential programs

Baseline FY 2008-09	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
14%	50%	50%	60%	70%	80%	80%

**Goal 9: Stabilize and Professionalize the Juvenile Justice Workforce**

*Objective:* Develop a comprehensive training and certification program specific to direct care staff.

*Objective:* Establish a career ladder based on performance, education and experience.

*Objective:* Develop a progressive compensation structure.

*Objective:* Provide special risk retirement for direct care staff.

*Objective:* Establish policy, procedures and practices that support a restraint free approach and environment in all areas of operation.

*Outcome:* Agency turnover rate.

Baseline FY 2004-05	FY 2011-12 Projection	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
25.2%	19%	12.0%	11.5%	11.0	<b>10.5</b>	<b>10.0</b>

**Goal 10: Provide an Accountable System that is Outcome Based**

*Objective:* Performance outcomes shall be established for all DJJ programs.

*Objective:* Develop and implement performance incentives to promote program accountability and quality.

*Objective:* Implement evidence-based programs and services that are proven effective in achieving program performance outcomes.

**Goal 11: Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal with the Issue of Juvenile Justice**

*Objective:* Conduct an annual review of the agency's strategic plan to assess what has been accomplished and what might need to be modified.

*Objective:* Continually evaluate how DJJ does what it does to identify innovations and best practices to achieve better results.

*Objective:* Implement evidence-based programs and services that are proven effective in achieving program performance outcomes.

**Goal 11: Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal with the Issue of Juvenile Justice**

*Objective:* Conduct an annual review of the agency's strategic plan to assess what has been accomplished and what might need to be modified.

*Objective:* Continually evaluate how DJJ does what it does to identify innovations and best practices to achieve better results.



# Linkage to Governor's Priorities

Governor Scott and Lieutenant Governor Carroll have established a series of priorities to provide direction for state agencies under the Executive Branch in Florida. These priorities are:

- Accountability Budgeting
- Reduce Government Spending
- Regulatory Reform
- Focus on Job Growth and Retention
- World Class Universities
- Reduce Property Taxes
- Eliminate Florida's Corporate Income Tax Over Seven Years

The Department took this direction and looked inward to determine how the agency's responsibilities contribute to these goals. In developing its Long Range Program Plan, the Department has established a series of agency and program-oriented goals that closely correlate to the Governor's priorities. The goals are based on the Secretary's vision and the agency's mission and vision. The table depicts a correlation between the agency's 11 goals and the Governor's priorities based on a "high" to "no" correlation scale. A "high" rating indicates a direct and significant impact on the Governor's priority if the Department is successful in achieving its goals. Those with "low" correlation, while still linked to the Governor's priority, will have less of an impact. As indicated by the total scores, DJJ's goals reflect the Governor's direction for the State of Florida.

		GOVERNOR'S PRIORITIES							DJI Goal on Governor's Priorities
		1.	2.	3.	4.	5.	6.	7.	
Correlation Legend:		Accountability Budgeting	Reduce Government Spending	Regulatory Reform	Focus on Job Growth and Retention	World Class Universities	Reduce Property Taxes	Eliminate Florida's Corporate Income Tax Over Seven Years	
<b>DJJ Goals</b>	Strengthen Prevention and Intervention Services	0	0	0	0	0	0	0	0
	Provide Alternative Detention Settings	2	2	0	0	0	0	0	4
	Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs	0	2	0	0	0	0	0	2
	Meet the Health Needs of Youth in the Juvenile Justice System	0	1	1	0	0	0	0	2
	Ensure Gender-Specific Services are Provided	0	0	0	0	0	0	0	0
	End Racial Disparities	0	0	0	0	0	0	0	0
	Moving Away from Large Institutional Models	2	1	0	0	0	0	0	3
	Enhance Educational and Vocational Programs	0	1	0	1	0	0	0	2
	Stabilize and Professionalize the Juvenile Justice Workforce	1	2	0	3	1	0	0	7
	Provide an Accountable System that is Outcome Based	3	3	2		0	0	0	8
	Continuously Seek to Innovate What Works Strategies and Best Practices to Effectively Deal with the Issues of Juvenile Justice	3	3	1	2	0	0	0	9
	Score	11	15	4	6	1	0	0	
	DJJ's Ability To Impact	High	High	Low	Modest	Low	None	None	

# Trends and Conditions

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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. Additionally, 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 increase public safety by reducing juvenile delinquency in Florida, the Department of Juvenile Justice intervenes with more than 75,000 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 operating authority, responsibilities and legislative intent for the Department of Juvenile Justice (the Department, DJJ) are defined primarily through s. 20.316, F.S., *Department of Juvenile Justice*; Chapter 984, *Children And Families In Need Of Services*; and Chapter 985, *Juvenile Justice; Interstate Compact On Juveniles*. Based upon the aforementioned statutes, the primary responsibilities of the agency include:

1. To provide judicial and other procedures to assure due process through which children and other interested parties are assured fair hearings by a respectful and respected court or other tribunal and the recognition, protection, and enforcement of their constitutional and other legal rights, while ensuring that public safety interests and the authority and dignity of the courts are adequately protected.
2. To provide for the care, safety, and protection of children in an environment that fosters healthy social, emotional, intellectual, and physical development; to ensure secure and safe custody; and to promote the health and well-being of all children under the state's care.
3. To ensure the protection of society, by providing for a comprehensive standardized assessment of the child's needs so that the most appropriate control, discipline, punishment, and treatment can be administered.
4. To assure that the adjudication and disposition of a child alleged or found to have committed a violation of Florida law be exercised with appropriate discretion and in keeping with the seriousness of the offense and the need for treatment services.
5. To assure that the sentencing and placement of a child tried as an adult be appropriate and in keeping with the seriousness of the offense and the child's need for rehabilitative services. To provide children committed to the Department with training in life skills, including career education.

## **Selection of Priorities**

The goals listed here were selected after review of the agency mission, vision, core values, and using a process that included a SWOT analysis to develop a set of goals for the 2012-13 / 2016-17 Long Range Program Plan. These goals were carefully selected and validated to ensure the agency was meeting its statutorily mandated responsibilities and complying with the Governor's priorities for the State of Florida. The goals are listed here in priority order with major consideration given to the understanding of the cause and effect relationships among goals. These priorities do not discard any goal. The higher ranked goals are so valued because they offer the most direct routes to the improvements sought in lower-ranked goals.

### **Department of Juvenile Justice Goals**

Strengthen Prevention and Intervention Services

Provide Alternative Detention Settings

Move Away from large Institutional Models

Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs

Meet Health Needs of Youth in the Juvenile Justice System

Ensure Gender-Specific Services are Provided

End Racial Disparities

Enhance Educational and Vocational Programs

Stabilize and Professionalize the Juvenile Justice Workforce

Provide an Accountable System that is Outcome-Based

Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal with the Issue of Juvenile Justice.

The smart strategy for the Department and ultimately the State of Florida is to invest in a continuum of services that can address the needs of low-risk offenders outside of secure and residential placements, while continuing to provide appropriate sanctions for youth involved in serious and violent crime. From a human-service perspective, from a community safety perspective and from a cost perspective, Florida and its youth are better served by a carefully planned, integrated model of graduated sanctions built upon a strong system of community prevention and intervention programs. Implementing the goals outlined above will develop better, community-based alternatives for low-risk juvenile offenders, improve the effectiveness of programs for those youth who are incarcerated, and improve the prospects for all youth in the State while improving public safety.

## **Addressing the Priorities**

### ***Strategic Approach***

Having set priorities and established goals and objectives, the leadership of the Department has established a strategic approach to accomplish these goals. The strategy intends to be research-based and data-driven. The Department's Evidence-Based Practices Initiative is 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. Strategies are:

1. Target offenders most at risk.
2. Treat risk factors associated with re-offending behavior.

3. Employ evidence-based treatments.
4. Tailor treatments to meet special needs.
5. Monitor implementation quality and treatment fidelity.

Targeting offenders most at risk, treating the needs research has shown to be 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.

Further, by developing the agency's budget around this strategy the agency will be able to articulate to the taxpayers of Florida what their tax dollars are purchasing with integrity and accuracy from an 'outcome' based perspective. The agency will do this by:

- Examining prevention and intervention practices proven to reduce risk factors of offending behavior, offending likelihood, and recidivism rates (guided by research on proven programs/practices)
- Evaluating the cost associated with each evidence-based prevention and intervention program/practice option (training, implementation, fidelity adherence to the model design)
- Evaluating the benefits of each option (average percentage reduction in offending which allows for computation of reduction in costs to taxpayers based lower justice system costs, victimization costs, prison construction costs)
- Calculating "return on investment" for each option (costs-benefits)
- Implementing options that provide the greatest return on investment for each program area of the Department of Juvenile Justice (Prevention, Detention, Probation, Residential)

### ***Goal Specific Initiatives***

Outlined below are specific initiatives and projects that describe how the Department plans to address its priorities over the next five years. Most all of the items listed are already in progress and will continue to be applied over not only the next five years but for many years to come. Providing a positive path to help young people avoid, and rehabilitate from, delinquency while maintaining public safety cannot be achieved overnight. Rather it is an ongoing process affected by changes in population and the economy and dependent upon community support.

### ***Strengthen Prevention and Intervention Services***

Today, the State of Florida spends approximately \$1778 per child for prevention services, while the amount spent per child committed to residential is \$39,427. Preventing problems saves tax payers' dollars and protects public safety.

From a juvenile justice perspective, investing in the provision of resources to "at-risk" youth, providing preventative services to keep them out of the juvenile justice system, is a more affordable, less damaging and, ultimately more successful strategy than incurring the expense of youth misbehavior and violence

In view of these factors, the five-year priorities related to strengthening prevention and intervention services include the following:

***Objective:*** Provide effective tools and services to eliminate youth association with gangs.

***Objective:*** Create a set of core services and resources targeting at-risk and justice-involved youth locally available to parents and youth throughout Florida.

**Objective:** Identify new sources for financing and funding prevention programs and alternatives to the DJJ system.

**Initiatives:**

- Awarded funding for prevention and intervention services to address Disproportionate Minority Contact, Gender Specific, and Aftercare/Wrap Around services.
- Held the “Our Children, Our Future” Faith and Community Symposium and Training held September 28-29, 2010 in Orlando. Thirty-one (31) workshops were held that focused on raising awareness of issues impacting at-risk youth and their families, educating faith communities on the juvenile justice system, connecting resources of community and faith based organizations, as well as providing training to improve and enhance faith and community based programs and services to at-risk youth.
- Funded four (4) Safe Schools and Students programs to prevent youth from being referred to DJJ from schools.
- Conducted three (2) Regional Workshops for Circuit Board and County Council Chairs to increase their awareness of prevention and intervention services, and the role of the boards and councils.
- Developed a statewide partnership with the “Sons of Allen” Men’s Ministry, the premiere mentoring program of the 11th Episcopal District of the AME Church, to establish a model aftercare program that will include mentoring youth in juvenile justice facilities and continue as a seamless transition through aftercare.
- Conducted three (3) summits to provide awareness to youth, families, and the community of available resources that exist in their community.
- Created a Faith Community Network/Chaplaincy Leadership Team in each of the 20 Judicial Circuits to provide oversight and support to Faith Network Partners and volunteer Chaplains.
- Revised program areas of focus in the effort to ensure all counties in Florida had adequate prevention, intervention, and diversion service.

***Provide Alternative Detention Settings***

Secure detention is analogous to jail in the criminal (adult) justice system. The primary goal of secure detention is to ensure that those youth who are the greatest risks to public safety are separated from their respective communities and available for court.

However, with research indicating that incarceration is the greatest predictor of future incarceration, there is clear legislative intent in the State of Florida for the Department of Juvenile Justice to identify alternatives to secure detention as evidenced by the following excerpts from F.S. 985:

- “detention should be used only when less restrictive interim placement alternatives prior to adjudication and disposition are not appropriate”;
- “develop and implement programs to divert children from the traditional juvenile justice system to intervene at an early stage of delinquency, to provide critically needed alternatives to institutionalization”;
- “the Department shall continue to identify alternatives to secure detention care and shall develop such alternatives”.

With secure detention disconnecting youth from their family members, home schools, community service providers, pro-social activities, and pro-social peers, it is imperative that an alternative program be provided that addresses the individualized needs of youth, is family-focused, and ensures community safety without the restrictive setting of secure detention.

In addition, the overall success of an alternative program will be adversely impacted if follow-up components/services are not made available to youth and their families following a youth's release from detention status. Therefore, the incorporation of such services in the alternative program will be a key factor in ensuring that youth remain crime free and transition successfully back into the community.

In view of these factors, the five-year priority related to providing alternative detention settings is:

**Objective:** Develop and implement secure detention alternatives in the least restrictive environment for youth meeting detention criteria.

**Initiatives:**

- Continued to meet with stakeholders to develop and implement detention alternatives for youth meeting detention criteria.
- Coordinated quarterly meetings with JDAI coordinators and Casey Foundation.
- Continued the Alternative to Secure Detention programs.
- Using funding from the Annie E. Casey Foundation, training has been implemented to educate local and state entities about how to keep youth out of secure detention.
- Using funds provided by the State Advisory Group, services designed to address failure to appear issues with youth have been implemented. The sites have implemented programs to call youth to remind them of their court dates.

### ***Move Away from Large Institutional Models***

“All things being equal, treatment programs run in community settings are likely to be more effective in reducing recidivism than similar programs provided in institutions,” according to research by the Rand Corporation. Smaller community-based programs are preferable.

It is widely accepted that large, lock-up facilities have many disadvantages. Among them: reduced opportunities for trusting, personal relationships between staff and youth; a tendency for youth in large facilities to splinter into subgroups and hierarchies, and promote “delinquent contagion”; they require more controls; increase the incidence of problems and reduce the time spent on each one; they tend to be more overcrowded; more violence; gang involvement and worse conditions of confinement. Large institutions teach behavior that has little relevance to life outside the institution.

Conversely, facilities that house smaller groups and are located closer to communities are thought to have many advantages: staff are more willing to become involved with the personal situations of youth in their care; youth make interpersonal connections more easily; a more home-like environment is more conducive to good behavior during and after the residential portion of intervention; smaller groups have a more positive effect on education; there is less need for staff controls and more emphasis on preparing youth for life after release.

In view of these factors, the five-year priorities related to moving away from large institutional models include the following:

**Objective:** Identify additional resources that will support the establishment and operation of small community-based programs.

**Objective:** Re-engineer existing bed capacity to create the economy of scale needed to support small community-based programs.

**Initiatives:**

- The Department sponsored legislation to keep low end offenders out of residential placement, which passed this past legislative session.
- Developing rate agreements with community mental health providers to provide community based treatment.
- Developed a community based treatment model for youth who are low/moderate risk to reoffend but are residentially committed because they are high need.
- Continue to contract with community-based alternatives to residential placement.
- Continue to reengineering bed capacity to accommodate special youth needs within small community-based programs.

***Divert Youth Who Pose Little Threat or Risk to Public Safety***

Since 2000-01, admissions to secure detention in Florida decreased by 54%, while the volume of referrals declined by 20% and the number of youth referred to the Department of Juvenile Justice has declined by about 21%.

During fiscal year 2010-11, 16,377 youth or 15% of the referrals to DJJ were school-related. Over half of the youth referred from schools (52%) were being arrested for the first time. A misdemeanor was the most serious charge for 67% of school-related referrals. Research shows that excluding children from school increases the odds of academic failure and dropping out.

In fiscal year 2010-11, the majority of school-related offenses were for misdemeanor assault and battery and disorderly conduct (22% and 15% respectively).

Over the past six years, the Department has seen a 42% reduction in school-related referrals. This is a step in the right direction. With the change in Department priorities and strategies developed to increase school-related prevention and intervention, continuous reductions in school-related referrals are expected.

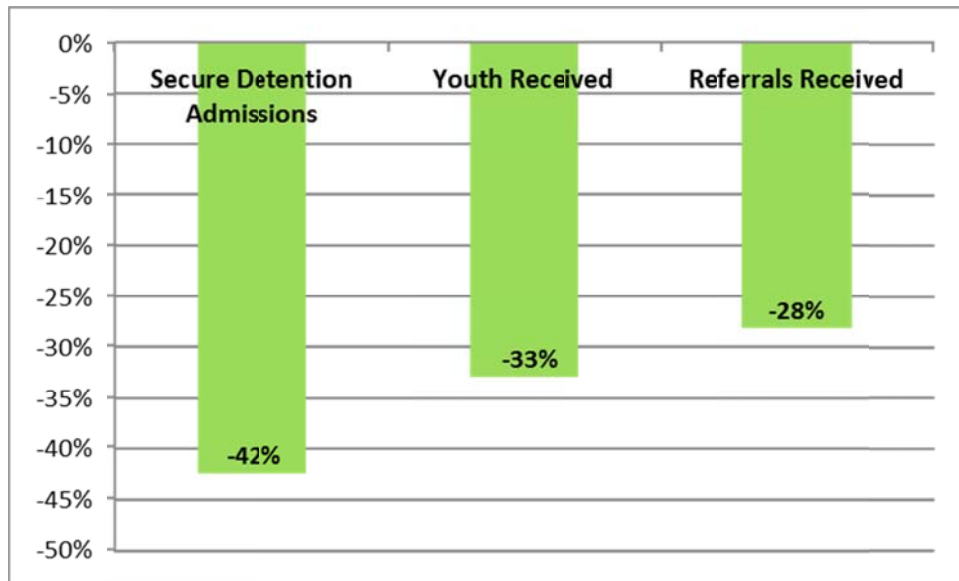
**Delinquency and School-Related Referral and Youth Trends (Statewide)<sup>1</sup>**

Fiscal Year	Delinquency Referrals Received <sup>2</sup>	Delinquent Youth Received	School-Related Referrals Received	School-Related Youth Received
2004-05	150,687	95,263	28,008	24,189
2005-06	150,104	94,244	25,708	23,070
2006-07	146,765	91,497	22,926	20,736
2007-08	144,705	89,776	21,289	19,362
2008-09	138,372	85,527	20,223	18,256
2009-10	121,689	75,382	18,467	16,784
2010-11	109,813	66,934	16,377	14,758
<b>7-Year Change</b>	<b>-27%</b>	<b>-30%</b>	<b>-42%</b>	<b>-39%</b>

<sup>1</sup> Source: Florida Department of Juvenile Justice, Juvenile Justice Information System (JJIS)

<sup>2</sup> As reported in previous school referral studies, but do not match current Delinquency Profile.

