



FLORIDA DEPARTMENT OF JUVENILE JUSTICE

A Four Year Strategic Plan for 2008-09 through 2011-12



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FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Charlie Crist, Governor

Frank Peterman, Jr., Secretary

January 27, 2009

To All Floridians:

I am pleased to present the Florida Department of Juvenile Justice's Strategic Plan for 2008-09 through 2011-12. This Strategic Plan represents a significant milestone in establishing clear direction and goals for the agency over the next four years. This plan was developed in partnership with Florida's stakeholders, partners and citizens with oversight by the Strategic Planning Oversight Committee, appointed by Secretary Peterman, representing child advocates, agencies, the NAACP, the Florida Juvenile Justice State Advisory Group, Florida's Blueprint Commission, cultural competencies and the Judiciary.

The goals and objectives represent the Department of Juvenile Justice's commitment to serve the State of Florida's at-risk children with the highest levels of quality and service in safe, rehabilitative environments. The Strategic Goals outlined in this report represent a comprehensive collaborative effort. As we work together to achieve these goals, I, too, would like to thank the many individuals and organizations committed to helping our children.

I believe that in working toward these goals, the children of the State of Florida will be better served and will therefore have greater success in turning around their lives, resulting in greater public safety for all Florida.

This Plan emphasizes our efforts aimed at stopping children from entering the juvenile justice system at the front end. As Secretary of DJJ, I believe deeply in our motto, "Our Children, Our Future!" It is at forefront of all that we do here at DJJ as we serve the youth in our care.

Thank you!

Frank Peterman, Jr.
Secretary

Acknowledgments

The strategic planning process began in early 2007 when then Secretary Walter McNeil began the Blueprint Commission as a means to gather information from a broad list of stakeholders throughout Florida.

The Department of Juvenile Justice wishes to thank its partners for their support of the Blueprint Commission. Three national philanthropies provided support for the Blueprint Commission. Each has a long history of supporting programs that balance public safety with successful intervention and treatment focused on turning around the lives of troubled youth.

The JEHT Foundation (Justice, Equality, Human Dignity and Tolerance)

The JEHT Foundation, a national philanthropic organization based in New York, N.Y., supports work in three primary areas: criminal justice, international justice, and fair and participatory elections. Support of the Blueprint Commission marks JEHT's entry into the work of juvenile justice reform in Florida.

| www.jehtfoundation.org |

Jessie Ball duPont Fund

The Jessie Ball duPont Fund is a national foundation based in Jacksonville, Florida. Created by Jessie Ball duPont, the widow of industrialist Alfred I. duPont, the Fund makes grants to more than 330 organizations identified by Mrs. duPont in her will. The Fund has supported work around juvenile justice reform in Florida for more than a decade.

| www.dupontfund.org |

Eckerd Family Foundation

The Eckerd Family Foundation, based in Tampa, Florida, seeks to promote meaningful and lasting change to transform the lives of vulnerable youth and their families. The foundation invests in strategies supporting the successful transition of youth at risk through adolescence into young adulthood. Currently, the foundation awards grants in Florida, North Carolina and Delaware.

| www.eckerdfamilyfoundation.org |

Three statewide partners represent most of the advocates and providers who serve the youth and families with whom the Department of Juvenile Justice works.

Children's Campaign, Inc.

The Children's Campaign is a non-partisan, statewide advocacy organization committed to focusing attention on Florida's children. Part of its five-point agenda is assuring delinquency prevention programs and services for children with problems.

| www.iamforkids.org |

Florida Network of Youth and Family Services

The Florida Network of Youth and Family Services, Inc., based in Tallahassee, is a nonprofit statewide association representing agencies that serve homeless, runaway and troubled youth ages 10 and older and their families. Services include: advocacy for youth, public policy development, public education, data collection and research, and training and technical assistance.

| www.floridanetwork.org |

Florida Juvenile Justice Association

The Florida Juvenile Justice Association is recognized as the voice of the provider community. A statewide organization based in Tallahassee, it strongly supports a common-sense approach to juvenile justice that treats young people fairly, holds them accountable for their actions and keeps our neighborhoods, schools and communities safe. The Association brings together juvenile justice system professionals and agencies, and private and nonprofit corporations committed to improving Florida's juvenile justice system for children and families.

| www.fjja.org |

The following Blueprint Commission members are acknowledged for the work they have done in setting the stage for this strategic plan.

Frank T. Brogan (Chair) President, Florida Atlantic University and former Lieutenant Governor of the State of Florida

Richard D. Danford Jr., Ph.D. (Vice Chair) President of the Jacksonville Urban League

Lawanda Ravoira (Vice-Chair) State and national expert on juvenile justice issues, former president and chief executive officer of PACE Center for Girls, Inc.

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Barbara Cheives President of Converge and Associates Consulting, specializing in race and ethnic relations and cultural competency training

Sheriff Robert L. "Bob" Crowder Sheriff, Martin County

Julio Fuentes Founder, President and CEO of the Florida State Hispanic Chamber of Commerce

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Bill Sublette Orlando attorney, former member of the Florida House of Representatives and key architect of the creation of the Department of Juvenile Justice in 1994

Judge Irene Sullivan Unified Family Court Judge, 6th Judicial Circuit

Dr. Rajiv Tandon, M.D. Chief of Psychiatry in the Program of Mental Health, Florida Department of Children and Families

Dr. David L. Thomas, M.D., J.D. Chair of the Department of Surgery, Nova Southeastern University

Steven Thompson City Manager for the City of Deltona

Bishop John F. Whiter, African Methodist Episcopal Church, Miramar

Richard Williams Executive Director, Chipola Workforce Development Council

In addition, we acknowledge the senior advisors who helped the Blueprint Commission lay the groundwork for the strategic plan:

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Jacqui Colyer, Chair, State Advisory Group
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Roy Miller, President, Children's Campaign
Honorable Irene Sullivan, Family Court, 6th Judicial Circuit
Rod Love, Deputy Secretary, Department of Juvenile Justice
Bonnie Rogers, Chief of Staff, Department of Juvenile Justice
Darryl Olson, Assistant Secretary Residential Services, Department of Juvenile Justice

Background:

Florida's juvenile justice system is blazing a new path. Since the Department of Juvenile Justice was established in 1994, the State and the Department have taken a "Get Tough" approach to juvenile crime. Today, while overall juvenile crime rates are down, policy makers, experts in juvenile crime, youth advocates and community leaders agree that Florida's juvenile justice system lacks the capacity to provide the spectrum of services needed to significantly impact juvenile crime and public safety for the long term. It is time for Florida to "Get Smart" about juvenile justice.

In July 2007, Governor Charlie Crist authorized creation of the Blueprint Commission as a time-limited workgroup charged with developing recommendations to reform Florida's juvenile justice system. "Florida's lifeblood is its children and young people, including those who may have gotten into trouble by taking a wrong turn," said Governor Crist in announcing the Commission. "We must always remember that we can never give up on our young people."

The Blueprint Commission's 25 members traveled the state, holding public hearings and receiving testimony from a host of stakeholders – community leaders, law enforcement and court officers, representatives of the public school systems, health and mental health officials, parents, youth, advocates, national experts in juvenile justice and Department staff. The resulting recommendations laid the foundation for this strategic plan.

A. EXECUTIVE SUMMARY

Department of Juvenile Justice Secretary Frank Peterman, Jr. initiated our Strategic Plan by reviewing the Mission, Vision and Core Values of the agency creating a foundation for its extension of the Blueprint Commission findings into tangible and measurable action. He established a Change Team drawn from all service and program areas of the Department to work with a facilitator in developing recommendations for improving the juvenile justice system throughout Florida. In addition, Secretary Peterman appointed an eight member steering committee whose mission was to provide guidance to the Department as it refines its objectives, establishes timelines and identifies benchmarks that will allow the agency to continue to achieve its mission and vision.

This Strategic Plan builds on the foundation of the Blueprint Commission's report "Getting Smart About Juvenile Justice in Florida"¹. That report reflected the participation of juvenile justice stakeholders from across Florida and beyond, including state and national experts, public agencies, law enforcement, health professionals, private and non-profit providers, community leaders, educators, parents and youth. The Blueprint Commission assessed this input and presented comprehensive Guiding Principles, Key Goals, and Recommendations.

In preparing this Strategic Plan, the Department of Juvenile Justice is initiating a process of Continuous Strategic Thinking and Planning that will produce not just one strategic plan, but a sequence of plans. Such plans will keep pace with the changing needs and priorities of juvenile justice in Florida. This initial plan therefore represents a beginning, not an end. Meeting Florida's juvenile justice needs is not just about government and success is not dependent on our Department alone. The involvement of other federal, state and local agencies is also critical to our success. Most important, though, is the continual support our youth receives from thousands of diligent, dedicated people in the private and non-profit sectors, who currently deliver 85%² of juvenile justice services throughout Florida.

Implementation plans for each objective will be developed to detail specific actions that will be taken to achieve them including accountabilities, indicators, target-setting, partnering relationships, budgeting, resource allocations, and timelines. Leaders are assigned responsibility to develop and manage the implementation of each objective in accord with the plan.

We will revisit the strategic and implementation plans every year, monitoring frequently along the way and adjusting as needed. Every four years we will replace the plan to reflect new stakeholder input, research, and analysis as we set new or continuing strategic directions and priorities.

¹ "Getting Smart About Juvenile Justice in Florida," Report of the Blueprint Commission to the Florida Department of Juvenile Justice. 57 pgs. January, 2008.

² JJIS data Research and Planning Analysis.

B. A CHARTER FOR CHANGE

This Strategic Plan is driven by a Charter for Change that reflects a combination of the Blueprint Commission's analysis of juvenile justice in Florida and our commitments and beliefs reflected in the agency mission and vision as well as some fundamental core values of juvenile justice reform. Prior to beginning their work of addressing juvenile justice issues, the Blueprint Commission members conducted workshops to identify the following necessary elements used in developing a strategic plan:

- Stakeholders
- Trends and Conditions
- Strengths, Weaknesses, Opportunities and Threats (SWOT).

The Department has incorporated this information into its strategic plan and will continue to use it when developing implementation plans over the next four years.

STAKEHOLDERS

DJJ recognizes that in order to develop a meaningful strategic plan, it is crucial that we not forget our stakeholders. These stakeholders and partners are vital to the Department's ability to successfully provide effective prevention, intervention and treatment services that will strengthen families and turn around the lives of troubled youth in Florida. Caring for our children cannot be done by DJJ alone. In an effort to see our vision become a reality, we must work not as separate entities or individuals, but instead as a community.

The Blueprint Commission members identified the following list of juvenile justice stakeholders:

- Communities, neighborhoods, taxpayers
- Employers, businesses, city/county government
- Victims, victim families, potential victims
- Children and their families
- Mental Health, health/human service providers, healthcare systems (public & private)
- Minority community
- Law enforcement organization
- Faith community
- Service providers (public & private)
- Schools
- Civil rights/social justice organizations
- Legislature, special interest groups, lobbyists

- Classmates/peers
- Judges, Public Defender, State Attorney
- Juveniles in the system
- Families and Parents (foster, etc.)
- Florida Juvenile Justice Association
- Media
- Tourist Industry.

TRENDS AND CONDITIONS

When developing our strategic plan we must also consider the current trends and conditions existing in the State of Florida in order to develop a plan that will produce meaningful outcomes. During the Blueprint Commission sessions some over arching trends became evident to the members:

- Communities, which bear the burden of providing prevention services for at-risk youth, have limited capacity and resources with which to respond.
- Public school systems – themselves under stress- increasingly are using zero tolerance practices to send youth into the juvenile justice system rather than apply alternative methods of discipline.
- Even in the face of a decline in overall juvenile justice system referrals, the use of secure detention (jail-like settings) is increasing, Florida places youth in secure detention and in residential commitment at rates that exceed national norms.
- There is a growing proportion of girls in the juvenile justice system, which presents a host of health, mental health and programmatic challenges.
- There is a disproportionate number of minorities in the system – and the disproportion grows worse the deeper into the system you go.
- At all levels, across gender and race, the health and mental health needs of youth in the juvenile justice system are extraordinary, with two-thirds of youth, in some cases, having mental-health or substance-abuse issues.
- Through all of these challenges, the Department of Juvenile Justice is struggling to keep pace. Direct-care staff is poorly equipped, compensation is low, and annual turnover ranges from 35% to 66%, depending on the employee category.

It is important to look at the data that supports the trends when trying to understand the conditions DJJ is dealing with as we develop goals and objectives to reduce juvenile delinquency. These

numbers can assist the Department as it determines where to emphasize its efforts as we develop our implementation plans.

The information presented below reports a high level snap shot of various conditions as they existed in fiscal year 2006-07 as presented to the Blueprint Commission compared to those reported for fiscal year 2007-08.

	FY 06-07			FY 07-08		
Florida Population Ages 10-17	1,911,307			1,917,765		
Youth In Juvenile Justice System						
Youth referred to DJJ	91,497			89,776		
Of youth referred						
Male	64,194			61,683		
Female	23,303			28,113		
Total referrals	146,765			144,705		
Of total referrals						
Misdemeanor	70,285			71,745		
Felony	48,471			43,818		
Other	28,009			29,142		
Minority Over-Representation	White	Black	Hispanic	White	Black	Hispanic
FL population	53%	21%	22%	52%	22%	22%
Total referrals	45%	39%	13%	41%	43%	13%
Total commitments	36%	52%	10%	35%	54%	9%
Prevention Youth Served						
Residential	5,439			4,671		
Non-Residential	26,522			24,197		
Referrals Diverted	37,380			40,543		
Secure Detention						
Total Admissions	54,369			51,071		
Total Youth Admitted	32,023			30,002		
Secure Detention Centers	26			26		
Secure Detention Capacity	2,057			2,057		
Youth Committed to Residential	7,187			6,613		
Residential Facilities/Beds	120/5874			107/4962		
Privitized Facilities	80%			82%		
DJJ Operated/Beds	19/824			17/766		

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Another important step in the development of the Department’s strategic plan involved looking at our strengths, weaknesses, opportunities and threats. Identifying strengths provides the Department with the opportunity to sit back and see what we are doing that works and build on those successes. Weaknesses outline where the agency or the system are not performing well and improvement can be made. When the Blueprint Commission was performing the SWOT analysis, it was in the area of opportunities where the most suggestions were provided. Understandably, some of the opportunities closely correlate to the weaknesses identified. Many others are new ideas that can be used to improve the system. Lastly, threats are those things we see as having an effect on the agency that may impact our ability to achieve our goals, improve on our strengths, implement

the opportunities or reduce our weaknesses. The SWOT analysis results are summarized in the subsequent pages.