## Referral and Detention Trends from 2000-01 through 2010-11



Since fiscal year 2010-11, the number of secure detention admissions has declined even more sharply than the number of youth and cases referred. Among possible reasons for the large drop in the number of secure detention admissions:

- A decrease in violent and serious crime among youth referred;
- An increased focus on diverting less serious offenders through civil citation and similar approaches; and
- Increased focus by local governments, who now must pay a portion of the cost of detention, to avoiding detention for less serious offenders.

Both male and female youth who come into contact with law enforcement because of domestic violence are at high risk of being placed in secure detention. In fiscal year 2010-11, 3,696 youth were placed in secure detention with a domestic violence-related charge.

Juvenile detention is almost always more costly than providing social and health services in a non-detention setting – and it runs counter to the goal of redirecting youth away from future criminal activity. The best predictor of future incarceration for juveniles, controlling for seriousness and number of offenses and other variables, is being held in secure detention.

In view of these factors, the five-year priorities related to diverting youth include the following:

**Objective:** Develop community-based resources to divert youth from judicial handling for school referrals, and offer alternative to arrest for non-compliant behavior to reduce the number of youth referred or securely placed.

### Initiatives:

- Senate Bill 2114 passed during 2011 Legislative session. This bill revises provisions concerning active control over a child committed to the Department; prohibits a court from committing certain youth at a restrictiveness level other than minimum-risk nonresidential;



authorizes a court to commit certain youth to a low-risk or moderate-risk residential placement; and limits transfers of certain youth.

- House Bill 997 passed during the 2011 Legislative session. This bill requires DJJ to encourage and assist in implementation and improvement of civil citation and similar diversion programs; requires that juvenile civil citation and similar diversion programs be established at local levels with concurrence of certain persons; authorizes entities to operate civil citation or similar programs; requires entity operating program to be selected under consultation and agreement with state attorney and local law enforcement agencies; authorizes officer, on making contact with juvenile who admits to committing misdemeanor, to require participation in services based on needs assessment; limits civil citation program to first-time misdemeanor offenders unless approved by state attorney; requires program operator to report outcomes to DJJ; provides that civil citation is not considered referral to DJJ; requires DJJ to develop guidelines for civil citation programs; deletes requirement that copy of citation be sent to victim; and requires juvenile probation officer to process original delinquent act as referral to DJJ in specified circumstances and refers certain reports to the state attorney.
- Probation and Community Intervention collaborated with Prevention and Victim Services to improve community outreach and involvement through Juvenile Justice Circuit Boards, the Faith Network, Mentors, and Community Re-entry Teams to increase participation by volunteers and community leaders in identifying community-based resources to divert youth from judicial handling and alternatives to secure placements.
- The Department partnered with the Department of Children and Family Services, and community stakeholders to develop a specialized case management model with in-depth data collection to assess the impact on the dually served youth to reduce new referrals for non-compliant behavior or secure placements.
- Probation and Community Intervention spearhead a statewide Transition and Re-entry Workgroup that included representatives from the various DJJ program areas and DJJ private providers. The workgroup conducted surveys to identify strengths and gaps in the current system for transition and re-entry services. Circuits implemented Community Re-entry Teams to identify additional needs, services and support systems for youth returning to the community after residential commitment to reduce recidivism.

### ***Meet Health Needs of Youth in the Juvenile Justice System***

At all levels, across gender and race, the health, mental health and substance abuse service needs of youth in the juvenile justice system are extraordinary. Youth entering juvenile justice facilities are at high risk for a multitude of general health problems, including sexually transmitted diseases, drug use and abuse, pregnancy-related issues, HIV or AIDS, and pre-existing mental health problems<sup>1</sup>.

According to a 1999 survey conducted by the Department of Juvenile Justice, 49% of youth in DJJ programs had been diagnosed with some form of mental illness and another 14% demonstrated behaviors that suggested mental illness. Similarly, 65% of youth within the Department had a diagnosis of or behaviors suggesting a substance-abuse disorder<sup>2</sup>.

In view of these factors, the five-year priorities related to meeting medical, mental health and substance abuse needs of youth include the following:

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<sup>1</sup> American Academy of Pediatrics (AAP) Committee on Adolescence.

<sup>2</sup> Office of Juvenile Justice and Delinquency Prevention Bulletin, April 2006.

**Objective:** All youth in our custody will receive a comprehensive medical, mental health and substance abuse assessment and treatment as needed.

**Objective:** Increase availability of and access to health insurance programs.

**Objective:** All youth referred to the Department will receive a mental health and substance abuse screening to determine need for further assessment or treatment.

**Objective:** Improve and enhance the nutritional wellness of youth detained in detention centers and residential programs through improved formal diet and exercise programs.

**Objective:** Create a department-wide trauma focused restraint-free policy for girls.

**Initiatives:**

- DJJ Health Services and Mental Health/Substance Abuse Services draft administrative rules are being developed.
- Electronic Commitment Package, which includes the most updated youth-specific medical history and physical examination, is uploaded for all DJJ youth committed to a residential program.
- Development of standardized contracts for delivery of comprehensive medical, mental health and substance abuse assessment and treatment services.
- Provided technical assistance for detention centers and residential commitment programs to improve the delivery of health, mental health, and substance abuse services in DJJ facilities.
- OHS has met with Staff Development and Training to discuss the development of the CORE new employee training for health, mental health, substance abuse and developmental disability clinical providers. Developing a resource handout which can be provided by Probation staff to youth who lack health insurance.
- Reinstigate the MAYSI-2 in Probation. OHS reviewed and updated the DJJ curriculum entitled "Using the MAYSI Participant Guide" and updated the JJIS Instructions for the MAYSI-2.
- Clinical technical assistance site-visits were conducted by headquarters clinical staff to train detention center and residential program clinical staff in the most effective and efficient medical, mental health, substance abuse and developmental disability treatment services based on the Department Health Services Manual and Mental Health and Substance Abuse Services Manual.
- Training conducted on gender specific services. The trainings included attending conferences to bring national best practices back to the state level.
- OHS is working closely with MIS in the development of the new Web Forms in JJIS.
- OHS/QA training provided for Residential Program Monitors on the medical and mental health and substance abuse services quality assurance standards in August 2011 in Orlando, FL.
- OHS is providing training to the CINS/FINS Florida Network regarding youth-specific medical issues.
- OHA launched its Technical Assistance Bulletin. Each issue contains practical applications of medical, mental health, and substance abuse policies and procedures to help improve the quality of health care services provided to the youth in our care.
- OHS represents DJJ as a member of the Corrections Infections Workgroup, an interagency committee chaired by the Department of Health, Bureau of HIV/AIDS, along with the Bureaus

of TB/Refugee Health, STD, Hepatitis, the Department of Children and Families, Department of Corrections, and the Department of Children and Families.

- Florida has been chosen by the National Association of State Mental Health Program Directors as a flagship state for implementing Trauma-Informed Care.
- DJJ policy and contracts modified to require that all youth receive physical health screening upon admission to a secure detention center or residential commitment program, and each youth receives a comprehensive physical health assessment within 7 days of admission, unless the youth has a current physical health assessment on file in the facility/program. Youth identified with health care needs must be referred for appropriate treatment.
- OHS provides medical and mental health/substance abuse treatment recommendations for youth committed to residential programs with ongoing medical conditions or mental health conditions that require review.
- DJJ is currently developing contract requirements specifically for health screening and referral of youths in facility-based day treatment programs.
- Health education requirements are included in every DJJ residential commitment program contract.
- Medicaid continues to be utilized in low and moderate- risk residential commitment programs designated by DJJ and the Florida Agency for Healthcare Administration (AHCA) to provide behavioral health overlay services (BHOS).
- DJJ provides a broad array of specialized treatment services and programs for committed youth such as programs designated specifically for delivery of intensive mental health treatment, residential substance abuse treatment, dual diagnosis treatment, mental health overlay services, substance abuse treatment overlay services and behavioral health overlay services. DJJ contracts require mental health and substance abuse treatment be based on evidenced-based or promising treatment models.
- DJJ provides a broad array of evidenced-based mental health treatment for youth placed in conditional release programs such as functional family therapy, multi-systemic therapy and brief strategic family therapy.
- The DJJ Gender Specific, Trauma-Informed Care Steering Committee was developed to provide all of the Department's programmatic areas with a common source of information, guidance and resources as it relates to the Gender Specific Services Initiative and the Trauma-Informed Care Initiative.
- DJJ is a member of the Interagency Trauma Informed Care Work Group which includes state agencies, stakeholders and consumers. DJJ staff and Interagency Trauma Informed Care Work Group members made a presentation on Trauma Informed Care to the Florida Children and Youth Cabinet in July 2009.
- DJJ provided a train-the-trainer course on the Girl Matters Curriculum for DJJ residential commitment program providers and staff.
- Trauma informed care training is provided in DJJ training academies for all new juvenile probation officers and direct care staff working in state operated facilities. DJJ provided a statewide webcast entitled "Trauma Informed DJJ" for staff and providers in July 2010.
- Developed contract language regarding trauma informed care for inclusion in DJJ contracts.

## *Ensure Gender-specific Services are Provided*

For many years, Florida juvenile justice professionals have recognized the need for gender-specific services for youth in the state's juvenile justice system. Factors that contribute to the risk to re-offend are very different for girls than they are for boys, and programs that target interventions based on these specific factors have been proven to be more successful in reducing delinquency. This is very important since approximately one third of all youth referred to the Department are female.

To determine which factors may be influencing each youth's tendencies toward juvenile crime, the Department has created and adopted the Positive Achievement Change Tool (PACT). The PACT is an actuarial risk and needs assessment instrument that measures criminogenic needs (8 factors that are predictive of criminal behavior) and protective factors to identify a youth's risk to re-offend. The PACT provides a consistent unit of measurement from which to study the efficacy of subsequent casework and streamline information gathering. This assessment tool has been validated for use with both boys and girls and the data derived from it provides a picture of risk factors present in the juvenile justice population of youth.

In FY 2010-11, 16,067 females and 43,156 males received the initial PACT screening instrument. When the initial PACT screening indicates a need for a more in depth assessment, a full PACT is then completed. During the same year, 4,390 females and 17,503 males received the full PACT assessment. Of the females who received the full PACT assessment, over 60% of them have some past or current drug use and 50% of them had used alcohol. Girls referred to DJJ present emotional factors that may have played a role in their delinquency. Also in FY 2010-11, 27% of the females who received the full PACT assessment had some type of trauma, physical or sexual abuse history. In addition, across all mental health diagnoses, the proportion of girls exhibiting mental illness is significantly higher than for boys. Many of the girls in the juvenile justice system come from unstable environments, with 30% having parents with mental health and/or substance abuse problems and 25% living in out-of-home placements in FY 2010-11.

In addition to general health services, girls under care of DJJ receive gynecological services, obstetrical services (pre- and post-natal), and infant care. While the state has been proactive in adopting gender-specific programming for girls, effective girls programming has not yet been achieved.

Boys also have unique needs and respond differently to specific service approaches than girls. Customizing the approach for each gender will increase effectiveness.

In view of these factors, the five-year priorities related to ensuring gender-specific services are provided include the following:

**Objective:** Develop and implement a train-the-trainer program for Residential programs that serve girls to include training on behavioral, medical and mental health services.

**Objective:** Ensure gender-specific services are defined and available to all girls.

**Objective:** Establish quality standards and an appropriate continuum of care specific to the needs of pregnant girls, mothers, and their infants.

**Objective:** Provide gender-specific services to communities in collaboration with the Juvenile Justice Boards and Councils, the State Advisory Group (SAG) and other community resources.

### **Initiatives:**

- Conducted a four-day facilitator training for 15 Department and Provider staff in the "Girls...Moving On" curriculum. Developing the Master Trainer capacity and conducting

facilitator training for this curriculum. Piloting and testing the “Girls...Moving On” curriculum in various facilities across the state.

- The Department submitted an application for the OJJDP FY 2011 Evaluations of Girls’ Delinquency Programs. The purpose of the grant is to support evaluations, to test the effectiveness of existing delinquency prevention, intervention and treatment programs for girls.
- Residential Services Program Monitors attended gender responsive training in February with Dr. Lawanda Ravoira from the NCCD/The Center for Girls and Young Women.
- The Residential Services girl serving programs began using the Gender Responsive Assessment Protocol developed by the NCCD/The Center for Girls and Youth Women.. Thirteen of the 16 girls serving programs have completed the assessment will all of them scheduled to be completed by 9/30/2011.
- The Department plans incorporating gender responsive program requirements into the residential contracts based on the authority already established in Rule 63-E-7. Quality Assurance Standards will be developed according to those requirements. Gender responsive services will be a major consideration in evaluating program performance as well as in procuring future contracts.
- Jo Ann Bridges Academy and Broward Girls Academy programs provided all girls with new gender appropriate uniforms.
- Sleeping rooms at the Marion Regional Juvenile Detention Center were designed and painted based on themes appropriate for girls and boys The themes included, but were not limited to baseball, the beach, peace signs, and music.
- Detention Services has formed a workgroup to develop strategies to reduce the use of seclusion and restraints within the centers.
- The Marion County Juvenile Justice Council held a Legislative Forum in partnership with the Florida Juvenile Justice Association and PACE Center for Girls to educate state and local officials and candidates on juvenile justice trends, needs and issues.
- The Programming and Technical Assistance Unit is developing a gender responsive curriculum aimed at boys.

### *End Racial Disparities*

The population of young people who enter Florida’s juvenile justice system reflects the diversity and unique characteristics of Florida’s rapidly growing, multicultural society. Nonetheless, the mix of faces that you see inside Florida’s juvenile facilities is startlingly different from those you might see in Florida’s communities.

Across Florida, there are 1.9 million young people, ages 10-17. Slightly more than half (52%) are white. Less than a quarter (21%) are black. Slightly more (23%) are Hispanic. But inside Florida’s juvenile residential programs, the population of young people is: 36% white, 50% black, and 11% Hispanic.

Although, there has been a decline in school referral demographics for FY 2010-11, the information looks very similar with minorities continuing to be overrepresented. Of the 16,377 school-related referrals received at Intake during FY 2010-11, 33% or 5,475 were for black males and 26% or 4,290 were for white males. Black females accounted for 13% or 2,112 and white females accounted for 8% or 4,290 of all school related referrals. The table below presents demographics for referrals and youth received for FY 2010-11.

Intake Demographics for School Referrals Received (Fiscal Year 2010-2011)		
Demographics Group	School - Related Referrals	% of Total School - Related Referrals
WHITE MALE	4,290	26%
WHITE FEMALE	1,373	8%
BLACK MALE	5,475	33%
BLACK FEMALE	2,112	13%
HISPANIC WHITE MALE	1,853	11%
HISPANIC WHITE FEMALE	538	3%
HISPANIC BLACK MALE	112	1%
HISPANIC BLACK FEMALE	33	1%
OTHER MALE	472	3%
OTHER FEMALE	119	1%
Total	16,377	100%

In view of these factors, the five-year priorities related to ending racial disparities include the following:

**Objective:** Validate the automated risk assessment tool to provide consistent youth screening and reduce potential unwarranted variation in scores.

**Objective:** Bring awareness to minority overrepresentation in the juvenile justice system, craft solution-driven strategies to address the issue and implement such strategies.

**Objective:** Aggressively reduce disproportionate minority contact.

**Objective:** Validate the Positive Achievement Change Tool to provide consistent youth assessment of risk to re-offend using objective criteria.

**Initiatives:**

- House Bill 997 passed during the 2011 Legislative session. This bill requires DJJ to encourage and assist in implementation and improvement of civil citation and similar diversion programs; requires that juvenile civil citation and similar diversion programs be established at local levels with concurrence of certain persons; authorizes entities to operate civil citation or similar programs; requires entity operating program to be selected under consultation and agreement with state attorney and local law enforcement agencies; authorizes officer, on making contact with juvenile who admits to committing misdemeanor, to require participation in services based on needs assessment; limits civil citation program to first-time misdemeanor offenders unless approved by state attorney; requires program operator to report outcomes to DJJ; provides that civil citation is not considered referral to DJJ; requires DJJ to develop guidelines for civil citation programs; deletes requirement that copy of citation be sent to victim; and requires juvenile probation officer to process original delinquent act as referral to DJJ in specified circumstances and refers certain reports to the state attorney.
- Maintained a high-risk zip code targeting policy to be used for targeting DMC priorities.

- Distributed “Bring Your “A” Game” DVD to all four program areas, Detention, Residential, Probation, and Prevention to describe how essential educational achievement and high school graduation are to survival and success in today’s society.
- Commenced 9 prevention programs addressing the issue of DMC by collaborating with juvenile justice and community stakeholders and connecting minority youth to prevention and intervention services.
- Held DMC and Restorative Justice Trainings at 24 detention centers.
- Created Neighborhood Accountability Boards in 3 communities.
- Initiated a pilot project providing support to 150 moderate to high-risk youth receiving DJJ residential and/or community supervision services. Mentoring services will be provided by graduate and advanced undergraduate Youth Mentor Advocates and Volunteer Mentors under the direction of a Site Coordinator.
- Conducted 3 Prevention Workshops educating youth on the juvenile justice system.
- While the statewide Relative Rate Index (RRI) has increased slightly from 2009-10, several of the largest counties where prevention and Disproportionate Minority Contact (DMC) initiatives were in place experienced decreases; Alachua -21%, Dade -9% and Palm Beach -11%.

### ***Enhance Educational and Vocational Programs***

Educational services are a key component of the juvenile justice system. Youth in the juvenile justice system typically have failed in the public school system and are two grade levels behind their same-aged peers.

Youth referred to the Department of Juvenile Justice continue their education in a variety of settings, depending on the nature and consequences of their offenses. Some continue to attend public schools, others attend alternative schools, and some participate in prevention or intervention programs in separate, self-contained schools where education is provided either through public school teachers or contracted educational services. On any given day in Florida, about 12,200 students are attending one of approximately 200 separate juvenile justice education programs. More than 4,000 of these youth aged 16 and over, receive services directly from the Department.

In view of these factors, the five-year priorities related to enhancing educational and vocational programs include the following:

***Objective:*** Provide technical assistance and training to increase work-readiness of youth in juvenile justice education programs.