STRENGTHS:

The State of Florida has many good program models which are monitored, analyzed and managed using a sophisticated data collection, analysis and quality control system. This has resulted in several strong programs including civil citation programs successful at diverting juvenile misdemeanor first time offenders; a successful Intensive Delinquency Diversion Service program; a network of shelter and intervention programs which provide a first line of defense in deflecting youth from serious juvenile offenses; a gang free initiative and a statutory requirement for provision of gender specific programs for girls.

The American Bar Association recognized Florida as a leader in keeping status offender youth out of the criminal justice system. Florida is committed to maintaining its lead and has established a children's cabinet designed to breakdown the silos and encourage more collaboration and communication among the state child agencies.

WEAKNESSES:

Too many youth are being placed into detention. This is aggravated by having few alternatives to detention, youth placed in detention on charges of domestic violence, courts ordering young children into detention, dully served youth being placed into detention for lack of better placement and no statutory language that allows a youth to seek clemency.

Too many youth are being referred to DJJ who could be managed outside of the justice system. Misdemeanor referrals from schools based upon zero tolerance interpretation, poor use of juvenile drug courts, the need for more restorative justice, and the over-representation of African American youth in the juvenile justice system contribute to the over use of DJJ services.

More prevention services are needed to keep youth out of DJJ. More prevention dollars and local tax initiatives for prevention programs are needed. Funding for independent living programs is minimal. There aren't enough programs to help families' recognize early warning signs and access care. The juvenile justice system needs to be more "user friendly" to parents.

Once a child is involved with DJJ services the ability of DJJ to turn around the life of the youth needs improvement. There is a lack of training and experience dealing with troubled youth, not enough vocational education, limited health service resources, weak collaboration among all agencies to ensure needed services are provided, and no holistic system of care for health and mental health of Florida's youth.

Shackling youth is an example of a correctional mindset/retribution philosophy that is not cost effective and is not working well. Too many youth are direct filed to the adult court and there are no services at detention hearings that involve domestic violence.

Staff work in 24-7 operations with high demand and stress, low salary resulting in high turnover rates.

OPPORTUNITIES:

The State of Florida can reduce juvenile delinquency and improve the lives of youth by enhancing collaboration between the Department, the Department of Children & Families (DCF), the Agency for Health Care Administration (AHCA), and Agency for Persons with Disabilities (APD). This could include individualizing case management, developing more community-based programs and providing family overlay services in order to better get families involved. Local community boards should develop alternatives that work in individual communities. These services should provide immediate assessments and referrals for treatment and counseling, including family counseling. In addition, there should be mandatory family group conferences by qualified facilitators to attempt to root out problems, explore, and find solutions or at least reach a temporary, workable truce; if not a permanent one should be offered in the community.

Educational programs for youth in DJJ facilities across Florida could be improved with a provision of remedial education to address youth who can't read, implementation of virtual education programs, stronger vocational programs, and establishment of career academies to allow youth to get college credit. Educational and vocational workforce programs are a proven way to reduce recidivism. The creation of a 68th school district for youth who transfer among detention centers and residential programs to ensure they are following the same curriculums. Supplementation of contracts with teachers and providing higher salaries to reduce turnover should be considered. Use of a "Take Stock in Children" initiative and funds for vocational education could dramatically improve educational programs.

Youth who should have less contact with DJJ could be better served by passing a statute and a rule of procedure requiring consultation with counsel prior to waiver of counsel and procedures that guarantee fairness and reliability in law enforcement practices relating to juvenile questioning. All youth should be represented by an attorney. In addition, judges should be educated as to the financial cost and effect of leaving youth on probation solely for the purpose of collecting restitution. Shackling procedures for juveniles when in court should be reformed. Juvenile judges, administrative judges, and chief judges should mandate expeditious handling of cases for children in secure detention and home detention. Judges should be given some discretion to increase detention time for certain cases and implement a rule so that no youth can be direct filed to adult court. Statute should be modified so that all misdemeanor offense records are eligible for sealing and expunction.

Florida can reduce the number of youth in secure detention by working to develop the Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). Validation of the Detention Risk Assessment Instrument (DRAI) will ensure that youth detained meet the correct criteria. We should address the need for Juvenile Assessment Centers for every detention center or county, so all youth

will be screened and can be referred for appropriate services. Consider replacing secure detention with respite homes when appropriate.

Girls could be provided services that better meet their needs by increasing training on communication skills, developing positive professional relationships and understanding the unique needs of girls. Additional approaches that can positively impact girls include:

- Establishing a program to serve pregnant girls and their babies that focuses on the developmental needs of babies and the nurturing process that occurs between the teen mom and her baby ;
- Increase provider per-diem rates and earmark additional funds to provide increased services to address mental health/behavioral needs of girls;
- Create community treatment programs for at-risk girls;
- Implement a uniform, gender- responsive screening and assessment process utilizing an instrument that identifies risk level, intervention needs, and supervision strategies to effectively work with girls;
- Develop and implement a uniform gender-responsive training;
- Seek out mandate that local mental health providers accept referrals for appointments from residential programs to ensure a smooth transition and availability of mental health service follow-up when girls transition back to the local community;
- Develop and provide specialized training for judges, state attorneys, police departments, public defenders on topics such as female development, mental health, special education, cross system collaboration and gender-responsive approaches; and
- Fund pilot programs to address the girls who continue to cycle through the system (both in non-residential and residential programs), specifically the significant factors that contribute to girls' delinquency (emotional factors; parental family problems; substance abuse, etc.).

Florida can reduce the number of youth referred to DJJ by studying the effect of “zero tolerance” policies, including application, outcomes, and impact on minority students and juvenile delinquency. DJJ should work with schools to develop alternatives to suspension and expulsion (i.e. civil citation, restorative justice, and academic enhancements). DJJ and local school districts could work to improve collaboration between schools and the Department to eliminate misdemeanor referrals.

The consistency and quality of services provided to youth can be improved by revising the process for implementing, monitoring, and contracting for programs, seeking national accreditation, and addressing the need for all state computer systems related to youth services be linked so information could be easily shared by all state agencies. Reducing workforce turnover by funding proper pay and training for juvenile justice staff, improving the condition of facilities, and reviewing the benefits of special risk benefits will improve quality and consistency while lowering costs. Partnering with colleges and universities to contract with students for one year as interns would help provide qualified employees.

Services to youth can be improved by addressing the need for community mental health providers in prevention and residential programs. DJJ should provide complete health assessments for youth at every level of the juvenile justice continuum. This should include increased services for individual, group and family counseling, health screening, service referrals, health education, evidence-based intervention, skill building, and role modeling. Licensed, certified staff for medical, mental health and substance services should be available to expand the utilization of multi-systemic therapy and functional family therapy.

The definition of community-based programs should be expanded to place programs and services in the neighborhoods of the populations served. Programs and services that impact the entire family should be designed.

Create a statewide Disproportionate Minority Contact (DMC) Task Force to develop a long-term strategic plan to reduce disproportionate minority contact and over representation in the juvenile justice system. Develop partnerships with other state agencies and local governmental agencies to reduce minority overrepresentation.

THREATS:

The mental health and substance abuse conditions of youth can be complex and there are insufficient physician and nursing services available. Most healthcare, mental health, and substance abuse program monitoring is done by lay persons rather than healthcare professionals.

There is a high need for youth health care funding; however, funding specifically for youth dental needs is too low. Youth entering DJJ custody face the loss of Medicaid coverage. While 70% of the youth served by DJJ are developmentally disabled, Florida is ranked 48th in spending for mental health and is almost first in incarceration rates.

The political climate currently favoring prevention and treatment could potentially change.

OUR COMMITMENT TO JUVENILE JUSTICE

The Department of Juvenile Justice rededicates itself to the delivery of effective, high quality services through:

Our Mission

“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.”

Our Vision of the Mission Fulfilled

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

Our Core Focus

- Prevention and education are paramount
- Strengthen partnerships with judicial, legislative and community stakeholders
- Promote public safety through effective intervention
- Provide a safe and nurturing environment for our children
- Preserve and restore physical and mental health

Seven Core Values³

- Fundamental fairness: All system participants—including youthful offenders, their victims and their families—deserve bias-free treatment.
- Recognition of juvenile-adult differences: The system must take into account that juveniles are fundamentally and developmentally different from adults.
- Recognition of individual differences: Juvenile justice decision makers must acknowledge and respond to individual differences in terms of young people’s development, culture, gender, needs and strengths.
- Safety: Communities and individuals deserve to be and to feel safe.
- Personal responsibility: Young people must be encouraged to accept responsibility for their actions and the consequences of those actions.
- Community responsibility: Communities have an obligation to safeguard the welfare of children and young people, to support them when in need and to help them to grow into adults.
- System responsibility: The juvenile justice system is a vital part of society’s collective exercise of its responsibility toward young people. It must do its job effectively.

³ Models for Change: Systems Reform in Juvenile Justice by the *Justice Policy Institute*.

C. IMPLEMENTATION PLANS

AN IMPLEMENTATION FRAMEWORK FOR ALL STRATEGIC PLANS

In pursuing our Strategic Goals, we will plan and act to achieve various outcomes. These express our view of what successful implementation will represent throughout Florida's juvenile justice system. The following basic steps are required to carry out this Strategic Plan and developing implementation plans. None are independent of the others, and considerable iteration is needed before final decisions are made. For example, changing the specifics of a target can accommodate reduced or increased financial and human resources, and the length of time needed. Throughout, this is a collaborative effort among the Department and its many partners and providers within and beyond government.

a. Setting Targets

For each year of this plan, the Secretary and the Executive Leadership Team will set continuing, modified or new targets tied to the Outcomes presented in this plan. These targets will be reviewed and confirmed in advance of each new fiscal year as an integral part of our strategic planning process.

b. Packaging and Refining Objectives

The Goal and Objective Leaders, in collaboration with partner and provider representatives, will assess the strategies available, and identify those that can best address the declared targets. These will include the continuing as well as new strategies that will be included in each Action Plan.

c. Exploring and Confirming Partnerships

In order to determine potential costs and durations of such strategies, the collaborative effort will examine the roles of DJJ, its partners and providers in carrying them out. Where pilot programs are involved, the best district or other candidate will be selected for testing and demonstration purposes.

d. Determining Time Spans to Complete

Some objectives can be completed within a year. Others take multiple years. Still others stay active indefinitely until better approaches are developed or success has been achieved.

e. Linking to Budgets and Allocating Resources

The Department's annual budget, like all state agencies, is decided by the Legislature. The Department submits Legislative Budget Requests (LBR's) based on specific objectives

without knowing what it will receive. The strategic plans, with specific Goals, Objectives, and Outcomes offer an important vehicle for documenting such budget requests.

f. Identifying Important Things to Monitor

The objectives identified in this plan include indicators that can be used to measure performance. These need to be confirmed, replaced or supplemented in the Action Plans. One step in confirming indicators is identifying what baseline data already exists. Ill-considered indicators can generate higher costs than necessary if there is no data to compare future performance against. As Albert Einstein said, “Not everything that counts can be counted; not everything that can be counted counts.”

g. Assigning and Confirming Accountabilities

Finally, accountabilities have to match action with people, either by name, position or organization. “Accountability” is more than “responsibility.” It requires delegation of authority so that those accountable are not only expected to deliver the objective, but also to make decisions that support successful results. Delivery of services through partnering with other sectors and organizations, including volunteers, is most successful when the roles and accountabilities are clear and documented.

D. STRATEGIC GOALS AND OBJECTIVES

CONTINUOUS PROCESS OF STRATEGIC PLANNING

The Department will pursue desired outcomes with a package of objectives designed specifically for each of our Strategic Goals. We also commit to an even larger view of achieving success, one that goes beyond the goals adopted from the Blueprint Commission Report. One four-year Strategic Plan, and the thinking that it involves, cannot achieve everything that needs to be accomplished as juvenile justice trends, opportunities and concerns change in future years. By adopting a continuous process of strategic planning, the Department of Juvenile Justice will ensure that this initial Strategic Plan will be one of many that drive the future delivery of high quality services to our youth, families and communities. It will also demonstrate that disciplined long range planning is a constant foundation for the Department's response to the changing needs of youth at risk and public safety.

Elected and appointed leaders do not want to be limited in their abilities to serve their citizens. Leaders bring with them fresh insights, ideas and direction. They are not here to simply carry out the same policies and activities left behind by their predecessors. Such beliefs are shared by mayors, councils, commissions, boards and others in leadership positions, as well as those in state government. There is a parallel need for continuity in government, and staggered terms of office are just one way in which government reduces unnecessary disruption. Comprehensive Plans and Capital Improvement Plans, for example, do not disappear every time a mayor, city council or county commission changes. They survive as processes because they require leaders to evaluate current information, project trends, and inject revised or new policies, directions, priorities and actions. The processes are stable, while individual leadership and plans change.

The same principles apply to strategic planning. Such plans often have a fixed, effective life after which they expire and need to be replaced. A continuum of strategic plans avoids any vacuum regarding strategic directions and annual actions. New targets and strategies are likely needed, and leadership is required in identifying new and continuing partnerships and other approaches.

We also recognize that many government agencies, non-profit and for-profit organizations spend most of their time on everyday operations and tactical issues. Many leaders in local government agree that they spend far less meeting time on "big picture" discussions than needed. Strategic thinking differs from everyday operations and tactics in many ways:

Scale: An operational view of this Department focuses on one program, service or other unit. A more strategic view encompasses the entire Department. Truly strategic thinking views the full span of juvenile justice across Florida, including all aspects of its delivery.

Time: Strategic thinking by elected and appointed leaders can certainly occur within a two or four year term of office. It often extends beyond that to contemplate change that is unlikely to be accomplished by one leader. Some leaders of multi-national

conglomerates think decades ahead, about such things as the likelihood and impact of switching to a global currency. Others in government may consider becoming more self-reliant with changes in energy technology. The key is that one leader can start this kind of thinking.