***Objective:*** Increase opportunities for industry-recognized certification of youth in residential programs.

***Objective:*** Increase resources available to juvenile justice involved students through multi-agency collaborative partnerships.

#### **Initiatives:**

- During the 2010-2011 academic year DJJ worked in collaboration with 42 school districts to provide quality education for DJJ involved youth. Twenty-five educational programs were housed in a detention center, 116 were in residential facilities, and 39 were in day treatment facilities.
  - Thirty DJJ Programs approved as GED test sites

- Increased the number of Level 3 Programs from 17 to 27, a 59% increase over the previous year
- DJJ student highlights include:
  - 10,106 were enrolled in 171 different community college technical center courses at 128 different DJJ facilities
  - 446 earned Ready to Work Credentials (Bronze -174, Silver - 225, Gold - 47) from the Florida Agency for Workforce Innovation; a 29% increase over the previous year
  - 90% were promoted to the next higher grade and 23% graduated
  - 100% of those tested passed the GED test
  - 95 successfully completed a Florida Virtual High School course
  - 140 enrolled in other distant learning programs
  - 1,253 participated in credit retrieval programs
  - 265 earned Home Builder Institute Pre-Apprentice Certificate Training certificates and 186 were placed in a job, joined the military, or returned to school
- DJJ and DOE collaborated to award \$450,000 in Perkins grants awarded to 7 programs for educational resource development. \$412,000 is available for 2011-12.
- DJJ and the Florida Juvenile Justice Foundation collaborated to present Youth Investment Awards totaling more than \$75,000 to 135 students. The funds were used to offset the cost of tuition, equipment, supplies, transportation, education or employability assistance
- Students in all DJJ programs are administered the Basic Achievement Skills Inventory (BASI). The BASI is a multi-level assessment that is norm referenced and was developed to help identify a student’s academic strengths and weaknesses. The BASI covers grades 3-12 and content areas of reading, language arts, and math. 1,563 students demonstrated valid gains in math scores, a 24% increase over the previous year. 1,659 demonstrated valid gains in reading scores, a 20% increase over the previous year.
- DJJ and DOE co-hosted eight regional workshops to share best practices and provide training to more than 500 professionals associated with DJJ programs.

***Stabilize and Professionalize the Juvenile Justice Workforce***

In fiscal year 2009-10, 13.83% of state direct-care employees left their positions. High turnover costs the state and the youth in the system.

Turnover increases caseloads and the costs associated with providing adequate supervision. Overtime payments average \$1.4 million annually. Turnover raises training costs and results in \$300-\$2,400 investments per employee.

<b>Required Training Hours for State Direct Care Staff Certification</b>	
Residential	240 hours
Non-Residential	320 hours

Staff shortages have a large impact on the safety and security of youth and staff. Staff inexperience makes it challenging to control the sometimes volatile population of young people in the system.



In view of these factors, the five-year priorities related to stabilization and professionalization of the Juvenile Justice workforce include the following:

**Objective:** Develop a comprehensive training and certification program specific to direct care staff.

**Objective:** Establish a career ladder based on performance, education and experience.

**Objective:** Develop a progressive compensation structure.

**Objective:** Provide special risk retirement for direct care staff.

**Objective:** Establish policy, procedures and practices that support a restraint free approach and environment in all areas of operation.

**Initiatives:**

- Implemented the revised Juvenile Justice Probation Officer Certification Program curriculum and exam based on feedback from statewide work groups. Updates include improved methods (current multimedia examples and more performance-based activities) and content which reflects a greater emphasis on gender differences, trauma-informed care, a balanced approach to restorative justice, and transition planning. Additions include a module on the DRAI instrument, study aids such as module summaries and module review questions, and appropriate citations. Current policies and rules also are incorporated, as well as JJIS processes.
- Nearing completion of a certificate program in Juvenile Justice Administration through Tallahassee Community College (TCC). This is an 18 credit program that includes participation in a Detention/Residential Academy, plus five courses offered through TCC.
- Established a Postsecondary Adult Vocational (PSAV) certificate through The Florida Department of Education for employees who complete the Juvenile Justice Detention and Residential Officer Certification Program. A PSAV certificate signifies that students who are interested in a specific job in a particular business or industry have attained professional status in their field and are prepared for employment. The Department is also eligible for tuition reimbursement for program participation.
- Offered both an internal leadership course and the second cohort of the Florida Certified Public Manager (CPM) certificate program. SD&T also created individual modules for those who have taken the initial leadership course and/or progressed to the advanced leadership (CPM) program.
- Reviewed and obtained leadership books to establish a lending library.
- Collaborated with the Department of Corrections to create a PAR DVD showcasing the physical intervention techniques. It can be used as a supplement to classroom training and as a review or remedial tool statewide. It was distributed to 20 other states and won a Davis Productivity Award.
- Revised F.A.C. 63H-1 to promote a restraint-free approach inclusive of county and municipally operated providers.

***Provide an Accountable System that is Outcome-Based***

The phrase “evidence-based” is widely used in policy discussions to describe programs that are rooted in research and evaluation. “Outcome-based” refers to programs designed with the desired outcome in mind. The two approaches complement one another, and both require careful attention to underlying science, desired outcomes, disciplined program implementation, and appropriate assessments and evaluations. An accountable

system uses data to show what is happening and why, in this way it promotes good results by doing the right things well.

Strategic planning identifies the goals, objectives, targets and tactics to achieve the right outcomes. Implementation of those outcomes touches different programs and jurisdictions. To assure that the desired outcomes are achieved in all areas and programs, data needs to be gathered, analyzed and reported in a way that makes sense and communicates success or failure as well as root cause. This results in accountability, implementation consistency and the ability to address problems early and improve end results.

In view of these factors, the five-year priorities related to providing an accountable system that is outcome based include the following:

**Objective:** Performance outcomes shall be established for all DJJ programs.

**Objective:** Develop and implement performance incentives to promote program accountability and quality.

**Objective:** Implement evidence based programs and services that are proven effective in achieving program performance outcomes.

**Initiatives:**

- Revised evidence-based Sourcebook (2010) to incorporate additional qualifying programming services.
- JJIS Evidence-based Practices Delinquency Interventions Module developed; Probation Business Rules have been completed.
- Development and statewide implementation of a specialized screen in the Department's Learning Management System (CORE) that captures staff completion of Motivational Interviewing trainings, PACR, and R-PACT trainings, and trainings in the various evidence-based and best practices.
- Quality Assurance Residential Standards and the Residential Administrative Rule now include the outcome-based Tier II standards.
- During FY 2010-11, 74 staff were trained to facilitate Thinking For a Change groups.
- During FY 2010-11, 1,819 staff were trained in Motivational Interviewing; Motivational Interviewing curriculum currently delivered in JPO academy since January 2008.
- Thirteen Department staff were trained as Qualified Trainers in the Socialization for Success curriculum to ensure sustainability.
- The Socialization for Success curriculum was developed and piloted in four residential facilities.
- Completed the Teaching Alternatives to Gangs (TAG) Detention Pilot Project with all North Region Detention Centers. Highlights include a decrease in the rate of level 2 Protective Action Responses (PAR).
- The implementation of the Secretary's Agency Safety Campaign resulted in DJJ earning the Gold Award of Excellence from the Department of Financial Services, Division of Risk Management.
- Implementation of the Agency Safety Campaign resulted in a 14% reduction in Worker's Compensation First Reports of Injury, a 30% reduction of actual claims filed, a 5% reduction

of incurred costs (\$70,465.15) and a reduction in work hours lost by returning ill or injured employees to the workplace sooner compared to figures for fiscal year 07-08.

- Held a committee meeting of Department staff and provider representatives to review and update performance outcomes that were established for all programs, and the system of incentives to promote accountability and quality. Contract workgroup continues to meet to look at performance measures and past performance for awarding of contracts.

***Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal with the Issue of Juvenile Justice.***

**Objective:** Conduct an annual review of the agency’s Strategic Plan to assess what has been accomplished and what might need to be modified.

**Objective:** Continually evaluate how DJJ does what it does to identify innovations and best practices to achieve better results.

**Initiatives:**

- The Department continues to work with providers and stakeholders to assess current processes and procedures to streamline efforts and continue to look for the most effective ways to provide services.
- Florida is one of four states recently selected to participate in a groundbreaking national initiative to reform its juvenile justice system by translating “what works” into everyday practice and policy. The Department was notified in early June 2011, that it had been chosen for the Juvenile Justice System Improvement Project (JJSIP). Administered by Georgetown University’s Center for Juvenile Justice Reform, the JJSIP provides a framework for implementing best practices throughout the entire juvenile justice system. The JJSIP will:
  1. produce an evaluation tool to identify any shortcomings in juvenile justice programs or services;
  2. evaluate how closely those programs or services align with the most prominent research in the field; and
  3. help identify concrete recommendations for improvement.
- The Georgetown team will work with prominent criminologists to provide technical assistance to the state throughout the eighteen-month project period. The team will evaluate DJJ’s services to ensure an adequate range of graduated sanctions with interventions designed to reduce the risk of committing future offenses.

## Potential Department Policy Changes

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**Health Services/Mental Health, Substance Abuse, Developmental Disability Services Rule Authority** – Chapter 985 has been updated to provide the Department with rulemaking authority to promulgate administrative rules governing the procedure by which youths within the juvenile justice continuum are provided ordinary medical care, mental health, substance abuse and developmental disability services. Draft rules have been submitted to General Counsel, with rule workshops to be conducted during fiscal year 2011-2012.

**Detention Facility Management System (DFMS) to Juvenile Justice Information System (JJIS) Integration** - All juvenile detention facilities currently utilize the DFMS for all of their routine paperwork. DFMS is an MS Access based system. Data is entered into the system using forms and collected into data files which are stored on the facility's local network. The collected data is used to provide on demand reports for management and quality assurance. Forms and reports are standardized statewide and provide consistent and comprehensive data on the detention facility to maximize operational effectiveness. The existing DFMS system which is utilized by all juvenile detention facilities is currently maintained by one employee.

Integration of the DFMS system with the statewide JJIS will eliminate duplicate data entry and allow all facilities to view the youth's detention history. Utilization of unbound forms and a central server will reduce the network bandwidth required and allow transfer of youth detention data to occur with transfer of the youth. Standardized paperwork allows for standardized training of officers on facility paperwork and allows for easier transfer of officers between facilities. Better informed facility staff allow for a safer and more secure facility and informed management decisions.

**MIS Network User Accounts Procedure and Provider Access to JJIS Procedure** – The new Administrative Rule 71A-1 (Florida Information Technology Resource Security Policies and Standards) which is waiting to be signed by the governor will have to be incorporated into our existing policies/procedures or a new policy/procedure will have to be written to address the components of the rule; this includes Access Controls, Configuration Management, Multi-Function Devices, and more.

As a result of the AG Review # 2010 the following statements will be added to the Network User Accounts Procedure document (FDJJ - 1205.50P) and the Provider Access to JJIS Procedure document (FDJJ - 1205.60P) which requires periodic reviews of access privileges to the Department's network and IT systems:

- **Network Accounts Procedure:** Section III.RESPONSIBILITY AND DUTIES, B. DJJ Supervisors:
  - 7. Shall be responsible for consulting with supporting MIS staff to periodically review the network and systems access privileges for employees under their direct supervision. Managers/Supervisors shall submit a Network User Account Request form and other applicable forms to MIS in order to modify the network and systems access privileges of their employees when necessary.
- **JJIS Access Procedure Document:** Section III. RESPONSIBILITY AND DUTIES, E. Data Integrity Officers:
  - 9. Shall be responsible for consulting with the Provider Director and Contract/Grant Managers to periodically review and reassign JJIS user permissions as applicable for provider staff.

Anticipate final procedure published in October, 2010

- **Medicaid Policy Change** – The Department is working with the Florida Department of Children and Families and the Department of Health to revise existing policies within both agencies that reflect the practice that has been piloted throughout the state for the last two years for Child in Care Medicaid applications and status changes for youth in Medicaid-allowable juvenile justice residential facilities. This change in policy for the Department will require a change in Chapters 63E-7, F.A.C. Anticipate final rule to be published in January 2012.

## **Potential Legislative Policy Changes**

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***Detention Cost Sharing*** – This proposal clarifies the responsibilities of the State and the counties as it relates to providing for the operation of detention centers.

***Mother and Infant Residential Programs*** – This proposal improves services to youth by authorizing the Mother and Infant Residential Program, which will keep young mothers with their babies while allowing them to fulfill juvenile justice program requirements.

***Funeral Expenses*** – This proposal authorizes the Department to pay funeral expenses for youth that die in the Department's custody.

***Comprehensive Rewrite of Juvenile Justice Statute*** – The Department plans to present legislation in the 2013 session to update the juvenile justice statute, Section 985, Florida Statutes.

## **Task Forces and Studies In Progress**

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***Gender Specific Services*** – Working to identify best practices and approaches to offering gender specific services.

***Disproportionate Minority Contact*** – Working to identify best practices and means to reduce the high level of minority youth who are in contact with the Department of Juvenile Justice.

***Quality Assurance Improvement*** – Working to identify better and more efficient means to assure the quality of services provided.

***Data Integrity Workgroup*** – Working to maintain the integrity of the data used to manage the Department

***Zero Tolerance*** – Working to reduce the impact of Zero Tolerance.

***Gang Reduction*** – Working to reduce the impact/influence of gangs.

***Alternatives to Arrest*** – Working to identify and implement alternatives to arrest for non compliant behavior.

***Trauma Informed Care*** – An approach to engaging those with histories of trauma that recognizes its symptoms and acknowledges the role that trauma has played in their lives.

***Evidence-Based Steering Committee*** – Looking at existing performance-based standards and incentives as well as seek out opportunities to establish new ones where applicable.

***Faith Community Network/Chaplaincy Services Statewide Leadership Team*** – the Faith Community Network/Chaplaincy Services Leadership Team is composed of leaders from faith communities and faith-based organizations and may also include business partners, educators, community representatives, and law enforcement/judicial personnel. The Leadership Team is representative of the diversity found in the faith community, neighborhoods, ethnic backgrounds, community organizations, etc. The Leadership Team gives direction and support to the development of goals and objectives that provide a clear sense of direction and supports the Faith Community Network/Chaplaincy Service’s mission to ensure that every youth and their families have access to chaplaincy services during times of family crisis and to provide a full range of programs and services that strengthen families and turn around the lives of troubled youth.

***Faith Community Network/Chaplaincy Services Statewide Advisory Council*** – is an organized body of representatives that provides a high level of influence and expertise to the Florida Department of Juvenile Justice Faith Community Network/Chaplaincy Services program in its efforts to ensure that every youth and their families have access to chaplaincy services during times of family crises and to provide a full range of programs and services that strengthen families and turn around the lives of troubled youth. Members of the Advisory Council enhance the Faith Community Network/Chaplaincy Services program by their level of influence. Expertise, knowledge and access to resources that will expand the Faith Community Network/Chaplaincy Services programs to more youth and families across Florida.

# **Performance Measures and Standards – LRPP Exhibit II**

## Exhibit II: Performance Measures and Standards

<b>Detention</b>	<b>Approved Prior Year Standard FY 2010-11</b>	<b>Prior Year Actual FY 2010-11</b>	<b>Approved Standards FY 2011-12</b>	<b>Requested FY 2012-13 Standard</b>
<b>80400000 Program: Juvenile Detention Programs</b>				
<b>80400100 Detention Centers</b>				
Percentage of youth who remain crime free while in state-operated secure detention	98%	98%	98%	98%
Number of escapes from state-operated secure detention facilities	0	3	0	0
Number of youth-on-youth batteries per every 1000 youths served daily in secure detention	0.3	0.2	0.3	0.3
Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention	0.3	.09	0.3	0.3
Average daily population for state-operated secure detention	1,750	1,102	1,211	1,211
Percentage of successful state-operated completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court	97%	98%	97%	97%



## Exhibit II: Performance Measures and Standards

<b>Probation and Community Corrections</b>	<b>Approved Prior Year Standard FY 2010-11</b>	<b>Prior Year Actual FY 2010-11</b>	<b>Approved Standards FY 2011-12</b>	<b>Requested FY 2012-13 Standard</b>
<b>80700000 Program: Probation And Community Corrections Program</b>				
<b>80700100 After Care Service / Conditional Release</b>				
Percentage of youth who remain crime free during Conditional Release supervision	80%	82%	80%	81%%
Percentage of youth who remain crime free one year after release from conditional release	67%	65%	67%	67%
<b>80700200 Juvenile Probation</b>				
Average daily population for home detention	1,724	1386	1,724	1,724
Percentage of youth who remain crime free one year after release from probation	81%	81%	81%	81%
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Intake and assessment	40,767	23,463	37,913	34,122
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct probation supervision	21,454	14,568	19,952	18,954
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Direct conditional release supervision	2,909	964	1,112	1,112
Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Contracted conditional release supervision	1,519	1,662	2,006	2,006
Average number of youths served daily under intake status per Juvenile Probation Officer	103	60	96	80
Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer	42	28	39	39

## Exhibit II: Performance Measures and Standards

<b>Probation and Community Corrections</b>	Approved Prior Year Standard FY 2010-11	Prior Year Actual FY 2010-11	Approved Standards FY 2011-12	Requested FY 2012-13 Standard
Average number of youths served daily under State- Operated Conditional Release and Post Commitment Probation per Juvenile Probation Officer	80	54	41	41
Average number of youths served daily under Contracted Conditional Release per Juvenile Probation Officer charged with their case management	83	83	111	85
Number of youths court ordered to probation supervision	43,579	29,532	40,528	38,502
Number of youths received at intake	92,825	66,907	86,327	77,694
Number of youth served by the Redirection Program	1,125	1,951	1,203	1,203
Percentage of youth who remain crime free one year after release from the Redirection program.	65%	58%	65%	65%
<b>80700300 Non-Resident Delinquent Rehabilitation</b>				
Percent of youths who remain crime free one year after release from diversion or probation day treatment.	80%	82%	80%	81%
Average number of youths served daily in Minimum-Restrictiveness Non-Residential Commitment Programs	175	152	263	263