Integration: Getting something done in one's own unit can be very satisfying because it has personal ownership. Getting something done that is more strategic will often take more cross-boundary collaboration, working with people elsewhere in the organization.

Partnering: Working with people in non-governmental sectors on actions having impacts well beyond one's own organization is vital. Weaving public, private and non-profit talents and resources together to get something of high priority accomplished can produce more benefits than internal activities alone.

These kinds of results rarely arise through operational or tactical activities alone. They arise because they are addressed aggressively by leadership. This does not mean that strategic thinking trumps operational tactics, though. The smooth and efficient running of this Department remains a constant, important activity.

The following ten step process (*Figure 1*) establishes a stable basis for continuous improvement of juvenile justice delivery during and beyond the life of this initial Four Year Strategic Plan. The proposed steps represent a distillation of the many decisions needed to affect change over time, and reflect three types of questions that will be explored:

"What and Why?"

Assesses juvenile justice in and beyond Florida, at the start of the new plan cycle. The most important outcomes of these evaluations are Strategic Directions, Goals, and Priorities that will anchor each Strategic Plan. Leadership from the Secretary, insights from professional staff, stakeholder surveys, monitoring results, and collaboration with partners remains vital.

In doing this work, the leadership team and senior staff will also envision what success looks like before writing a single new objective. This is not the same as normal goal-setting, which looks forward to the future. Instead, Outcomes look back from the future, assuming every objective employed was a success. What does success look like at the end of this plan? What are the results on the ground for both youth at risk and public safety?

"How?"

Produces measurable actions and other recommendations to the Secretary and Executive Leadership Team. How does the Department achieve the outcomes that have been identified? What strategies are the most effective? How do we measure our success over time, and how do we ensure that there is maximum collaboration throughout the system?

“When and Who?”

Identifies the tools needed to translate strategies and indicators into specific, measurable targets. Targets for the current year will be adopted, and those for future years identified for later confirmation. We will work with our partners and providers, assessing the best roles for those who need to be involved, the timing and duration needed, and other delivery factors. Annual action plans will link strategies to the Department’s Legislative Budget Requests.

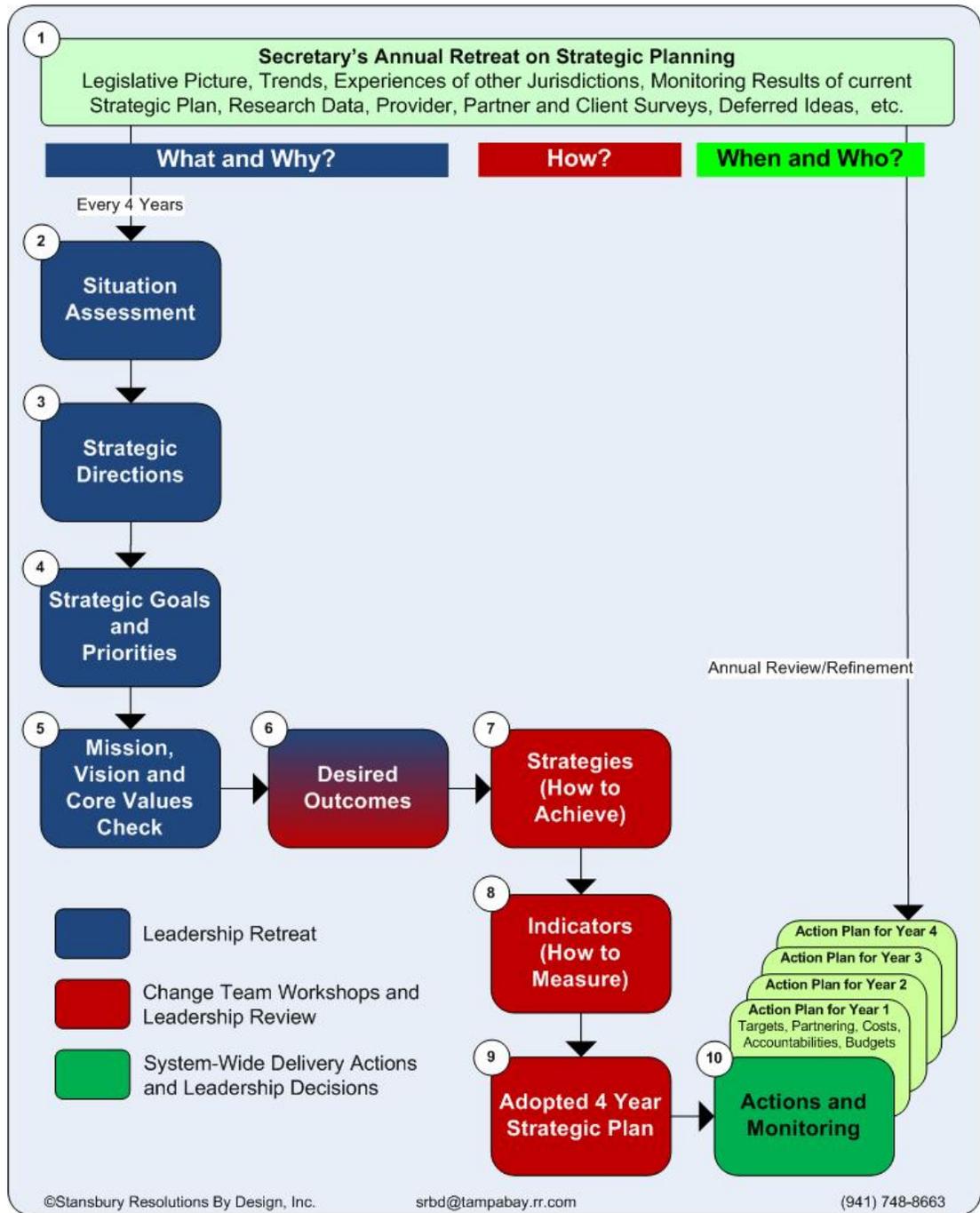
During each year of the adopted Strategic Plan, the Secretary and Executive Leadership Team will receive timely data on performance and outcomes. Adjustments will be made as necessary. New situations, trends and technologies will be accounted for in initiating new Strategic Plans for subsequent planning periods.

There is a natural human tendency to keep doing things the way they have worked in the past. This translates into organizational inertia and can result in activities being done that are no longer effective, efficient, or needed. Missed opportunities for innovation and improvement can sap resources and increase stakeholder dissatisfaction.

Overcoming organizational inertia and achieving better results at lower cost can best be accomplished with a leader driven focus that bases improvement efforts on data showing where the best opportunities for improvement are. Leadership can foster an organizational culture of excellence where every employee is constantly on the lookout for ways to do things better and at lower cost.

A systematic approach to improvement will dramatically increase successful results. The Deming-Shewhart model of Plan-Do-Study-Act where employees are trained to plan an improvement, implement it, study the results and act to standardize or revisit the change based upon data showing whether or not it worked can be used to formalize an effective approach to innovation.

Figure 1 Our Ten Step Strategic Planning Process



An effective approach to continual improvement that will improve results and lower cost requires a combination of three elements which will over time; change the culture of this Department in a positive way:

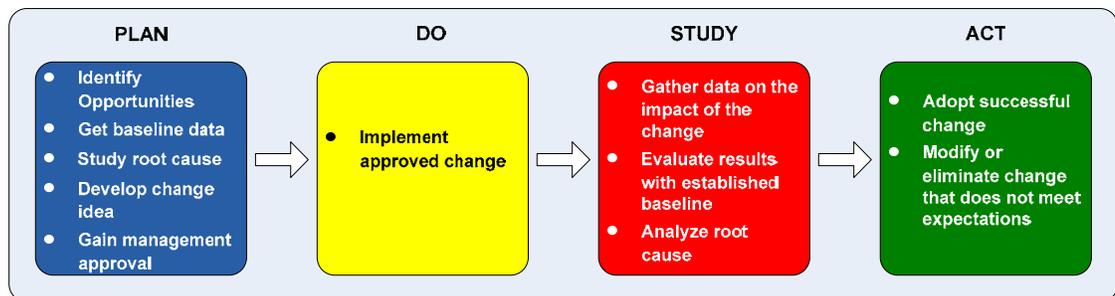
Leadership Leadership must set the direction based upon the strategic plan, hold managers accountable for improving results, and reward innovation that shows measureable results while not punishing well thought out ideas that didn't work out. This can be done by having teams and individuals who develop successful innovations present the approach and results to the Executive Leadership Team.

Training Training is required for employees to understand how results link to process and how data can lead people to opportunities for positive change. Several tools and approaches to understanding cause and effect can be taught and followed which will dramatically improve measureable results, impacting the youth we serve in a positive way, and reducing cost. Innovations are rarely developed in a vacuum and teamwork as well as a systematic approach needs to be taught and supported with mentoring.

Empowerment Empowerment will help reduce fear of change and give those who are closest to the work, and most likely to be able to spot waste and opportunity for improvement the go ahead to develop and communicate ideas to management. Recognizing positive change and rewarding it as well as not punishing failed ideas that were well conceived using a systematic data driven approach will contribute significantly to our future success.

Over time, these three activities will change culture in a positive way and impact all the strategic goals in a positive way. Figure 2 provides an example of an innovation process.

Figure 2 Example of an Innovation Process



GOALS AND OBJECTIVES

The following objectives will be applied over the life of this Strategic Plan to achieve the specific outcomes for each Strategic Goal. The Goal Leader will be responsible for developing the implementation plan and outcomes for their assigned goal.

Goal 1: Strengthen Prevention and Intervention Services

Goal Leader: Assistant Secretary for Prevention and Victim Services

Today, the State of Florida spends \$2,128 per child for prevention services, while the amount spent per child committed to residential and correctional facilities is \$42,606. Preventing problems saves the costs to society of victimization and intervention. It is better for everyone.

Youth violence costs the United States an estimated \$425 billion in direct and indirect costs each year. The most logical way to reduce these costs is to prevent violence altogether. Preventing a single violent crime not only averts the cost of incarceration, it also prevents the short- and long-term costs to victims, including material losses and the costs associated with physical and psychological trauma.

From a juvenile justice perspective, investing in the provision of resources to so-called “at-risk” youth is a more affordable, less damaging and ultimately more successful strategy than incurring the expense of youth misbehavior and violence.

Objective 1: Ensure family and community access to immediate and accurate information and services.

Objective 2: Provide effective tools and services to eliminate youth association with gangs.

Objective 3: Create a set of core services and resources targeting at-risk and justice-involved youth locally available to parents and youth throughout Florida.

Objective 4: Identify new sources for financing and funding prevention programs and alternatives to the DJJ system.

Goal 2: Promote School-Based Prevention and Intervention Efforts

Goal Leader: Assistant Secretary for Prevention and Victim Services

Schools should provide programs that engage youth and prevent criminal behavior and have policies and practices that are consistent with the original legislative intent of the zero tolerance laws targeting serious, violent offenses, while developing alternatives that promote youth accountability while avoiding suspension and other punitive options.

During fiscal year 2007-2008, 21,289 youth or 15 % of the referrals to DJJ were school related and 22% of youth referred had at least one school related referral. Over half (59%) of the youth referred from schools were being arrested for the first time. A misdemeanor was the most serious charge for 69% of school related referrals. Research shows that excluding children from school increases the odds of academic failure and dropping out.

Objective 5: Reduce the number of referrals to the Department for school behavior issues.

Objective 6: Amend Florida Statute 1006.13 to prevent over use and inappropriate application of zero tolerance.

Goal 3: Provide Alternative Detention Settings

Goal Leader: Assistant Secretary for Detention Services

Juvenile detention is almost always more costly than providing social and health services in a non-detention setting – but 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.

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 2007, 4,094 youth were arrested with the only charge being domestic violence. Of these, 85% were misdemeanor charges. And yet 51% of these youth were placed in secure detention.

Secure detention also serves as holding place for arrested youth who are homeless and for runaways being held for return to another state. Crowding affects every aspect of institutional life, from the provision of basic services such as food and bathroom access to programming, recreation and education. It stretches existing medical and mental health resources and, at the same time, produces more mental health and medical crises. Crowding places additional stress on the physical plant (heating, plumbing, air circulation) and makes it more difficult to maintain cleaning, laundry and meal preparation. When staffing ratios fail to keep pace with population, the incidence of violence and suicidal behavior rises. In crowded facilities, staff invariably resorts to increased control measures, such as lockdowns and mechanical restraints.

Objective 7: Develop and implement secure detention alternatives in the least restrictive environment for youth meeting detention criteria.

Goal 4: Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs

Goal Leader: Assistant Secretary for Prevention and Victim Services

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 2007, 4,094 youth were arrested with the only charge being domestic violence. Of these, 85% were misdemeanor charges. And yet 51% of these youth were placed in secure detention. Secure detention also serves as a holding place for arrested youth who are homeless and for runaways being held for return to another state.

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Objective 8: Seek legislative change to decriminalize minor misbehavior to reduce the number of youth within the juvenile justice system.

Objective 9: Increase the use of Unified Family Courts

Objective 10: Identify new sources for financing and funding diversion programs and alternatives to the DJJ system.

Objective 11: Every circuit will have a full service Juvenile Assessment center to ensure a youth's treatment needs are properly and timely identified.

Objective 12: Develop resources needed to divert youth from judicial handling to include community based substance abuse and mental health services.

Goal 5: Meet Health Needs of Youth in the Juvenile Justice System.

Goal Leader: Chief Medical Director

At all levels, across gender and race, the health and mental health needs of youth in the juvenile justice system are extraordinary, with two-thirds of youth, in some cases, having mental-health and/or substance abuse issues.

To meet the health needs of youth in its care, the Department relies on a network of state and private medical services that are overseen by the Department's Office of Health Services. The Office, established in 2005, is responsible for delivery of medical, mental health, substance abuse and developmental disability services. The Office consists of a Chief Medical Director, a director of Substance Abuse and Mental Health Services, a Mental Health and Substance Abuse coordinator, and two registered nurses. Additionally, there are 96.5 state-employed health and mental health staff, as well as contract health care providers. With the redirection of the three registered nursing consultants and the three senior psychologists from Detention, a total of 13 now report to the Office of Health Services. The remainder report through the Detention and Residential Assistant Secretaries.