# Exhibit II: Performance Measures and Standards

<b>Executive Direction and Support Services</b>	<b>Approved Prior Year Standard FY 2010-11</b>	<b>Prior Year Actual FY 2010-11</b>	<b>Approved Standards FY 2011-12</b>	<b>Requested FY 2012-13 Standard</b>
<b>80750000 Program: Office of the Secretary/Assistant Secretary for Administrative Services</b>				
<b>80750100 Executive Direction and Support Services</b>				
Total collections of statutorily mandated maintenance fees	2,000,000	1,375,501.69	2,000,000	2,000,000,
<b>80750200 Information Technology</b>				
Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports.	6	4	6	3

## Exhibit II: Performance Measures and Standards

<b>Secure and Non-Secure Residential Services</b>	<b>Approved Prior Year Standard FY 2010-11</b>	<b>Prior Year Actual FY 2010-11</b>	<b>Approved Standards FY 2011-12</b>	<b>Requested FY 2012-13 Standard</b>
<b>80800000 Program: Residential Correction Program</b>				
<b>80800100 Non-Secure Residential Commitment</b>				
Percentage of residential commitment program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (calendar year)	85%	87%	85%	85%
Percentage of youth who remain crime free one year after release from non-secure commitment	60%	54%	60%	55%
Number of escapes from non-secure residential commitment programs	139	22	139	70
Number of youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment	0.13	0.038	0.13	0.065
Number of youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment	0.23	0.025	0.23	0.12
Total number of youth served in non-secure residential commitment	5,236	6,554	4,837	4,837
Average daily population of youth served in non-secure residential commitment by level (low and moderate)	Low = 189 Mod= 2,922	Low=193 Mod=2,456	Low = 156 Mod= 2,514	Low =156 Mod =2,514
Number of non-secure residential commitment beds on line	3,233	2,968	2,800	2,800
Number of youth receiving substance abuse treatment in non-secure residential commitment	2,100	1,721	1,827	1,750

## Exhibit II: Performance Measures and Standards

<b>Secure and Non-Secure Residential Services</b>	<b>Approved Prior Year Standard FY 2009-10</b>	<b>Prior Year Actual FY 2009-10</b>	<b>Approved Standards FY 2010-11</b>	<b>Requested FY 2011-12 Standard</b>
<b>80800200 Secure Residential Commitment</b>				
Percentage of youth who remain crime free one year after release from secure residential commitment	63%	52%	63%	55%
Total number of youth served in secure residential commitment	1,608	1,889	1,377	1,377
Number of secure residential commitment beds on line	1,318	1,149	1,029	1,029
Number of youth receiving substance abuse treatment in secure residential commitment facilities	1,399	1,382	1,074	1,074
Number of youth-on-youth batteries per 1000 youth, based on average daily population in secure environment	0.13	0.066	0.13	0.08
Number of youth-on-staff batteries per 1000 youth, based on average daily population in secure environment	0.28	0.016	0.28	0.14
Average daily population of youth served in secure residential commitment by level (High and Maximum)	High=1,132 Max=120	High=841 Max=143	High=857 Max=120	High =857 Max =120
Number of escapes from secure residential commitment programs	0	0	0	0

# Exhibit II: Performance Measures and Standards

<b>Prevention and Victim Services</b>	<b>Approved Prior Year Standard FY 2010-11</b>	<b>Prior Year Actual FY 2010-11</b>	<b>Approved Standards FY 2011-12</b>	<b>Requested FY 2012-13 Standard</b>
<b>80900000 Program: Prevention and Victim Services</b>				
<b>80900100 Delinquency Prevention and Diversion</b>				
Percentage of youth who remain crime free six months after completing prevention programs	87%	88%	87%	87%
Number of youth served through delinquency prevention programs	35,000	25,519	25,000	25,000

# **Assessment of Performance For Approved Performance Measures – LRPP Exhibit III**

# Exhibit III: Performance Measure Assessments

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

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
0	3	+3	300%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

Two escapes occurred from the Marion County Juvenile Detention Center operated by the Marion County Sheriff's Office. Both youth escaped from the outdoor recreation area. This occurred due to human error as a result of violation of policy or rule.

One escape occurred from a state operated detention center during outdoor recreation. This occurred due to human error as a result of violation of policy or rule.

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

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

**Explanation:**

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

Disciplinary action and additional training occurred at the state operated facility.



Disciplinary action, policy change, and improvements to hardware occurred at the county operated facility.

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: After Care Service / Conditional Release/80700100

**Measure: Percentage of youth who remain crime free one year after release from conditional release**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
67%	65%	Under	2.99%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

The Department has begun to focus residential services for high-risk youth, while allowing low-risk youth to remain in their home communities. High-risk youth historically have a higher recidivism rate than low-risk youth.

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

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

**Explanation:**

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

At the direction of the Legislature, the Department is designing residential services to address the needs of high-risk youth, instead of a mixture of high- and low-risk youth. These services should better address criminogenic needs of this specific population and reduce recidivism.

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation/80700100

**Measure: Average daily population of youth carried on supervision caseloads of juvenile probation officers by type: Contracted conditional release**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,519	1,662	Over	9.41%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

The Department has focused on referring the majority of conditional release cases to contracted providers in order to maximize the use of available resources and improve transitional services

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

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

**Explanation:**

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

- Training
- Personnel
- Technology
- Other (Identify)

**Recommendations:**

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Probation and Community Corrections  
 Service/Budget Entity: Juvenile Probation/80700200

**Measure: Percentage of youth who remain crime free one year after release from the Redirection program**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
65%	58%	Under	10.77%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

The Department has begun to focus residential services for high-risk youth, while allowing low-risk youth to remain in their home communities. Accordingly, there has been an increase in referrals to Redirection of youth who would have otherwise been committed.

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

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

**Explanation:**

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Office of the Secretary/Assistant Secretary for Administrative Services  
 Service/Budget Entity: Executive Direction and Support Services/80750100

**Measure: Total collections of Statutorily mandated maintenance fees**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,000,000	1,375,507.69	(391,345)	19.56%

**Factors Accounting for the Difference:**

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

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

**Explanation:**

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

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

**Explanation:** With the down turn in the economic situation and the increase in the number of households that have experienced a loss of income, the amount of funds collected has decreased.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Non-Secure Residential/80800100

**Measure: Average daily population of youth served in non-secure residential commitment by level (low and moderate)**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
Low = 189 Mod = 2,922	Low = 193 Mod = 2,456	4 (466)	2.12% (15.9%)

**Factors Accounting for the Difference:**

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

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

**Explanation:** Between Fiscal Year 2009-2010 and Fiscal Year 2010-2011, residential admissions have decreased while the seriousness of the offenses committed by adjudicated youth has increased.

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

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

**Explanation:** The Agency experienced unforeseen budget reductions. Between Fiscal Year 2006-2007 and Fiscal Year 2009-2010, the number of admissions dropped 22%, while the Average Prior Seriousness Index increased 8%.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Non-Secure Residential/80800100

**Measure: Number of non-secure residential commitment beds on line**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
3,233	2,968	(265)	(8.19%)

**Factors Accounting for the Difference:**

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

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

**Explanation:** Commitment bed utilization was down for Fiscal Year 2010-2011.

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

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

**Explanation:** The Agency was forewarned that budget reductions from the Legislative Session were impending. Further, the seriousness of offenses committed by adjudicated youth increased. Therefore, the Department took non-secure beds offline in preparation of the need to spend allocated funds to obtain needed treatment services for committed youth. Because of poor bed utilization and impending budget reductions, the Department opted to delay re-procurement of some residential resources.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Non-Secure Residential/80800100

**Measure: Number of youth receiving substance abuse treatment in non-secure residential commitment**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
2,100	1,721	(379)	(18.04%)

**Factors Accounting for the Difference:**

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

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

**Explanation:** While the Agency paid for Substance Abuse Treatment for 1,721 youth in non-secure residential commitment in Fiscal Year 2010-11, a total of 4,314 youth in non-secure residential commitment received Substance Abuse Treatment that was funded through Florida Medicaid.

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

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

**Explanation:** Non-secure residential commitment services in Fiscal Year 2010-11 were provided largely (more than 86%) by contracted, private providers that were Medicaid-allowable or certified Medicaid Providers. Therefore, the Agency paid for fewer youth in non-secure residential commitment programs to receive Substance Abuse Treatment.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**



# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential/80800200

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
63%	52%	(11%)	-11%

**Factors Accounting for the Difference:**

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

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

**Explanation:** In Fiscal Year 2008-09, the risk-assessment tool, Positive Achievement Change Tool (PACT), was fully implemented, resulting in more youth being accurately identified as “less likely to reoffend” and, therefore, being diverted from residential commitment. This first full year of implementation resulted in committed youth with more serious offenses or more quantitative offenses who, therefore, are statistically more likely to reoffend. Between Fiscal Year 2006-2007 and Fiscal Year 2009-2010, the number of admissions dropped 22%, while the Average Prior Seriousness Index increased 8%.

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

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

**Explanation:** Many youth previously committed are now being served in the community, resulting in a change in outcomes because adjudicated youth in secure commitment programs are much more serious offenders. Between Fiscal Year 2006-2007 and Fiscal Year 2009-2010, the number of admissions dropped 22%, while the Average Prior Seriousness Index increased 8%.

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

- Training  Technology

Personnel

Other (Identify)

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential/80800200

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,318	1,149	(169)	(18%)

**Factors Accounting for the Difference:**

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

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

**Explanation:** Commitment bed utilization was down for Fiscal Year 2010-2011.

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

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

**Explanation:** The Agency was forewarned that budget reductions from the Legislative Session were impending. Further, the seriousness of offenses committed by adjudicated youth increased. Therefore, the Department took non-secure beds offline in preparation of the need to spend allocated funds to obtain needed treatment services for committed youth. Because of poor bed utilization and impending budget reductions, the Department opted to delay re-procurement of some residential resources.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential/80800200

**Measure: Number of youth receiving substance abuse treatment in secure residential commitment**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
1,399	1,382	(17)	(1.21%)

**Factors Accounting for the Difference:**

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

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

**Explanation:** The difference between actual performance results and approved standards is so slight that it is difficult to identify why this occurred or assign any significance to the percentage difference.

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

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

**Explanation:**

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

# Exhibit III: Performance Measure Assessments

Department: Department of Juvenile Justice  
 Program: Residential and Correctional Facilities  
 Service/Budget Entity: Secure Residential/80800200

**Measure: Average daily population of youth served in secure residential commitment by level (high and maximum)**

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
High = 1,132 Max = 120	High = 841 Max = 143	(291) 23	(25.7%) 19.2%

**Factors Accounting for the Difference:**

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

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

**Explanation:** The only maximum-risk program for girls in the state was located at the DeSoto facility that was closed per Legislative proviso language. Further budget reductions were necessary due to the Fiscal Year's funding, which resulted in the closure of more high-risk beds and the re-allocation of funds to provide needed services for youth.

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

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

**Explanation:** The Agency experienced unforeseen budget reductions.

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

# Exhibit III: Performance Measure Assessments

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

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

**Action:**

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

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
35,000	25,519	9,481	27%

**Factors Accounting for the Difference:**

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

- Personnel Factors  Staff Capacity
- Competing Priorities  Level of Training
- Previous Estimate Incorrect  Other (Identify) Grants and contracts solicitations ceased

**Explanation:**

The number of grants awarded throughout communities was slightly less. This was due to grants and contracts operations being suspended for an extended period time within the Office of Prevention. Prevention was mandated to develop policies and procedures for awarding grants and contracts. Additionally, the office experienced high staff turnover during fiscal year 2010-11.

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

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

**Explanation:** N/A

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

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:** New management within the Office of Prevention is in the process of bringing the staffing level to 100%. Staff is being trained on procurement and the newly established grants and contracts policies and procedures manual.

# **Performance Measure Validity and Reliability – LRPP Exhibit IV**



# Exhibit IV:

## Performance Measure Validity and Reliability

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Department:	Juvenile Justice
Program:	Detention Services
Service/Budget Entity:	Secure Detention/80400100
<b>Measure:</b>	<b>Percentage of Youth Who Remain Crime Free While in State-Operated Secure Detention</b>

### Action (check one):

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

### Data Sources and Methodology:

The data source for this measure is the Juvenile Justice Information System (JJIS) as reported by DJJ Research and Planning.

This is defined as the percentage of youth released from Secure Detention during the fiscal year that did not violate or commit a new offense resulting in an adjudication or adjudication withheld during their Secure Detention stay.

JJIS Secure Detention data records are extracted and examined by staff of DJJ Research and Planning using SPSS software. The referral (arrest) records of each youth placed in Secure Detention are extracted and matched to the Secure Detention records. If any of the offense dates for adjudicated (or adjudication withheld) offenses fall on or between the admission and release dates for the period the youth was in Secure Detention, the youth is considered unsuccessful.

To determine the percentage, the total number of youth released from Secure Detention during the fiscal year minus the number of unsuccessful youth is used as the numerator. The denominator is the total number of youth released from Secure Detention. The result is the percentage of completions from Secure Detention who remained crime-free while in Secure Detention.

### Validity:

The methodology compares youth released without an offense date during a fiscal year against youth released with an offense date and determines the percentage of those youth released without an offense date.

This calculation and its methodology provide an accurate reflection of the effectiveness of Detention services in the field. This methodology provides an accurate measure of the safety and security of detention centers. It also can be useful information for making comparisons between judicial circuits and detention units to improve effectiveness or reduce costs.

This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service. This outcome allows for evaluations of the Agency Mission (to reduce juvenile crime) and its Goals and Objectives.

**Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Secure Detention is entered into the JJIS database by field staff at intake and in each of the Department's 26 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of the Detention Wizard and pull down menus.

The coding and syntax used to determine those youth whose placement dates are between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within the Bureau of Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of Escapes from State-Operated Secure Detention**

### Action (check one):

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

### Data Sources and Methodology:

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

### Validity:

Using a methodology that counts the number of escapes from Secure Detention provides a valid measure of the safety and security of detention centers.

This information and process is useful to determine the number of FTEs required to provide Detention services. It can also be useful information for making workload comparisons between judicial circuits and detention units to determine when new positions should be added or transfers are necessary due to workload inequities.

This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service. This outcome allows for evaluations of the Agency Mission (to reduce juvenile crime) and its Goals and Objectives.

### Reliability:

The number of escapes computed by Detention Services is compared to the number of escapes as reported by CCC. This measure is highly reliable as evidenced by two separate Departmental programs obtaining the same result.

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Juvenile Justice
Program:	Detention Centers
Service/Budget Entity:	Secure Detention/80400100
<b>Measure:</b>	<b>Number of Youth-on-Youth Batteries for Every 1,000 Youth Served Daily In State-Operated Secure Detention</b>

### Action (check one):

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

### Data Sources and Methodology:

The data sources for this measure are the Central Communication Center (CCC) and the Juvenile Justice Information System (JJIS) as reported by DJJ Research and Planning.

Based upon criteria and professional discretion, field staff reports the incident to the CCC. The information is forwarded to the Assistant Secretary and the Assistant Chief, Bureau of Investigations for review and assignment, thus generating an official incident report. Youth-on-youth batteries may only be classified as such by the CCC. The incident report is forwarded to Detention Services for review or investigation. Detention Services maintains a database in which each youth-on-youth battery is entered. The number of youth-on-youth batteries is compiled at the end of the fiscal year. The figure for 1,000 youth served daily in Secure Detention is based on the average daily population for Secure Detention.

The number of batteries during the fiscal year is divided by 365 to obtain the average daily number of batteries for the numerator. The denominator is the average daily population for Secure Detention divided by 1,000. The resulting quotient is the average daily number of youth-on-youth batteries per 1,000 youth served daily in Secure Detention.

### Validity:

This calculation and its methodology provide an accurate reflection of the safety and security of detention centers. This information and process is useful to determine the number of FTEs required to provide Detention services safely. It also can be useful information for making workload comparisons between judicial circuits and detention units when new positions can be added or transfers are necessary due to workload inequities or safety and security considerations.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This outcome allows for evaluations of the Department's effectiveness in meeting the Agency Mission, to reduce juvenile crime, and its Goals and Objectives.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Secure Detention is entered into the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly exception report is generated by staff of Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and

headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

The number of youth-on-youth batteries that occurred during the fiscal year is counted by Detention Services and compared against the number reported by the CCC. The coding and syntax used to determine those youth with placement dates in Secure Detention between July 1 and June 30 of the fiscal year are written, reviewed and double checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Juvenile Justice
Program:	Juvenile Detention Programs
Service/Budget Entity:	Detention Centers/80400100
<b>Measure:</b>	<b>Number of Youth-on-Staff Batteries for Every 1,000 Youth Served Daily in State-Operated Secure Detention</b>

### Action (check one):

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

### Data Sources and Methodology:

The data sources for this measure are the CCC and the Juvenile Justice Information System (JJIS) as reported by DJJ Research and Planning.

Based upon criteria and professional discretion, field staff reports the incident to the CCC. The information is forwarded to the Assistant Secretary and the Assistant Chief, Bureau of Investigations for review and assignment, thus generating an official incident report. Youth-on-staff batteries may only be classified as such by the CCC. The incident report is forwarded to Detention Services for review or investigation. Detention Services maintains a database in which each youth-on-staff battery is entered. The number of youth-on-youth batteries is compiled at the end of the fiscal year. The figure for 1,000 youth served daily in Secure Detention is based on the average daily population for Secure Detention.

The number of batteries during the fiscal year is divided by 365 to obtain the average daily number of batteries for the numerator. The denominator is the average daily population for Secure Detention divided by 1,000. The resulting quotient is the average daily number of youth-on-staff batteries per 1,000 youth served daily in Secure Detention.

### Validity:

This calculation and its methodology provide an accurate reflection of the safety and security of detention centers. This information and process is useful to determine the number of FTEs required to provide Detention services safely. It also can be useful information for making workload comparisons between judicial circuits and detention units when new positions can be added or transfers are necessary due to workload inequities or safety and security considerations.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This outcome allows for evaluations of the Department's effectiveness in meeting the Agency Mission, to reduce juvenile crime, and its Goals and Objectives.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Secure Detention is entered into the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning, train and monitor field staff with regard to accuracy of data entry.