The Department continues to face challenges within Health Services including contract management and staff turnover (both contract and state). It is worth noting that 81% of the deaths of youths in the Department's care have been related to medical or mental health issues.

Objective 13: All youth in our custody will receive a comprehensive medical, mental health and substance abuse assessment and treatment as needed.

Objective 14: Increase availability of and access to health insurance programs.

Objective 15: All youth referred to the Department will receive a mental health and substance abuse screening to determine need for further assessment or treatment.

Objective 16: Improve and enhance the nutritional wellness of youth detained in detention centers and residential programs through improved formal diet and exercise programs.

Goal 6: Ensure Gender- Specific Services Are Provided

Goal Leader: Chief Medical Director

In 2004, the Legislature passed and the state adopted a law mandating gender-specific services for girls and boys in the state's juvenile justice system. Boys and girls are different, programs that recognize those differences and target actions for the best effect are more successful at turning around the lives of troubled youth.

For example, about one third of the youth referred to the Department of Juvenile Justice are female, bringing with them the unique health needs of adolescent girls. Compounding that challenge, 15% of girls in the juvenile justice system have a major illness, 35% have experienced a pregnancy and 46% have a history of substance abuse. For 79% of these girls, emotional factors have contributed to their delinquent behavior. Mental health issues are particularly acute for girls in the system, the majorities – 68% – of whom have experienced some form of physical, emotional or sexual abuse.

Across all diagnoses, the percent of girls exhibiting mental illness is significantly higher than that of boys. Girls in the juvenile justice system come from unstable home environments, with 40% having parents who abused substances and 21% living in out-of-home placements. Half have someone in their immediate family who is incarcerated.

In addition to the general health services described above, 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 within the system, 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.

Objective 17: 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 18: Ensure gender specific services are defined and available to all girls.

Objective 19: Create a department-wide trauma focused restraint-free policy for girls.

Objective 20: Develop and implement alternatives to arrest for non-compliant behavior.

Objective 21: Establish quality standards and an appropriate continuum of care specific to the needs of pregnant girls, mothers and their infants.

Objective 22: Provide gender specific services to communities in collaboration with the Juvenile Justice Boards and Councils, The Florida State Advisory Group, and other community resources.

Goal 7: End Racial Disparities

Goal Leader: Assistant Secretary for Probation and Community Intervention

The population of young people who enter Florida's juvenile justice system is far from homogeneous. It 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 – 53% – are white. Less than a quarter – 22% – are black. Also less than a quarter – 22% – are Hispanic. But inside Florida's juvenile residential programs, the population of young people is: 36% white, 51% black, and 10% Hispanic.

This disproportionate representation of minorities exists for both males and females in Florida's juvenile prisons. Moreover, it is true not only within residential facilities, but at every point in the juvenile justice system. In fact, the deeper you go inside Florida's juvenile justice system, the greater the over-representation of minorities.

Objective 23: Validate the automated risk assessment tool to provide consistent youth screening and reduce potential unwarranted variation in scores.

Objective 24: Bring awareness to minority overrepresentation in the juvenile justice system, craft solution-driven strategies to address the issue and implement such strategies.

Objective 25: Aggressively reduce disproportionate minority contact.

Objective 26: Validate the Positive Achievement Change Tool to provide consistent youth assessment of risk to reoffend using objective criteria.

Goal 8: Ensure Youth and Families Have Access to Legal Representation

Goal Leader: General Counsel

Florida statutes require that a child be represented by legal counsel at all stages of court proceedings, that the court appoint counsel to represent a child at a detention hearing, and that the court advise the child of his or her rights if s/he appears before the court without counsel.

Some child advocates contend, however, that children fail to get appropriate legal counsel either because parents are lax in seeking legal counsel, court-provided counsel are more

focused on expediency than the unique needs of the individual child, or because parents do not understand the implications of the charges against their child.

In the absence of adequate legal counsel, youth can plead guilty to charges without realizing the life-long implications of the criminal record. Failure to provide legal representation results in more youth in the DJJ system that could have been diverted.

Objective 27: Work in collaboration with judicial and law enforcement entities to address legal representation and juvenile records issues addressed by the Blueprint Commission.

Goal 9: Moving Away From Large Institutional Models

Goal Leader: Assistant Secretary for Residential Services

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; have more problematic rates of minority incarceration; 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.

Objective 28: Identify additional resources that will support the establishment and operation of small community based programs.

Objective 29: Redirect department resources to develop community based alternatives to residential treatment.

Objective 30: Re-engineer existing bed capacity to create the economy of scale needed to support small community based programs.

Goal 10: Enhance Educational and Vocational Programs

Goal Leader: Director of Education

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 offense. 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.

All programs have statutory mandates that address the continuity of education, records transmittal, school district-designated transition specialists, levels of vocational education and access to technological support.

Objective 31: Develop and implement accountability measures to ensure that youth who are placed in the custody of the department attain measurable academic improvement and when necessary acquire a vocational skill upon release from department supervision.

Objective 32: All youth shall receive a comprehensive academic assessment upon entry in the juvenile justice system and when they leave the system.

Objective 33: Establish multi-agency collaboration in the delivery of education services for at-risk youth.

Goal 11: Stabilize and Professionalize the Juvenile Justice Workforce

Goal Leader: Director of Staff Development and Training

Entry level staff that deal directly with children do not typically possess the maturity, experience, or educational level that the job requires. Turnover rates are as high as 43% for state officers and 50% for contract officers. Starting salaries for state juvenile residential officer is \$23,482 and \$25,479 for detention officers. Starting salaries for contracted equivalent officers is less than \$20,000. The starting salary for an adult correctional officer is \$30,807. Increasing the educational requirements, age and starting salaries would provide a more experienced and qualified pool of applicants. Direct Care/Service employees have jobs that place them at risk of injury as a result of their job duties. Staff turnover and hiring/recruiting difficulties can be relieved by providing better benefits to departmental employees.

Objective 34: Develop a comprehensive training and certification program specific to direct care staff.

Objective 35: Establish a career ladder based on performance, education and experience.

Objective 36: Develop a progressive compensation structure.

Objective 37: Provide special risk retirement for direct care staff.

Objective 38: Establish policy, procedures and practices that support a restraint free approach and environment in all areas of operation.

Goal 12: Provide an Accountable System that is Outcome-Based

Goal Leader: Director of Program Accountability

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, and in this way 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.

Objective 39: Performance outcomes shall be established for all DJJ programs.

Objective 40: Develop and implement performance incentives to promote program accountability and quality.

Objective 41: Implement evidence based programs and services that are proven effective in achieving program performance outcomes.

Goal 13: Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal with the Issue of Juvenile Justice

Goal Leader: Director of Program Accountability

By adopting a continuous process of strategic planning, the Department of Juvenile Justice will ensure that this and all subsequent strategic plans will be one that drives the future delivery of high quality services to our youth, families and communities. They will also demonstrate that disciplined long range planning is a constant foundation for the Department’s response to the changing needs of youth at risk and public safety.

Objective 42: Conduct an annual review of the agency’s strategic plan to assess what has been accomplished and what might need to be modified.

Objective 43: Continually evaluate how DJJ does what it does to identify innovations and best practices to achieve better results.