A monthly audit report is generated by staff of DJJ Research and Planning and sent to the DIOs concerning data entry error rates associated with entries at detention centers. The reports are scrutinized by the DIOs

for anomalous records, outliers, and erroneous entries. The DIOs work with field staff, regional staff and headquarters staff to correct known errors as shown in the audit reports. In addition, Detention Services, through its participation in the Department's Data Integrity Workgroup, has drafted policy and procedure has developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

The number of youth-on-staff batteries that occurred during the fiscal year is counted by Detention Services and compared against the number reported by the CCC. The coding and syntax used to determine those youth with placement dates in Secure Detention between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Average Daily Population for State-Operated Secure Detention**

### Action (check one):

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

### Data Sources and Methodology:

The data source for this measure is the Juvenile Justice Information System (JJIS) as reported by DJJ Research and Planning.

JJIS Secure Detention data records are extracted for every youth served during the fiscal year. Admission dates and release dates are truncated at the beginning and end of the fiscal year. For example, if youth were placed into Secure Detention during the previous fiscal year, then July 1 is treated as the date in. Likewise, if youth are released after the fiscal year ends, then June 30 is treated as the date of release. Data records are checked for overlapping stays or other data anomalies to avoid double counting of resident days. The length of stay for each placement is computed as the number of days between the day placed into Secure Detention and the day released from Secure Detention plus one. Total resident days are the sum of the lengths of stay for all Secure Detention placements.

The average daily population for Secure Detention is the sum of resident days for all placements in Secure Detention during the fiscal year divided by 365.

### Validity:

This calculation and its methodology provide an accurate reflection of system utilization and demands on field staff, resources, and space. This information and process is useful to determine the number of FTEs required to provide Detention services. It also can be useful information for making workload comparisons between judicial circuits and detention units to determine when new positions should be added or transfers are necessary due to workload inequities.

This measure provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Secure Detention is entered into the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning, train and monitor field staff with regard to accuracy of data entry.

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



developed facility report cards on critical data elements. Errors in entering data are also minimized through the use of technology and information systems that minimize opportunity for human error.

The coding and syntax used to determine those youth with placement dates in Secure Detention between July 1 and June 30 of the fiscal year are written, reviewed and double checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Juvenile Justice  
Program: Juvenile Detention Centers  
Service/Budget Entity: Detention Centers/81400100

**Measure:** **Percentage of Successful State-Operated Completions without Committing a New Law or Contract Violation, Failure to Appear, an Abscond, or Contempt of Court**

**Action** (check one):

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

### **Data Sources and Methodology:**

The data source for this measure is the Juvenile Justice Information System (JJIS) as reported by DJJ Research and Planning.

Percentage of successful completions from Home Detention committing a new law or contract violation, failure to appear, an abscond, or contempt of court is defined as the percentage of youth released during the fiscal year who did not violate or commit a new offense resulting in adjudication or adjudication withheld during their Home Detention stay.

JJIS Home Detention data records are extracted and examined by DJJ Research and Planning. The referral (arrest) records of each youth placed on Home Detention are extracted and matched to Home Detention records. If any of the offense dates for adjudicated (or adjudication withheld) offenses fall on or between the admission and release dates for the period the youth was placed on Home Detention, the youth is considered unsuccessful.

To determine the percentage, the total number of youth released from Home Detention during the fiscal year minus the number of unsuccessful youth is used as the numerator. The denominator is the total number of youth released from home detention. The result is the percentage of completions from Home Detention without committing a new law violation or contract violation, failure to appear, abscond, or contempt of court.

### **Validity:**

This calculation and its methodology provide an accurate measure of the safety and security of Home Detention services in the field. This information and process is useful to determine the effectiveness of Detention services. It also can be useful information for making workload comparisons between judicial circuits and detention units to determine when new positions should be added or transfers are necessary due to workload inequities.

This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service. This outcome allows for evaluation of the Agency Mission (to reduce juvenile crime) and its Goals and Objectives.

### **Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Home Detention is entered into the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning staff, train and monitor field staff with regard to accuracy of data entry.

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

The coding and syntax used to determine those youth with placement dates between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

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

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: After Care Service / Conditional Release/80700100  
**Measure: Percentage of youth who remain crime free during Conditional Release supervision**

### Action (check one):

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

### Data Sources and Methodology:

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

This figure is defined as the percentage of youth released from Conditional Release during the fiscal year that did not violate or commit a new offense during their Conditional Release stay resulting in an adjudication, adjudication withheld or adult conviction. Conditional Release includes youth under the supervision of a JPO or contracted case manager. Post-Commitment Probation youth are not included among these youth.

"Youth released" is defined as all youth who are released from Conditional Release for any reason during the fiscal year. JJIS referral records of these youth are studied to determine whether they committed an offense for which they were adjudicated, convicted, or had a disposition of adjudication withheld during their Conditional Release supervision.

The percentage of youth who remain crime-free during Conditional Release is calculated by dividing the number of youth found not to have an adjudication, adjudication withheld or adult conviction for an offense that occurred during their Conditional Release supervision by the number of youth released from Conditional Release during the fiscal year.

### Validity:

This calculation and its methodology provide an accurate reflection of the effectiveness of Juvenile Probation Officers (JPO's) and contracted providers conducting Conditional Release services in the field. This information and process is useful to determine the number of FTEs and contracted slots required to provide Conditional Release services, including overlay services, such as counseling. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities. The design of the measure has changed to include those youth under the Conditional Release supervision of a Juvenile Probation Officer. The cost of this activity falls under the Aftercare / Conditional Release budget entity.

This count provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense while under the supervision of Aftercare / Conditional Release.

**Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed on Conditional Release is entered into the JJIS database by Residential Services staff at transition and by Juvenile Probation Officers (JPO's). Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry.

The DIOs work with field staff, regional staff, and headquarters staff to correct known errors as shown in the exception reports.

The coding and syntax used to determine those youth whose placement dates show them on Conditional Release between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. In some cases, data reported by providers was used to help establish reliability of JJIS data. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Department of Juvenile Justice
Program:	Probation and Community Corrections
Service/Budget Entity:	After Care Service / Conditional Release/80700100
<b>Measure:</b>	<b>Percentage of youth who remain crime free one year after release from Conditional Release</b>

### Action (check one):

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

### Data Sources and Methodology:

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

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

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

### Validity:

This calculation and its methodology provide an accurate reflection of the effectiveness of intervention services. This information and process is useful to determine the amount of resources required to provide Conditional Release services, including overlay services, such as counseling. The design of the measure includes those youth under the Conditional Release supervision of a Juvenile Probation Officer or contracted case manager. The cost of this activity falls under the Aftercare / Conditional Release budget entity.

This count provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense after release from Conditional Release supervision.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed on Conditional Release is entered into the JJIS database by Residential Services staff at transition and by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ

Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

The coding and syntax used to determine those youth whose placement dates show them on Conditional Release between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within Research and Planning. In some cases, data reported by contracted providers was used to help establish reliability of JJIS data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200

**Measure: Average Daily Population for Home Detention**

### Action (check one):

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

### Data Sources and Methodology:

The data source for this measure is the Juvenile Justice Information System (JJIS) as reported by DJJ Research and Planning.

JJIS Home Detention data records are extracted for every youth served during the fiscal year. Admission dates and release dates are truncated at the beginning and end of the fiscal year. For example, if youth were placed into Home Detention during the previous fiscal year, then July 1 is treated as the date in. Likewise, if youth are released after the fiscal year ends, then June 30 is treated as the date of release. Data records are checked for overlapping stays or other data anomalies to avoid double counting of resident days. The length of stay for each placement is computed as the number of days between the day placed into Home Detention and the day released from Home Detention plus one. Total resident days are the sum of the lengths of stay for all Home Detention placements.

The average daily population for Home Detention is the sum of resident days for all placements in Home Detention during the fiscal year divided by 365.

### Validity:

Using a methodology that determines the average daily population of Home Detention in a given fiscal year provides a valid measure for system utilization and demands on field staff, resources, and space.

This measure provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in Home Detention is entered into the JJIS database by field staff at intake and in each of the Department's 25 detention centers. Data Integrity Officers (DIOs), under the direction of the agency's Research and Planning staff, train and monitor field staff with regard to accuracy of data entry.

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



minimized through the use of technology and information systems that minimize opportunity for human error.

The coding and syntax used to determine those youth whose placement dates show them in Home Detention between July 1 and June 30 of the Fiscal Year are written, reviewed and double checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Department of Juvenile Justice
Program:	Probation and Community Corrections
Service/Budget Entity:	Juvenile Probation/80700200
<b>Measure:</b>	<b>Percentage of youth who remain crime free one year after release from probation</b>

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure are the Juvenile Justice Information System (JJIS) and the Comprehensive Accountability Report (CAR).

This figure is defined as the percentage of youth released from Probation or Post-Commitment Probation during the fiscal year that did not violate or commit a new offense during their stay resulting in an adjudication, adjudication withheld or adult conviction.

The number of youth placed on either Probation or Post-Commitment Probation is entered into the JJIS database by Juvenile Probation Officers (JPO's) and contracted case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of DJJ Research and Planning, extract Probation and Community Corrections data from JJIS for analysis.

### Validity:

Using the methodology that counts both the youth who were placed on Probation and those on Post-Commitment Probation who then subsequently recidivated one year after release from that status. The design of the measure includes the Post-Commitment Probation population, as the cost of this activity falls under the Juvenile Probation entity.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense after release from Probation or Post-Commitment Probation supervision.

### Reliability:

Using the methodology that counts both the youth who completed their Probation or Post-Commitment Probation supervision during the fiscal year in question and then subsequently recidivate one year after release from that status. The data is then compiled and reviewed by DJJ Research and Planning for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures to be reported in the Comprehensive Accountability Report.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of the DJJ Research and Planning. DJJ Research and Planning then extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records. The stability and accuracy of probation data is good and is improving. It may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Intake and assessment**

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure are the Juvenile Justice Information System (JJIS), DJJ Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR). This measure is defined as the average daily number of youth referred to the Department in the respective fiscal year, divided by the number of FTEs allotted to handle the intake functions of the Probation and Community Corrections branch.

The average daily number of youth received through intake was drawn from the Delinquency Profile, using the total number of referrals for the fiscal year. The number of these referrals was divided by 365 to determine the daily average.

The average daily population of youth at intake is computed by counting on each given day the number of unduplicated youth assigned to the Intake status awaiting disposition.

### Validity:

This calculation and its methodology assist in making an accurate reflection of workload capacity of JPOs handling intake cases in the field. This information and process is useful to determine the number of FTEs required to provide intake services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth processed by the Department.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth received by the Department is entered into the JJIS database by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

The coding and syntax used to determine those youth whose placement dates show them on Intake between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice

Research and Evaluation Common Definitions document, which is available on the Department's website: <http://www.djj.state.fl.us/Research/CommonDefinitions/index.html> .

The stability and accuracy of intake data is good and is improving. Data on the allocation of FTEs gathered through a survey of field staff is the most accurate available. The stability and accuracy of Profile data is excellent. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Direct probation supervision**

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this information are the Juvenile Justice Information System (JJIS), DJJ Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This is a measure clarifies the previously approved measure and specifically distinguishes the measure to represent the average probation population. It is defined as the average daily number of youth under supervision statewide.

The average daily population of youth on supervision was drawn from youth referred to the Department and disposed to probation supervision. JJIS probation placement data was extracted and examined to identify the youth on probation supervision and under the supervision of a JPO or contracted case manager during the fiscal year. The count included all those youth with open cases on July 1 of the fiscal year and included any cases opened during the remainder of the fiscal year. The number of these youth with open cases were counted for each day of the fiscal year, and averaged.

The average daily population of youth on probation supervision (direct probation) is computed by counting on each given day the number of youth receiving Probation services.

### Validity:

This calculation and its methodology provide an accurate reflection of workload capacity of JPOs conducting probation supervision services in the field. This information and process is useful to determine the number of FTEs required to provide supervision services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

Determination of the reliability of data is an on-going process involving training, monitoring, careful definition of terms; business rules and steps in processing data and checking the results. Information on youth placed on supervision is entered into the JJIS database by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double-checked by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The stability and accuracy of probation data is good and is improving. Data on the allocation of FTEs gathered through a survey of field staff is the most accurate available. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/8/700200

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Direct Conditional Release supervision**

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure are the Juvenile Justice Information System (JJIS), DJJ Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This measure represents the average population supervised by a Juvenile Probation Officer (JPO) under Post-Commitment Probation or Conditional Release. It is defined as the average daily number of youth under Direct Conditional Release or Post-Commitment Probation supervision statewide.

The average daily population of youth under this level of supervision was drawn from the following groups: youth referred to the Department and disposed to Post-Commitment Probation supervision, and youth released from commitment and placed under the supervision of a JPO for supervision. JJIS probation placement data was extracted and examined to identify the youth on Conditional Release or Post-Commitment Probation supervision and under the supervision of a JPO during the fiscal year. The count included all those youth with open cases on July 1 of the fiscal year and included any cases opened during the remainder of the fiscal year. The number of these youth with open cases were counted for each day of the fiscal year, and averaged.

The average daily population of youth on Post-Commitment Probation and Conditional Release is computed by counting on each given day the number of youth is receiving post residential supervision services.

### Validity:

This calculation and its methodology provide an accurate reflection of workload capacity of JPOs conducting probation supervision services in the field. This information and process is useful to determine the number of FTEs required to provide supervision services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

Determination of the reliability of data is an on-going process involving training, monitoring, careful definition of terms; business rules and steps in processing data and checking the results. Information on youth placed on supervision is entered into the JJIS database by JPOs and contracted case managers. Data Integrity

Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The stability and accuracy of probation data is good and is improving. Data on the allocation of FTEs gathered through a survey of field staff is the most accurate available. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200

**Measure: Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Contracted conditional release supervision**

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure are the Juvenile Justice Information System (JJIS), Research and Planning, the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This measure represents the average population of youth under Conditional Release or Post-Commitment Probation who are assigned to the supervision of a contracted case manager. It is defined as the average daily number of youth under Contracted Conditional Release who attend a contracted day treatment or community-based supervision program.

The average daily population of youth on contracted Conditional Release or Post-Commitment Probation supervision is drawn from youth released from commitment and placed under the supervision of a contracted case manager. JJIS Conditional Release placement data is extracted and examined to identify the youth on contracted Conditional Release or Post-Commitment Probation supervision during the fiscal year. The count would include all those youth with open cases on July 1 of the fiscal year and include any cases opened during the remainder of the fiscal year. The number of these youth with open cases were counted for each day of the fiscal year, and averaged.

The average daily population of youth on Contracted Conditional Release or Post-Commitment Probation is computed by counting on each given day the number of youth is receiving post residential supervision services with a Provider.

### Validity:

This calculation and its methodology provide an accurate reflection of workload capacity of contracted case managers conducting Conditional Release or Post-Commitment Probation supervision services in the field. This information and process is useful to determine the number of FTEs required to provide supervision services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

Determination of the reliability of data is an on-going process involving training, monitoring, careful definition of terms; business rules and steps in processing data and checking the results. Information on youth placed on supervision is entered into the JJIS database by Juvenile Probation Officers (JPOs) and contracted case

managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning staff, train and monitor field staff with regard to accuracy of data entry. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

The coding and syntax used to determine those youth whose placement dates show them on Conditional Release or Post-Commitment Probation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The stability and accuracy of probation data is good and is improving. Data on the allocation of FTEs gathered through a survey of field staff is the most accurate available. The resulting figure may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Department of Juvenile Justice
Program:	Probation and Community Corrections
Service/Budget Entity:	Juvenile Probation/80700200
<b>Measure:</b>	<b>Average number of youths served daily under intake status per Juvenile Probation Officer</b>

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This information is collected by factoring the number of youth brought to the attention of the Department. That figure is then divided by the Juvenile Probation Officers (JPOs) that are assigned to the Intake function of Probation within the Probation and Community Corrections branch. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty.

The number of youth received by the Department is entered into the JJIS database by JPOs and contracted case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of DJJ Research and Planning extract Probation and Community Corrections data from JJIS.

### Validity:

Using the methodology that counts the number of youth received by the Department during the fiscal year and divided by the number of field staff that handle Intake cases. This is the best methodology for determining the caseload reflection.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

The data is then compiled and reviewed by DJJ Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. DJJ Research and Planning then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200  
**Measure: Average number of youths served daily under Direct Probation and Intensive Supervision per Juvenile Probation Officer**

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This information would be collected by factoring the number of youth brought to the attention of the Department and subsequently placed on Probation status by order of the Court. That figure is then divided by the number of Juvenile Probation Officers (JPOs) and contracted case managers that are assigned to the supervision function of Probation within the Probation and Community Corrections branch. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty.

The number of youth placed on Probation is entered into the JJIS database by JPOs and contracted case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of Research and Planning extract Probation and Community Corrections data from JJIS.

### Validity:

Using the methodology that counts the number of youth placed under Probation supervision of the Department during the fiscal year and divided by the number of field staff that supervise Probation cases. This is the best methodology for determining caseload reflection.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

The data is compiled and reviewed by DJJ Research and Planning for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200  
**Measure: Average number of youths served daily under State-Operated Conditional Release and Post-Commitment Probation per Juvenile Probation Officer**

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This information is collected by factoring the number of youth placed on Conditional Release or Post-Commitment Probation status with a Juvenile Probation Officer (JPO). That figure is then divided by the number of Juvenile Probation Officers that are assigned to the supervision function of Conditional Release or Post-Commitment Probation within the Probation and Community Corrections branch under the Aftercare budget entity. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty

The number of youth placed on Conditional Release or Post-Commitment Probation is entered into the JJIS database by JPOs and contracted case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of DJJ Research and Planning extract Probation and Community Corrections data from JJIS.

### Validity:

Using the methodology that counts the number of youth placed on Conditional Release or Post-Commitment Probation supervision of the Department during the fiscal year and divided by the number of field staff that supervise Conditional Release or Post-Commitment Probation cases is an appropriate methodology.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

The data is compiled and reviewed by Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning then extract Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200

**Measure: Average number of youths served daily under Contracted Conditional Release per Juvenile Probation Officer charged with their case management**

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR).

This information is collected by factoring the number of youth placed on Conditional Release or Post-Commitment Probation status with a contracted case manager. That figure is then divided by the contracted case managers that are assigned to the supervision function of Conditional Release or Post-Commitment Probation supervision within the Probation and Community Corrections branch. This is gathered by surveying the field staff and the assignment of JPOs into categories of specialty.

The number of youth placed on Conditional Release or Post-Commitment Probation with a provider is entered into the JJIS database by Juvenile Probation Officers (JPOs) and provider case managers. Field staff are trained by the Department's Data Integrity Officers (DIOs). Members of Research and Planning extract Probation and Community Corrections data from JJIS.

### Validity:

Using the methodology that counts the number of youth placed on Conditional Release or Post-Commitment Probation supervision with a contracted provider of the Department during the fiscal year and divided by the number of field staff that supervise Conditional Release and Post-Commitment Probation cases is an appropriate methodology for this measure.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

The data is compiled and reviewed by DJJ Research and Planning for any abnormal exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of the Department's Office of Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200

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

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), and the Comprehensive Accountability Report (CAR).

This figure is defined as the number of youth who are disposed to court-ordered probation supervision. The number of youth court ordered to probation supervision is calculated by analyzing disposition status in JJIS. The resulting number of youth receiving the aforementioned disposition status is summed to provide a total.

### Validity:

Using the methodology that counts disposition status is the best route at determining the number of youth court ordered probation. Only youth who receive the appropriate disposition is reflected.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised by the Department.

### Reliability:

The data is compiled and reviewed by DJJ Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the Information System by field staff who are trained by Data Integrity Officers under the direction of the DJJ Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on their JJIS records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200

**Measure: Number of youth received at intake**

**Action** (check one):

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

### **Data Sources and Methodology:**

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), and the Comprehensive Accountability Report (CAR).

This figure is defined as the unduplicated number of youth who referred to the Department of Juvenile Justice.

The number of youth received at intake is calculated by analyzing the number of unduplicated youth in JJIS who received a new referral during the fiscal year. The resulting number of unduplicated youth referrals is summed to provide a total.

### **Validity:**

Using the methodology that counts unduplicated youth is the best route at determining the number of youth received by the Department. This methodology only counts youth a single time, regardless of the number of referrals (charges) they may receive.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth supervised or processed by the Department through intake.

### **Reliability:**

The data is compiled and reviewed by DJJ Research and Planning for any anomalous exceptions and shared with the Probation and Community Corrections branch to examine the accuracy of the figures.

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on their JJIS records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Juvenile Probation/80700200

**Measure: Number of youth served by the Redirection Program**

**Action** (check one):

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

### **Data Sources and Methodology:**

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Department of Juvenile Justice Delinquency Profile, and the Comprehensive Accountability Report (CAR). This is a new measure generated from the establishment of the Redirection project. The Office of Public Policy and Government Accountability (OPPAGA) has been given the responsibility for conducting an evaluation of this project.

### **Validity:**

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth served in the Redirection program.

### **Reliability:**

The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records. This information is provided to OPPAGA for further analysis and assessment, which provides an additional level of reliability.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department:	Department of Juvenile Justice
Program:	Probation and Community Corrections
Service/Budget Entity:	Juvenile Probation/80700200
<b>Measure:</b>	<b>Percentage of youth who remain crime free one year after release from the Redirection program</b>

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), Florida Department of Law Enforcement (FDLE), the Department of Corrections, and both the Department of Juvenile Justice Delinquency Profile and the Comprehensive Accountability Report (CAR). This is a new measure generated from the establishment of the Redirection project. The Office of Public Policy and Government Accountability (OPPAGA) has been given the responsibility for conducting an evaluation of this project.

This figure is defined as the statewide recidivism rate (percent receiving adjudication, adjudication withheld or an adult conviction for a crime that occurred within one year of program completion) for youth that completed the Redirection program. JJIS records are extracted and examined to select those cases that completed the Redirection program. "Youth that completed" is defined as all youth who satisfy requirements for Redirection, and who are not transferred to a residential program or adult jail or prison for 6 months. Subsequent records of these youths are studied to determine whether they committed an offense within 6 months post-release for which they were adjudicated, convicted, or had a disposition of adjudication withheld as a juvenile or an adult. All youth who completed Redirection are matched with JJIS, FDLE, and DOC databases to determine the number who remain crime-free.

### Validity:

This calculation and its methodology provide an accurate reflection of the effectiveness of the Redirection program. This information and process is useful to determine whether Redirection is a valid alternative to residential commitment to address non-law violations. This calculation provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This output further allows for evaluations of cost per youth served in the Redirection program.

### Reliability:

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information on youth placed in the Re-direction program is entered into JJIS by Juvenile Probation Officers (JPOs) and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning, train and monitor field staff with regard to accuracy of data entry. The information is entered into the JJIS database by field staff who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Non-Resident Delinquent Rehabilitation/80700300  
**Measure: Percent of youth who remain crime free one year after release from diversion or probation day treatment**

### Action (check one):

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

### Data Sources and Methodology:

The sources of information for this measure were the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE), the Florida Department of Corrections (DOC), contracted providers, and the Comprehensive Accountability Report (CAR).

This measure is defined as the statewide recidivism rate (percent adjudicated or convicted for a crime that occurred within one year of program completion) for youth that completed day treatment programs.

JJIS records are extracted and examined to select those cases that completed these services. In some cases, records of youth provided by the contracted programs are matched to JJIS records and relevant data is extracted. "Youth that completed" is defined as all youth who satisfy requirements of Non-Residential Delinquency Rehabilitation services and are released, with or without further supervision, and who are not transferred to a residential program or adult jail or prison. Subsequent records of these youths are studied to determine whether they committed an offense within 12 months post-release for which they received adjudication, adjudication withheld or an adult conviction as a juvenile or an adult. All youth who completed day treatment programs are matched with JJIS, FDLE, and DOC databases to determine the number who remain crime-free.

The total number of youth who remain "crime-free" is divided by the total number of youth released from day treatment for that fiscal year. This quotient is the percentage that remains crime-free.

### Validity:

Percentage of youth who remain crime-free one year after being released from day treatment and its methodology provides an accurate reflection of the outcome of this service. This information and process is useful to determine the amount of resources required to provide day treatment services. It also can be useful information for making workload comparisons between judicial circuits and probation units when new positions can be added or transfers are necessary due to workload inequities. The cost of this service falls under the Non-Residential Delinquent Rehabilitation budget entity.

This count provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluations of youth brought back to the attention of the Department for a subsequent offense while under the supervision of contracted programs by the Department.

**Reliability:**

Determination of the reliability of data is an on-going process involving training; monitoring; careful definition of terms, business rules and steps in processing data; and checking the results. Information for youth placed on Diversion is entered into the JJIS database by Residential Services staff and by JPOs and contracted case managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning, train and monitor field staff with regard to accuracy of data entry.

The coding and syntax used to determine those youth whose placement dates show them on Non-Residential Delinquency Rehabilitation between July 1 and June 30 of the fiscal year are written, reviewed, and double-checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

The information is entered into the JJIS database by field staff and providers who are trained by Data Integrity Officers under the direction of DJJ Research and Planning. Research and Planning extracts Probation and Community Corrections data according to placement dates shown on JJIS youth records.

Although the reliability of this data is hard to quantify, the stability and accuracy of the data is good. It may be relied upon with a degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Probation and Community Corrections  
Service/Budget Entity: Non-Resident Delinquent Rehabilitation/80700300

**Measure: Average number of youth served daily in Minimum-Restrictiveness Non-Residential Commitment programs**

### Action (check one):

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

### Data Sources and Methodology:

The data source for this measure was the Juvenile Justice Information System (JJIS). The average daily population (ADP) of youth served in Minimum-Risk Commitment is the sum of placement days for all youth placements in Minimum-Risk Commitment during the fiscal year, divided by 365.

The ADP of youth under this level of supervision is drawn from youth referred to the Department and disposed to Minimum-Risk Commitment. JJIS commitment placement data is extracted and examined to identify the youth on Minimum-Risk Commitment during the fiscal year. The count includes all those youth with current placements on July 1 of the fiscal year plus any placements made during the remainder of the fiscal year. Placement days are the sum of the lengths of stay for all Minimum-Risk Commitment placements. The length of stay for each placement is computed as the number of days between the day placed in Minimum-Risk Commitment and the day released from Minimum-Risk Commitment, plus one.

### Validity:

Utilization of the Minimum-Risk Commitment slots is an important measure for management and utilization is reflected through the ADP. Although this measure is not useful for calculation of unit costs, ADP in comparison to system capacity represents a direct measure of resource utilization. This information and process is useful in determining the number of FTEs required to provide supervision services in these settings. It also can be useful information for making workload comparisons between judicial circuits and counties to determine when new slots should be added or shifts of capacity are necessary due to workload inequities.

### Reliability:

Determination of the reliability of data is an on-going process involving training, monitoring, careful definition of terms, business rules and steps in processing data and checking the results. Information on youth placed in Minimum-Risk Commitment is entered into the JJIS database after disposition by Juvenile Probation Officers (JPOs), contracted case managers, and commitment managers. Data Integrity Officers (DIOs), under the direction of DJJ Research and Planning, train and monitor field staff with regard to accuracy of JJIS data entry.

Data is monitored at several levels. At least quarterly, contract management staff analyze the census for each program in their region and reconciles the data. This includes doing an actual on-site head count, as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the contract manager for review, approval, and signature. Residential Services headquarters staff check daily utilization for each level, including Minimum-Risk Commitment,

using automated reports. The DIOs work with field staff, regional staff, and headquarters staff to correct errors.

The coding and syntax used to determine those youths whose placement dates show them on Minimum-Risk Commitment between July 1 and June 30 of the fiscal year are written, reviewed and double-checked within DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Secretary/Assistant Secretary Administrative Services  
Service/Budget Entity: Executive Direction and Support Services/80750100

**Measure: Total collections of statutorily mandated maintenance fees**

### Action (check one):

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

### Data Sources and Methodology:

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

### Validity:

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

### Reliability:

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Secretary/Assistant Secretary Administrative Services  
Service/Budget Entity: Executive Direction Support Services, Information Technology/80750200  
**Measure: Timeliness (in seconds) of process information requests for juvenile offender criminal history reports**

### Action (check one):

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

### Data Sources and Methodology:

Juvenile Justice Information System (JJIS) and system response time feedback from the Management Information Systems (MIS) staff is the data source for this information. Staff analyzes the time to process information requests for juvenile offender and criminal history reports (in seconds) obtained from the JJIS. The response time is the number of elapsed seconds between the request for a juvenile face sheet and the availability of the face sheet on the computer screen. A stopwatch is used each month from the same location to measure the time it takes from selecting an Expanded Face Sheet until the report is displayed on the screen. This ensures that the network delays are the same from month to month.

During the past 2 fiscal years, the timeliness of processing information requests for juvenile offender criminal history reports has been consistently faster than the 6-second performance measure. Therefore, this request is to reduce the performance measure to 4 seconds.

### Validity:

The methodology to log on to the JJIS at a central point and select a youth from the face sheet screen and use a stopwatch to measure the time it takes from selecting an Expanded Face Sheet until the report is displayed on the screen allows for collecting data in real time. The face sheet is the most frequently requested report in JJIS. The Department, other agencies, criminal justice partners, and Department providers use this report.

### Reliability:

If a data point is significantly out of normal range of 4 seconds, technical staff research to determine if there are extenuating circumstances causing the variances. Variances in the manual process of using a stopwatch have not yielded significant differences in response times.



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure:** **Percent of Residential Commitment Program Reviews Conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (fiscal year)**

### Action (check one):

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

### Data Sources and Methodology:

The Bureau of Quality Assurance publishes an annual report that lists the scores earned by each individual program. The reported data comes directly from that published report.

The total number of programs receiving reviews is counted and the total number receiving a score of at least satisfactory is counted. The number of programs receiving scores of satisfactory or better (this includes the programs that are on “deemed status” and not receiving a full review) is then divided by the total number of programs.

### Validity:

Quality Assurance measures overall performance of programs and focuses on best practices. In an effort to continually “raise the bar” of residential program performances the Quality Assurance process provides a comprehensive evaluation of program practices, performance, and compliance with standards. Quality Assurance reviews include both educational services as well as those services provided directly by DJJ staff or their contracted providers. This information is useful when evaluating the past performance of bidders for a new program as well as in evaluation of whether an existing contract should be terminated. It is also an indicator of the overall quality of the administration of juvenile justice programs.

### Reliability:

Policy mandates that anyone serving as a peer reviewer on a review team must complete three days of training and pass three examinations in order to become certified in the process. Teams consist of between three and ten or more professionals who must arrive at consensus on every key indicator rating. The use of standardized interview questions, file review checklists, and observation guides helps ensure consistent and appropriate ratings. In addition, the Bureau uses an extensive database which breaks down what rating each team gave each key indicator for every program reviewed during the year. These spreadsheets are analyzed by headquarters staff to determine if some teams may be rating outside the norm. Finally, an informal challenge program is in place whereby the team leader, while on-site, may e-mail or call the Quality Assurance Bureau Chief for interpretations or guidance on any of the ratings. If the advice or interpretation may affect other reviews, after being verified with the appropriate Department branch interpretations and advice are put on the Department’s QA web site under “clarifications” which QA team leaders are instructed to review prior to each QA visit.

The measures described above result in a high degree of consistency and inter-rater reliability in Quality Assurance reviews, and scores may be relied upon as a basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

### Action (check one):

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

### Data Sources and Methodology:

This is defined as the percentage of youths who are not adjudicated, or do not have adjudication withheld, or are not convicted in adult criminal court for an offense that occurred within one year of release from residential commitment. This measure is compiled using information from the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement (FDLE) database, and the Department of Corrections (DC) database. Youth released is defined as all youth who complete residential treatment and are released to the community, with or without conditional release supervision or post-commitment probation, and are not transferred to another residential program or adult jail or prison. These youth are followed to determine whether they commit an offense within 12 months post-release for which they are adjudicated, convicted, or have a disposition of adjudication withheld. All youth who complete residential treatment are matched with DJJ, FDLE, and DC databases to determine the number who remain crime-free. The total number of youth who are not found not to have a new adjudication, adjudication withheld, or conviction (crime-free) is then divided by the total number of youth released from residential commitment for that year. This quotient is the percentage who remain crime free. The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double checked by DJJ Research and Data.

### Validity:

The primary mission of the Department is to reduce juvenile crime, thereby making the citizens of Florida safer. This outcome measure serves as a direct indicator of program success that contributes to advancement of the Department's mission. This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluation of youth brought back to the Department for a subsequent offense.

### Reliability:

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

admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double checked by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of Escapes from Non-Secure Residential Commitment Programs**

**Action** (check one):

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

### **Data Sources and Methodology:**

All residential programs are strictly required to immediately contact the Department's Central Communications Center to report escape incidents. Escape information is then entered into the Inspector General's database. For each escape, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch. This data is sent out to the Residential Regional Directors quarterly for review and verification.

### **Validity:**

This measure is valid because it directly relates to protecting the citizens of Florida from potential harm. This measure clearly identifies problem programs or providers and thus provides useful information during the procurement process. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of escapes from their facilities. It also provides an indicator of the effectiveness of security instrument and procedures throughout the system.

### **Reliability:**

Each quarter a Residential & Correctional Facilities staff person reviews all incident reports received by the Inspector General's office for residential commitment programs. This includes not just reviewing the classification but also reading the narratives. All incidents involving an escape are then summarized in a separate document, which is sorted by secure and non-secure programs quarterly. The information is then provided to the Residential Regional Directors for review and verification.

This data is directly collected from programs and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. It may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of youth-on-youth batteries per every 1,000 youth served daily in non-secure residential commitment**

### Action (check one):

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

### Data Sources and Methodology:

The data sources for this measure are the incident database maintained by the Residential Services branch and the Juvenile Justice Information System (JJIS). Youth placement information used to derive resident days is extracted from JJIS. All residential programs are strictly required to immediately contact the Department's Central Communication Center to report battery incidents. Incident information is then entered into the Inspector General's database. For each battery incident, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch, where a staff member reviews the report and enters specific data elements from the report into a database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000.

### Validity:

Safety for the citizens of Florida is one of the goals of this administration. That right applies not only to citizens on the street, but also to youth in programs operated by the Department. This methodology is the most appropriate means to determine progress in providing a safe environment for youth residing in programs operated by the Department.

This measure serves as a direct indicator of program success and contributes to advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

### Reliability:

The number of youth served daily in non-secure residential commitment is provided to Residential Services staff by DJJ Research and Planning. Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by data integrity officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their

program during the time period included in the analysis so that facilities can perform a final verification of their data. Research and Planning extracts and analyzes JJIS data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of youth-on-staff batteries per every 1,000 youth served daily in non-secure residential commitment**

**Action** (check one):

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

### **Data Sources and Methodology:**

The data sources for this measure are the incident database maintained by the Residential Services branch and the Juvenile Justice Information System. Youth placement information used to derive resident days is extracted from the Juvenile Justice Information System (JJIS). All residential programs are strictly required to immediately contact the Department's Central Communication Center to report battery incidents. Incident information is then entered into the Inspector General's database. For each battery incident, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch, where a staff member reviews the report and enters specific data elements from the report into a database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000.

### **Validity:**

Safety for the citizens of Florida is one of the goals of this administration. That right applies not only to citizens on the street, but also to youth in programs operated by the Department. This methodology is the best means to determine progress in providing a safe environment for youth residing in programs operated by the Department, and the staff employed in these programs.

This measure serves as a direct indicator of program success and contributes to advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

### **Reliability:**

The number of youth served daily in non-secure residential commitment is provided to Residential Services staff by Research and Planning. Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by DIOs who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the data integrity officers (DIOs) for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released

from their program during the time period included in the analysis so that facilities can perform a final verification of their data. Research and Planning extracts and analyzes JJIS data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website:

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

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



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Total Number of Youth Served in Non-Secure Residential Commitment**

**Action** (check one):

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

### **Data Sources and Methodology:**

Data contained in the Juvenile Justice Information System (JJIS) is used to determine this measure. Any youth served in a non-secure residential program for at least one day during the fiscal year under analysis is included in this measure. Youth placements are entered into the Juvenile Justice Information System by field staff and providers in the three residential regions.

### **Validity:**

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. It provides a measure that can be compared to the cost associated with providing this necessary service to youth in non-secure commitment. Using this methodology that counts every youth that is served in non-secure residential commitment at least one day during the fiscal year provides an accurate data count of the demand on the Department's resources.

### **Reliability:**

Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by Data Integrity Officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html).

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Average Daily Population of Youth Served in Non-Secure Residential Commitment by Level (Low and Moderate)**

### Action (check one):

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

### Data Sources and Methodology:

The source of information for this measure is the Juvenile Justice Information System (JJIS). Youth placement data are kept up to date by field staff in three residential regions who are trained to maintain up-to-date records on youth movements in and out of residential facilities.

### Validity:

Utilization of the residential beds is an important measure for management. Although this measure is not useful for calculation of unit cost, average daily population (ADP) in comparison to system capacity represents a direct measure of resource utilization.

### Reliability:

Youth names and identifying information are verified prior to program placement. Records are reviewed by the agency's Data Integrity Officers (DIOs) to identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services has drafted policy and procedure and developed a facility report card on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html). Therefore, the data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of Non-Secure Residential Commitment Beds On-line**

**Action** (check one):

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

### **Data Sources and Methodology:**

Monthly, headquarters residential staff tracks and updates the commitment beds on line. This is coordinated with staff from central placement and the contracts unit to assure that all changes are captured. This report is then disseminated throughout the agency for verification. Upon completion it is mailed monthly to identified staff at the Governor's Office, the House and the Senate.

### **Validity:**

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

This measure serves as a direct indicator of program success that contributes to advancement of the Department's mission.

### **Reliability:**

Although the reliability of this data is hard to qualify, the stability and accuracy of the data is good. The data may be relied upon with a high degree of confidence as the basis of management decisions

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of youth receiving Substance Abuse Treatment in Non-Secure Residential Commitment**

### Action (check one):

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

### Data Sources and Methodology:

Each non-secure residential commitment program that provides substance abuse treatment sends a report monthly of the youth who began treatment during that month to the residential headquarters office. They provide the DJJ ID #, the youths name and the funding source for the treatment. A definition of treatment was provided so that reporting was consistent. These reports are compiled onto a spreadsheet monthly and totaled to provide the number of youth receiving service annually.

### Validity:

This measure is tied to the Departments Goal #3, Participate in the Governor's Drug Control Strategy. It is further addressed in the DJJ Leadership Agenda (5) Allocate Programs and Bed Capacities to Special Needs including Substance Abuse Treatment.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This measure serves as a direct indicator of program success that contributes to advancement of the Department's mission.

### Reliability:

Although the reliability of this data is hard to qualify, the stability and accuracy of the data is good. The data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

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

### Action (check one):

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

### Data Sources and Methodology:

This is defined as the percentage of youths who are not adjudicated, or do not have adjudication withheld, or are not convicted in adult criminal court for an offense that occurred within one year of release from residential commitment. This measure is compiled using information from the Juvenile Justice information System (JJIS), the Florida Department of Law Enforcement (FDLE) database, and the Department of Corrections (DC) database. Youth released is defined as all youth who complete residential treatment and are released to the community, with or without conditional release supervision or post-commitment probation, and are not transferred to another residential program or adult jail or prison. These youth are followed to determine whether they commit an offense within 12 months post-release for which they are adjudicated, convicted, or have a disposition of adjudication withheld. All youth who complete residential treatment are matched with DJJ, FDLE, and DC databases to determine the number who remain crime-free. The total number of youths who are not found not to have a new adjudication, adjudication withheld, or conviction (crime-free) is then divided by the total number of youths released from residential commitment for that year. This quotient is the percentage who remain crime free.

### Validity:

The primary mission of the Department is to reduce juvenile crime, thereby making the citizens of Florida safer. This outcome measure serves as a direct indicator of program success that contributes to advancement of the Department's mission. This measure provides an appropriate policy and budget tool to evaluate the outcome produced by the service in relation to the dollars appropriated to the budget entity. This outcome further allows for evaluation of youth brought back to the Department for a subsequent offense.

### Reliability:

Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers (JPO's) are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by Data Integrity Officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements.

The coding and syntax used to determine those youth whose placement dates show them on probation between July 1 and June 30 of the fiscal year are written, reviewed and double checked by DJJ Research and Planning. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Total Number of Youth Served in Secure Residential Commitment**

**Action** (check one):

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

### Data Sources and Methodology:

Data contained in the Juvenile Justice Information System (JJIS) is used to determine this measure. Any youth served in a secure residential program for at least one day during the fiscal year under analysis is included in this measure. Youth placements are entered into the Juvenile Justice Information System by field staff and providers in the three residential regions. Residential commitment data from the Juvenile Justice Information System is then extracted by Research and Planning for analysis of the number of youths served in secure residential commitment, and these numbers are provided to the branch.

### Validity:

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. It provides a measure that can be compared to the cost associated with providing this necessary service to youth in non-secure commitment. Using this methodology that ensures every youth that is served in non-secure residential commitment at least one day during the fiscal year provides an accurate data count of the demand on the Departments resources.

### Reliability:

Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by Data Integrity Officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure:** Number of Secure Residential Commitment Beds On-line

### Action (check one):

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

### Data Sources and Methodology:

Monthly, headquarters residential staff tracks and updates the commitment beds on line. This is coordinated with staff from central placement and the contracts unit to assure that all changes are captured. This report is then disseminated throughout the agency for verification. Upon completion it is mailed monthly to identified staff at the Governor's Office, the House and the Senate.

### Validity:

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity.

This measure serves as a direct indicator of program success that contributes to advancement of the Department's mission.

### Reliability:

Although the reliability of this data is hard to qualify, the stability and accuracy of the data is good. The data may be relied upon with a high degree of confidence as the basis of management decisions



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of youth receiving Substance Abuse Treatment in Secure Residential Commitment Facilities**

### Action (check one):

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

### Data Sources and Methodology:

Each secure residential commitment program that provides substance abuse treatment sends a report monthly of the youth who began treatment during that month to the residential headquarters office. They provide the DJJ ID #, the youths name and the funding source for the treatment. A definition of treatment was provided so that reporting was consistent. These reports are compiled onto a spreadsheet monthly and totaled to provide the number of youth receiving service annually.

### Validity:

This measure is tied to the Departments Goal #3, Participate in the Governor's Drug Control Strategy. It is further addressed in the DJJ Leadership Agenda (5) Allocate Programs and Bed Capacities to Special Needs including Substance Abuse Treatment.

This count provides an appropriate policy and budget tool to evaluate the output produced by the service in relation to the dollars appropriated to the budget entity. This measure serves as a direct indicator of program success that contributes to advancement of the Department's mission.

### Reliability:

Although the reliability of this data is hard to qualify, the stability and accuracy of the data is good. The data may be relied upon with a high degree of confidence as the basis of management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of youth-on-youth batteries per every 1,000 youth, based on average daily population in secure environment**

### Action (check one):

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

### Data Sources and Methodology:

The data sources for this measure are the incident database maintained by the Residential Services branch and the Juvenile Justice Information System (JJIS). Youth placement information used to derive resident days is extracted from JJIS. All residential programs are strictly required to immediately contact the Department's Central Communication Center to report battery incidents. Incident information is then entered into the Inspector General's database. For each battery incident, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch, where a staff member reviews the report and enters specific data elements from the report into a database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000.

### Validity:

Safety for the citizens of Florida is one of the goals of this administration. That right applies not only to citizens on the street, but also to youth in programs operated by the Department. This methodology is the best means to determine progress in providing a safe environment for youth residing in programs operated by the Department.

This measure serves as a direct indicator of program success and contributes to advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

### Reliability:

The number of youth served daily in non-secure residential commitment is provided to Residential Services staff by the DJJ Research and Planning. Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by data integrity officers (DIOs) who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their

program during the time period included in the analysis so that facilities can perform a final verification of their data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of youth-on-staff batteries per every 1,000 youth, based on average daily population in secure environment**

**Action** (check one):

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

### **Data Sources and Methodology:**

The data sources for this measure are derived from the incident database maintained by the Residential Services branch and the Juvenile Justice Information System (JJIS). Youth placement information used to derive resident days is extracted from JJIS. All residential programs are strictly required to immediately contact the Department's Central Communication Center to report battery incidents. Incident information is then entered into the Inspector General's database. For each battery incident, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch, where a staff member reviews the report and enters specific data elements from the report into a database. The number of batteries during the fiscal year is divided by 365, with the daily rate divided by 1,000.

### **Validity:**

Safety for the citizens of Florida is one of the goals of this administration. That right applies not only to citizens on the street, but also to youth in programs operated by the Department. This methodology is the best means to determine progress in providing a safe environment for youth residing in programs operated by the Department, and the staff employed in these programs.

This measure serves as a direct indicator of program success and contributes to advancement of the Department's mission. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of youth batteries in their facilities.

### **Reliability:**

The number of youth served daily in secure residential commitment is provided to Residential Services staff by DJJ Research and Planning. Youth names and identifying information are verified prior to program placement. Juvenile Probation Officers are responsible for obtaining a copy of identifying official records (social security card, birth certificate) to provide this verification. Records are reviewed by DIOs who identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters staff. At least quarterly, residential regional staff pulls the census report for each program in their region and reconcile the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services, has drafted policy and procedure and developed facility report cards on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS

admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis so that facilities can perform a final verification of their data. Battery data is directly collected from programs, and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html) .

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Average Daily Population of Youth Served in Secure Residential Commitment By Level (High and Maximum)**

### Action (check one):

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

### Data Sources and Methodology:

The source of information for this measure was the Juvenile Justice Information System (JJIS). Youth placement data are kept up to date by field staff in three residential regions who are trained to maintain up-to-date records on youth movements in and out of residential facilities.

### Validity:

Utilization of the residential beds is an important measure for management. Although this measure is not useful for calculation of unit cost, average daily population (ADP) in comparison to system capacity represents a direct measure of resource utilization.

### Reliability:

Youth names and identifying information are verified prior to program placement. Records are reviewed by the agency's data integrity officers (DIOs) to identify and correct duplicate records. An internal audit process is in place within each Judicial Circuit that increases the accuracy of JJIS data entry. This involves a review monthly by the worker, the supervisor, the circuit manager, regional staff, and ultimately, headquarters. At least quarterly, residential regional staff pulls the census report for each program in their region and reconciles the data. This includes conducting an actual on-site head count as well as reviewing the manual census report and billing forms submitted. All errors are noted and corrections must be made and submitted to the Residential Regional Director for review, approval and signature. These checks help to ensure reliability of the data. The JJIS data are scrutinized by the DIOs for abnormal records, outliers, and erroneous entries. In addition, Residential Services has drafted policy and procedure and developed a facility report card on critical data elements. To further enhance the reliability of data, each program is sent a spreadsheet showing JJIS admission dates, release dates, and release information for each youth released from their program during the time period included in the analysis, so that facilities can perform a final verification of their data. Results are reviewed by staff and compared to other data or counts to help establish reliability. Definitions and analytical procedures are updated and documented in Juvenile Justice Research and Evaluation Common Definitions document, which is available on the Department's website: [http://www.djj.state.fl.us/Research/Common\\_Definitions/index.html](http://www.djj.state.fl.us/Research/Common_Definitions/index.html).

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

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

**Measure: Number of Escapes from Secure Residential Commitment Programs**

### Action (check one):

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

### Data Sources and Methodology:

All residential programs are strictly required to immediately contact the Department's Central Communications Center to report escape incidents. Escape information is then entered into the Inspector General's database. For each escape, an on-site investigation is conducted to determine what factors may have contributed to the occurrence of the incident. The report resulting from the investigation is then forwarded to the Residential Services branch. This data is sent out to the Residential Regional Directors quarterly for review and verification.

### Validity:

This measure is valid because it directly relates to protecting the citizens of Florida from potential harm. The Department's Leadership Agenda (1) is to Improve Public, Staff and Offender Safety and permits zero tolerance for escapes. This measure clearly identifies problem programs or providers and thus provides useful information during the procurement process. This measure is also useful as a management tool because it alerts Headquarters staff to programs or providers that may be in need of technical assistance or corrective action to reduce the likelihood of escapes from their facilities. It also provides an indicator of the effectiveness of security instrument and procedures throughout the system.

### Reliability:

Each quarter a Residential & Correctional Facilities staff person reviews all incident reports received by the Inspector General's office for residential commitment programs. This includes not just reviewing the classification but also reading the narratives. All incidents involving an escape are then summarized in a separate document and sorted by secure and non-secure programs quarterly. The information is then provided to the Residential Regional Directors for review and verification.

This data is directly collected from programs and procedures for analysis are clearly outlined and meticulously followed by Headquarters staff. It may be relied upon with a high degree of confidence as the basis for management decisions.

## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

Department: Department of Juvenile Justice  
Program: Prevention and Victim Services  
Service/Budget Entity: Delinquency Prevention and Diversion/ 80900100  
**Measure: Percentage of youth remain crime free six months after completing prevention programs**

### Action (check one):

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

### Data Sources and Methodology:

Data related to youth served in delinquency prevention programs is entered into the DJJ Juvenile Justice Information System (JJIS Prevention Web) by provider staff. The Florida Network of Youth and Family Services provides a data extract from NETMIS, a proprietary database. DJJ Research and Planning conducts the outcome evaluation of these data. Crime-free is defined as not being adjudicated or having an adjudication withheld or an adult conviction for an offense that took place within six months of release from a delinquency prevention program.

### Validity:

The outcome measure is consistent with the other recidivism data reported by the other DJJ divisions except that the time period is six months for delinquency prevention programs as compared to the one year time period reported by other DJJ divisions. The data and methodology provide a valid indicator of the quality of treatment and programming provided and the resultant effect on delinquent behavior

### Reliability:

Reliability is obtained through oversight and technical assistance to the provider. A monthly report is generated by DJJ Research and Planning to help monitor data integrity. Department staff notify and assist the provider to correct or clarify any discrepancies. The stability and accuracy of the data provided varies from year to year due to staff turnover and program changes. It may be relied upon with a high degree of confidence as the basis of management decisions.

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

The percentage of youth remaining crime free after completing delinquency prevention programs appears to be a consistent measure of program performance.



## LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY

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

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

**Action** (check one):

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

### **Data Sources and Methodology:**

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

### **Validity:**

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

### **Reliability:**

Reliability is obtained through oversight and technical assistance to the provider. A monthly report is generated DJJ research and Planning to help monitor data integrity. Department staff notify and assist the provider to correct or clarify any discrepancies. The stability and accuracy of the data provided varies from year to year due to staff turnover and program changes. It may be relied upon with a high degree of confidence as the basis of management decisions.

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

**Associated Activities  
Contributing to Performance  
Measures - LRPP Exhibit V**

# Exhibit V: Associated Activity Contributing to Performance Measure

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures		
Measure Number	Approved Performance Measures for FY 2011-12 (Words)	Associated Activities Title
<b>80400000 Program: Juvenile Detention Programs 80400100 Detention Centers</b>		
1	Percentage of youth who remain crime free while in state-operated secure detention.	ACT0510 Secure Supervision ACT0530 Mental health services
2	Number of escapes from state-operated secure detention facilities	ACT0510 Secure Supervision
3	Number of youth-on-youth batteries per every 1000 youth served in state-operated secure detention.	ACT0510 Secure Supervision ACT0530 Mental Health Services ACT0520 Health Services
4	Number of youth-on-staff batteries per every 1000 youth served daily in state-operated secure detention	ACT0510 Secure Supervision ACT0530 Mental Health Services ACT0520 Health Services
5	Average daily population for state-operated secure detention.	ACT0510 Secure Supervision ACT0530 Mental Health Services ACT0560 Transportation Services ACT0540 Food Services
6	Percentage of successful state-operated completions without committing a new law or contract violation, failure to appear, an abscond, or contempt of court.	ACT0510 Secure Supervision ACT0530 Mental Health Services

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2011-12 (Words)	Associated Activities Title
<b>80700000 Program: Probation And Community Corrections Program 80700100 After Care Service / Conditional Release</b>		
1	Percentage of youth who remain crime free during conditional release supervision	ACT0600 Counseling and Supervision. – Cont., ACT0610 Counseling and Supervision – state provided
2	Percentage of youth who remain crime free one year after release from conditional release	ACT0600 Counseling and Supervision. – Cont., ACT0610 Counseling and Supervision – state provided
<b>80700200 Juvenile Probation</b>		
3	Average daily population for home detention.	ACT0610 Counseling and Supervision. – State Provided
4	Percentage of youth who remain crime free one year after release from probation	ACT0610 Counseling and Supervision. – State Provided ACT0600 Counseling and Supervision – Cont.
5	Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: Intake and assessment	ACT0710 Intake and Screening, ACT0610 Counseling and Supervision. – State Provided, ACT0700 Juvenile Assessment Centers
6	Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: direct probation supervision	ACT0610 Counseling and Supervision. – State Provided
7	Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: direct conditional release supervision	ACT0610 Counseling and Supervision. – State Provided
8	Average daily population of youth carried on supervision caseloads of Juvenile Probation Officers by type: contracted release supervision	ACT0600 Counseling and Supervision. – Contracted
9	Average number of youths served daily under intake status per Juvenile Probation Officer	ACT0710 Intake and Screening

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2011-12 (Words)	Associated Activities Title
<b>80700200 Juvenile Probation cont.</b>		
10	Average number of youths served daily under direct probation supervision per Juvenile Probation Officer	ACT0610 Counseling and Supervision – state provided
11	Average number of youths served daily under state-operated conditional release and post-commitment probation per Juvenile Probation Officer	ACT0610 Counseling and Supervision – state provided
12	Average number of youths served daily under contracted conditional release per Juvenile Probation Officer charged with their case management	ACT0600 Counseling and Supervision – Contracted
13	Number of youths court ordered to probation supervision	ACT0610 Counseling and Supervision – state provided
14	Number of youths received at intake	ACT0710 Intake and Screening
15	Number of youth served by the Redirection program	ACT0600 Counseling and Supervision – Contracted
16	Percentage of youth who remain crime free one year after release from the Redirection program	ACT0600 Counseling and Supervision – Contracted
<b>80700300 Non-Resident Delinquent Rehabilitation</b>		
17	Percent of youths who remain crime free one year after release from diversion or probation day treatment	ACT0720 Diversion ACT0750-Sexual Offender Treatment ACT0600 Counseling and Supervision – Contracted
18	Average number of youths served daily in minimum-restrictiveness non-residential commitment programs	ACT0600 Counseling and Supervision – Contracted ACT0750-Sexual Offender Treatment

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2011-12 (Words)	Associated Activities Title
<b>80750000 Program: Office Of The Secretary/Assistant Secretary For Administrative Services</b>		
1	Total collections of statutorily mandated maintenance fees	ACT0100 Finance and Accounting
2	Timeliness (in seconds) of processing information requests for juvenile offender criminal history reports	ACT0320 Information Technology--Application Development
<b>80800000 Program: Residential Correction Program</b>		
1	Percentage of residential commitment program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (fiscal year).	ACT0010-Executive Direction
<b>80800100 Non-Secure Resident Commitment</b>		
2	Percentage of youth who remain crime free one year after release from non-secure commitment.	ACT0800-Behavior Training and Life Skills ACT0750-Sexual Offender Treatment ACT0820-Vocational Training
3	Number of escapes from non-secure residential commitment programs.	ACT0790-Care and Custody
4	Number of youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
5	Number of youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
6	Total number of youth served in non-secure residential commitment.	ACT0790-Care and Custody
7	Average Daily Population of youth served in non-secure residential commitment by level. (low and moderate)	ACT0790-Care and Custody
8	Number of non-secure residential commitment beds on-line	ACT0790-Care and Custody
9	Number of youth receiving substance abuse treatment in non-secure residential commitment	ACT0780-Substance Abuse Treatment

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2011-12 (Words)	Associated Activities Title
<b>80750000 Program: Office Of The Secretary/Assistant Secretary For Administrative Services</b>		
1	Total collections of statutorily mandated maintenance fees	ACT0100 Finance and Accounting
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1	Percentage of residential commitment program reviews conducted by Quality Assurance, which indicate satisfactory or higher ratings on overall quality (fiscal year).	ACT0010-Executive Direction
<b>80800100 Non-Secure Resident Commitment</b>		
2	Percentage of youth who remain crime free one year after release from non-secure commitment.	ACT0800-Behavior Training and Life Skills ACT0750-Sexual Offender Treatment ACT0820-Vocational Training
3	Number of escapes from non-secure residential commitment programs.	ACT0790-Care and Custody
4	Number of youth-on-youth batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
5	Number of youth-on-staff batteries per every 1000 youth served daily in non-secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
6	Total number of youth served in non-secure residential commitment.	ACT0790-Care and Custody
7	Average Daily Population of youth served in non-secure residential commitment by level. (low and moderate)	ACT0790-Care and Custody
8	Number of non-secure residential commitment beds on-line	ACT0790-Care and Custody
9	Number of youth receiving substance abuse treatment in non-secure residential commitment	ACT0780-Substance Abuse Treatment

**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2011-12 (Words)	Associated Activities Title
<b>80800200 Secure Resident Commitment</b>		
10	Percentage of youth who remain crime free one year after release from secure commitment.	ACT0750-Sexual Offender Treatment ACT0820-Vocational Training ACT0800-Behavior Training and Life Skills
11	Number of escapes from secure residential commitment programs.	ACT0790-Care and Custody
12	Number of youth-on-youth batteries per every 1000 youth served daily in secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
13	Number of youth-on-staff batteries per every 1000 youth served daily in secure residential commitment.	ACT0770-Mental Health Treatment ACT0520- Health Services
14	Total number of youth served in secure residential commitment.	ACT0790-Care and Custody
15	Average Daily Population of youth served in secure residential commitment by level. (high and maximum)	ACT0790-Care and Custody
16	Number of secure residential commitment beds on-line.	ACT0790-Care and Custody
17	Number of youth receiving substance abuse treatment in secure residential commitment.	ACT0780-Substance Abuse Treatment



**LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures**

Measure Number	Approved Performance Measures for FY 2011-12 (Words)	Associated Activities Title
<b>80900000 Program: Prevention and Victim Services</b> <b>80900100 Delinquency Prevention and Diversion</b>		
1	Percentage of youth served through delinquency prevention programs	ACT 910 Secure CINS/FINS ACT920 Non-Secure CINS/FINS ACT930- Female Diversion Programs ACT940-School Attendance ACT950-Employment Services ACT960-Violence Reduction ACT970-After School Programming
2	Number of youth that remain crime free six months after completing prevention programs	ACT 910 Secure CINS/FINS ACT920 Non-Secure CINS/FINS ACT930- Female Diversion Programs ACT940-School Attendance ACT950-Employment Services ACT960-Violence Reduction ACT970-After School Programming

# Exhibit VI: Agency Level Unit Cost Summary

JUVENILE JUSTICE, DEPARTMENT OF	FISCAL YEAR 2010-11			
	SECTION I: BUDGET	OPERATING	FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		602,344,917	1,981,244	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		3,955,391	-175,000	
FINAL BUDGET FOR AGENCY		606,300,308	1,806,244	
SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
<i>Executive Direction, Administrative Support and Information Technology (2)</i>				1,786,459
Secure Supervision * <a href="#">Number of cases served</a>	37,426	2,968.66	111,105,185	
Health Services * <a href="#">Number of cases served</a>	45,869	245.15	11,244,970	
Mental Health Services * <a href="#">Number of cases served</a>	37,426	99.54	3,725,295	
Food Services * <a href="#">Number of resident days food services are provided</a>	402,076	16.02	6,441,909	
Transportation * <a href="#">Number of Miles Youths Transported</a>	515,260	2.85	1,467,150	
Facilities, Repair Maintenance * <a href="#">Square feet maintained</a>	994,077	2.20	2,183,997	
Counseling And Supervision - Contracted * <a href="#">Number of youths served</a>	8,986	5,847.60	52,546,529	
Counseling And Supervision - State Provided * <a href="#">Number of youths served</a>	32,908	1,465.02	48,210,776	
Juvenile Assessment Center Administration * <a href="#">Number of youths served</a>	65,688	46.11	3,028,556	
Intake And Screening * <a href="#">Number of cases served</a>	109,472	339.52	37,168,095	
Diversion * <a href="#">Number of youths served</a>	24,252	239.21	5,801,270	
Sex Offender Treatment * <a href="#">Number of youths served</a>	450	13,473.86	6,063,235	
Independent Living * <a href="#">Number of youths served</a>	97	4,385.31	425,375	
Mental Health Treatment * <a href="#">Number of youths served</a>	1,644	909.14	1,494,624	
Substance Abuse Treatment * <a href="#">Number of youths served</a>	5,696	3,246.36	18,491,283	
Care And Custody * <a href="#">Number of youths served</a>	8,443	21,586.57	182,255,429	
Behavioral Training And Life Skills * <a href="#">Number of youth served</a>	8,443	535.02	4,517,169	
Vocational Training * <a href="#">Number of youths served</a>	8,328	280.75	2,338,082	
Secure Mental Health Treatment Facility * <a href="#">Number of youths served</a>	515	40,919.37	21,073,478	
Secure Children-in-need-of-services /Families-in-need-of-services * <a href="#">Number of youths served</a>	6	12,500.00	75,000	
Non-secure Children-in-need-of-services / Families-in-need-of-services * <a href="#">Number of youths served</a>	13,712	2,221.69	30,463,800	
Female Diversion Programs * <a href="#">Number of youths served</a>	1,933	5,668.41	10,957,031	
School Attendance * <a href="#">Number of youths served</a>	2,468	568.00	1,401,830	
Employment Services * <a href="#">Number of youth served</a>	610	2,835.44	1,729,618	
Violence Reduction * <a href="#">Number of youth served</a>	3,210	519.40	1,667,263	
Afterschool Programming * <a href="#">Number of youths served</a>	3,671	349.87	1,284,366	
Central Communications Center * <a href="#">Number of incidents referred for review</a>	939	389.26	365,519	
Juvenile Justice System Improvements * <a href="#">Number of programs impacted</a>	23	80,308.04	1,847,085	
TOTAL			569,373,919	1,786,459
SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS				
TRANSFER - STATE AGENCIES				
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				
OTHER				
REVERSIONS			36,926,361	19,785
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			606,300,280	1,806,244

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

- (1) Some activity unit costs may be overstated due to the allocation of double budgeted items.  
 (2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.  
 (3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.  
 (4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

## Glossary of Terms and Acronyms

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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 Department or place the child on probation with the Department.

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

**ADP:** Average Daily Population

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

**ART:** Aggression Replacement Training

**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.

**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

**Basic Achievement Skills Inventory (BASI)** - A comprehensive entry and exit assessment given to DJJ youth in detention and commitment education programs. This assessment measures academic progress and is coordinated by the Florida Department of Education.

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

**Bed** – Usually refers to an opening in a residential commitment program where a juvenile lives and sleeps at night, or the total number of juveniles that can be accommodated at a particular program or category of program. May also refer to a residential opening in a detention center, non-secure shelter, respite home, staff-secure shelter or any other similar facility. The Department may contract with provider agencies for a specific number of beds for residential programs.

**Behavioral Health Overlay Services (BHOS)** – Are behavioral health (mental health and substance abuse) services provided to youths who are placed in the care of Medicaid enrolled, certified residential commitment programs under contract with the Department of Juvenile Justice. BHOS providers provide a comprehensive array of mental health and substance abuse services as an overlay to the residential care and delinquency programming provided. BHOS providers must provide services in accordance with requirements set forth by the Department and the Agency for Health Care Administration, Florida Medicaid Community Behavioral Health Services Coverage and Limitations Handbook.

**BHOS:** Behavioral Health Overlay Services

**BSFT:** Brief Strategic Family Therapy

## C

**Capacity** – The number of youth who are served by a program or facility at one time. Actual capacity is determined by a physical count at a particular point in time. Budgeted capacity is the number of youth who can be served in a year based on the funds allocated to the program. Design capacity is the maximum number of youth who can be appropriately and safely served based on the physical design of a facility.

**Case Plan** – 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.

**CCC:** Central Communications Center

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

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

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

**Circuit** – See *Judicial Circuit*.

**Civil Citation** – A formal process established through the chief judge of the circuit, the state attorney, 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.

**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.

**Comprehensive Accountability Report** – A comprehensive report of the performance of programs. The report includes quality assurance ratings, program accountability measures for residential programs (PAM), outcome evaluation data, and a report card for residential programs.

**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.

**Contempt of Court** – Direct contempt is the intentional disruption of the administration of the court by conduct or speech in the court’s presence that shows disrespect for the authority and dignity of the court. Indirect contempt is the willful disobedience of a lawful court order committed outside of the court’s presence.

**Continuum** – A comprehensive array of juvenile justice programs and services ranging from the least intrusive serving youth at risk of delinquency, to the most intrusive, serving maximum-risk youth in secure residential settings. It is the Department’s goal to develop a juvenile justice continuum in each of the 20 circuits.

**Contract** – A legal arrangement under which a private organization delivers prescribed juvenile justice programs and services to a defined population of youth on behalf of the Department for a specified sum or per diem rate in accordance with specified goals and objectives.

**Cost of Care Recovery** – Effective July 1, 2000, juvenile law requires parents/guardians to pay for a portion of the cost of care for their children in Department programs. Parents/guardians may submit payments to the Bureau of Finance and Accounting.

**Court Order** – A mandate or directive given by a judicial authority.

**CR:** Conditional Release

**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 physical 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.

**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.

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

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

## E

**EBP:** Evidence-Based Practice

**Escape** – Occurs when a juvenile leaves a secure residential program or a detention center, leaves the facility grounds or boundaries of a non-secure program and is no longer under the continuous sight supervision of staff, or leaves the custody of facility staff when outside the facility. **Experiential**

**Evidence-Based Practice** - Treatments and practices, which have been independently evaluated and found to reduce the likelihood of recidivism or at least two criminogenic needs, with a juvenile offending population. The evaluation must have used

sound methodology, including, but not limited to, random assignment, use of control groups, valid and reliable measures, low attrition, and appropriate analysis. Such studies shall provide evidence of statistically significant positive effects of adequate size and duration. In addition, there must be evidence that replication by different implementation teams at different sites is possible with similar positive outcomes.

## **F**

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

**FCO:** Fixed Capital Outlay

**FINS** – Families in Need of Services – Families with a need for counseling, training or other services where a CINS youth is exhibiting runaway, truant or ungovernable behaviors.

**Fiscal Year** – FY – The state budget year beginning July 1 of a given calendar year and terminating June 30 of the following calendar year. The federal fiscal year begins October 1 and ends on September 30 each year.

**Florida Network of Youth and Family Services** – A non-profit statewide association of agencies that serve runaway, ungovernable and other troubled youth and their families. The Network also provides statewide training and research, data collection and technical assistance.

**F.S.:** Florida Statutes

## **G-H**

**HD:** Home Detention

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

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

## **I**

**Intake** – The process by which a child who is referred to the Department 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.

**IT:** Information Technology

## **J**

**JAC:** Juvenile Assessment Center

**JDO:** Juvenile Detention Officer

**JJIS** Juvenile Justice Information System

**JPO:** Juvenile Probation Officer

**JPOS:** Juvenile Probation Officer Supervisor

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

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

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

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

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

**Juvenile Probation Officer (JPO)** – This position is designed to track youth from entry to exit from the juvenile justice system, facilitate the completion of court-ordered sanctions, and provide/refer for intervention services.

Juvenile Justice Residential Officer (JJRO) – This position is designed to provide direct-care supervision and custody to youth committed to one of the Department’s state run residential commitment programs. This position may also be designated as a Juvenile Justice Counselor (JJC) in some residential programs.

#### **K-L**

**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.

**LOS:** Length of Stay

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

**LRPP:** Long-Range Program Plan

#### **M-N**

**Maximum-Risk Residential** – Programs for committed youth who require close supervision in a maximum-security residential setting that includes perimeter fencing and locking door. 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.

**Mediation** – A process whereby a neutral third person, called a mediator, acts to encourage and facilitate the resolution of a dispute between two or more parties. It is an informal and non-adversarial process with the objective of helping the disputing parties reach a mutually acceptable and voluntary agreement. Decision making authority rests with the parties. The role of the mediator includes, but is not limited to, assisting the parties in identifying issues, fostering joint problem solving, and exploring settlement alternatives.

**Mental Health Overlay Services (MHOS)** – Mental Health Overlay Services are specialized treatment services provided to youths placed in a general residential commitment program who have moderate to serious mental or emotional disturbance and impairment which impedes their ability to function. Mental Health Overlay Services are provided in Department residential and correctional facilities through additional dollars designated specifically to provide specialized treatment services and are provided in addition to delinquency programming services.

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

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

#### **O**

**ODS:** Offenses During Supervision

**Offense** – See *Crime*.

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

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

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

**Overlay Services** – Overlay Services are provided in Department residential and correctional facilities and in the community, for youth on supervision, through additional dollars designated specifically to provide specialized treatment services and are provided in addition to delinquency programming services.

## P

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

**Positive Achievement Change Tool (PACT)** - The PACT is an actuarial risk and needs assessment instrument that measures criminogenic needs (those 8 factors that are predictive of criminal behavior) and protective factors to identify a youth's risk to re-offend.

**Post-Commitment Probation** – PCP – Supervision of a youth who has completed a commitment program and is no longer on committed status. The committing court retains jurisdiction over the youth's release. The youth is supervised under the terms of an order entered by the judge. Termination and revocation are at the discretion of the court.

**Probation** – Effective July 1, 2000, the legal status of probation created by law and court order in cases involving a child who is found to have committed a delinquent act. Probation is an individualized program in which the freedom of the child is limited and the child is restricted to non-institutional quarters or the child's home in lieu of commitment to the custody of the Department of Juvenile Justice. Previously referred to as *Community Control*.

**Provider** – A non-employee of the Department who provides services to the Department. Most providers enter into contracts specifying what services are to be delivered. Examples are non-profit, for-profit or local government organizations delivering residential commitment programs, day treatment programs or screening services.

## Q

**Quality Assurance (QA)** – A statutorily mandated Department process for the objective assessment of a program's operation, management, governance and service delivery based on established standards. A contracted program that fails to meet the designated standards is allowed six months to successfully implement a corrective action plan, or face cancellation of the Department contract and a loss of eligibility as a Department provider for 12 months.

## R

**Racial disparity ratio** – The rate of minority referrals to DJJ is divided by the rate of white referrals to DJJ. These rates are derived using Florida population statistics and Department referral counts.

**Recidivism** – The reoccurrence of a condition or behavior that previously caused a youth to be referred to the juvenile justice system. For purposes of outcome evaluation, the Department uses the following working definition: Subsequent involvement, re-adjudication or conviction for an offense that occurs within 12 months of release from a juvenile justice program or six months after receiving a prevention service.

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

**Referral/Referred/Re-Referred** – A referral occurs when a youth is taken into custody and is charged with one or more offenses, each of which is called a charge. For Department Outcome Evaluation, a re-referral takes place within a period of 12 months. See *Arrest*.

**Rehabilitation** – Efforts to induce a positive change in youth through treatment.

**Residential Regional Directors** – Employees of the Department of Juvenile Justice who oversee the operation and management of residential commitment programs in each of the 3 regions.

**Risk Factors** – Chosen indicators, the presence or absence of which may make an undesirable outcome more or less likely. Evidence-based indicators include the major risk factors that have been consistently related to re-offending behavior, including: antisocial attitudes; antisocial associates; a history of antisocial behavior; antisocial personality pattern; problems in relationships with peers, family members, authority figures; or problematic circumstances in the home, school, or work; use of leisure time and substance abuse.

**RSMS:** Residential Services Monitoring System

## 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.

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



**Slot** – An opening in a non-residential program or contracted service. These units are normally in day treatment or community-based programs, where the youth returns to the family home each night. The Department contracts with provider agencies for a specific number of slots for each non-residential program.

**Substance Abuse** – Means using, without medical reason, any psychoactive or mood-altering drug, including alcohol, in such a manner as to induce impairment resulting in dysfunctional social behavior.

#### **T-U-V**

**Victim** – A person who suffers harm as a result of a crime and who is identified on the law enforcement victim notification card, a police report or other official court record as a victim of a crime or delinquent act pursuant to Florida Statutes.

**Violation of Law** – See *Crime*.

#### **W**

**Waiver (Request for Transfer)** – There are two types of waiver procedures, voluntary and involuntary. A voluntary waiver occurs, when the child, joined by parents or guardian, or guardian *ad litem*, makes a written request for transfer to adult court. Involuntary waiver is the process by which the state attorney makes a request to the juvenile circuit court to waive its jurisdiction, certify the case for adult prosecution and transfer the case to the criminal court division. In some types of cases, the state attorney is permitted by law to exercise discretion in seeking an involuntary waiver. In other circumstances the law mandates that the state attorney request the involuntary waiver and that the juvenile court approve the waiver.

#### **X-Y-Z**