Appendix A

Strategic Plan Goals and Objectives

Blueprint Recommendations

Goal 1: Strengthen Prevention and Intervention Services

Objective 1: Ensure family and community access to immediate and accurate information and services.

28 - Awareness Campaign; 29 - Coordinating Efforts; 30 - Domestic Violence

Objective 2: Provide effective tools and services to eliminate youth association with gangs.

49 - Gang Free Initiative

Objective 3: Create a set of core services and resources targeting at-risk and justice-involved youth locally available to parents and youth throughout Florida.

16 - Gender-Based Aftercare Services; 28 - Awareness Campaign; 29 - Coordinating Efforts; 30 - Domestic Violence

Objective 4: Identify new sources for financing and funding prevention programs and alternatives to the DJJ system.

48 - Advisory Boards and Councils

Goal 2: Promote School-Based Prevention and Intervention Efforts

Objective 5: Reduce the number of referrals to the department for school behavior issues.

31 - Zero Tolerance Policies

Objective 6: Amend Florida Statute 1006.13 to prevent over use and inappropriate application of zero tolerance.

32 - Zero Tolerance Statute

Goal 3: Provide Alternative Detention Settings

Objective 7: Develop and implement detention alternatives in the least restrictive environment for youth meeting detention criteria.

5 - Detention Alternatives; 6 - Prior Commitment

Goal 4: Divert Youth Who Pose Little Threat or Risk to Public Safety Into Diversion Programs

Objective 8: Seek legislative change to decriminalize minor misbehavior to reduce the number of youth within the juvenile justice system.

1 - Alternatives for First-Time Misdemeanants

Objective 9: Increase the use of unified family courts.

Objective 10: Identify new sources for financing and funding diversion programs and alternatives to the DJJ system.

10 - Community-Based Health Programs; 38 - Community Alternatives

Objective 11: Every circuit will have a full service Juvenile Assessment Center to ensure a youth's treatment needs are properly and timely identified.

2 - Juvenile Assessment Centers

Strategic Plan Goals and Objectives

Objective 12: Develop resources needed to divert youth from judicial handling to include community based substance abuse and mental health services.

Goal 5: Meet Health Needs of Youth in the Juvenile Justice System

Objective 13: All youth in our custody will receive a comprehensive medical, mental health and substance abuse assessment and shall receive treatment as needed.

Objective 14: Increase availability of and access to health insurance programs.

Objective 15: All youth referred to the department will receive a mental health and substance abuse screening to determine need for further assessment or treatment.

Objective 16: Improve and enhance the nutritional wellness of youth detained in Detention Centers and Residential Programs through improved formal diet and exercise programs.

Goal 6: Ensure Gender-Specific Services Are Provided

Objective 17: 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 18: Ensure gender specific services are defined and available to all girls.

Objective 19: Create a department-wide trauma focused restraint-free policy for girls.

Objective 20: Develop and implement alternatives to arrest for non compliant behavior.

Objective 21: Establish quality standards and an appropriate continuum of care specific to the needs of pregnant girls, mothers and their infants.

Blueprint Recommendations

3 - Substance Abuse Intervention; 10 - Community-Based Health Programs; 30 - Domestic Violence; 33 - Youth Age 10 and Under; 38 Community Alternatives

7 - Health Assessments; 50 - Providing an Array of Services

8 - Medicaid Eligibility

7 - Health Assessments

15 - Stakeholder Training

13 - Gender-Specific Services; 16 - Gender-Based Aftercare Services

14 - Pregnant Girls and Mothers

Strategic Plan Goals and Objectives

Blueprint Recommendations

Objective 22: Provide gender specific services to communities in collaboration with the Juvenile Justice Boards and Councils, the Florida State Advisory Group, and other community resources.

15 - Stakeholder Training

Goal 7: End Racial Disparities

Objective 23: Validate the automated risk assessment tool to provide consistent youth screening and reduce potential unwarranted variation in scores.

4 - Risk Assessment Instrument; 6 - Prior Commitment

Objective 24: Bring awareness to minority overrepresentation throughout all department programs, craft solution-driven strategies to address the issue and implement such strategies.

27 - Disproportionate Minority Contact

Objective 25: Aggressively reduce disproportionate minority contact.

27 - Disproportionate Minority Contact

Objective 26: Validate the Positive Achievement Change Tool (PACT) to provide consistent youth assessment of risk to reoffend using objective criteria.

Goal 8: Ensure Youth and Families Have Access to Legal Representation

Objective 27: Work in collaboration with judicial and law enforcement entities to address legal representation and juvenile records issues addressed by the Blueprint Commission.

17 - Attorney Consultation; 18 - Public Defenders; 19 - Expunging Records; 20 - Confidentiality of Records; 47 - Conditional Release and Parole; 46 - Dually Served Youth

Goal 9: Moving Away From Large Institutional Models

Objective 28: Identify additional resources that will support the establishment of small community based programs.

35 - Small Facilities

Objective 29: Redirect Department resources to develop community based alternatives to residential treatment.

34 - Offender Review

Objective 30: Re-engineer existing bed capacity to create the economy of scale to support small community based programs.

Strategic Plan Goals and Objectives

Blueprint Recommendations

Goal 10: Enhance Educational and Vocational Programs

Objective 31: Develop and implement accountability measures to ensure that youth who are placed in the custody of the Department, attain measurable academic improvement and when necessary acquire a vocational skill upon release from Department supervision.

26 - Expand Technology Use; 39 - Job Skills Training

Objective 32: All youth shall receive a comprehensive academic assessment upon entry into the juvenile justice system and when they leave the system.

Objective 33: Establish multi-agency collaboration in the delivery of services for at-risk youth.

23 - Transition Planning; 24 - Integrating Education and Treatment

Goal 11: Stabilize and Professionalize the Juvenile Justice Workforce

Objective 34: Develop a comprehensive training and certification program, specific to direct care staff.

41 - Recruiting and Retention

Objective 35: Establish a career ladder, based on performance, education, and experience.

41 - Recruiting and Retention

Objective 36: Develop a progressive compensation structure.

41 - Recruiting and Retention

Objective 37: Provide special risk retirement for direct care staff.

41 - Recruiting and Retention

Objective 38: Establish policy, procedures and practices that support a "restraint free" environment in all areas of operation.

Goal 12: Provide an Accountable System that is Outcome-Based

Objective 39: Performance outcomes shall be established for all DJJ programs.

36 - Outcome-Based Contracting

Objective 40: Develop and implement performance incentives to promote program accountability and quality.

Strategic Plan Goals and Objectives

Blueprint Recommendations

Objective 41: Implement evidence based programs and services that are proven effective in achieving program performance outcomes.

Goal 13: Continuously Seek Innovative What Works Strategies and Best Practices to Effectively Deal With the Issue of Juvenile Justice

Objective 42: Conduct an annual review of the agency's strategic plan to assess what has been accomplished and what might need to be modified.

Objective 43: Continually evaluate how DJJ does what it does to identify innovations and best practices to achieve better results.

Note: The following Blueprint recommendations do not specifically correspond to a strategic plan objective.

9 - Assessment of Health Services

Responsibility lies with Legislature to achieve.

11 - Assessment of Health Expenses

This has been accomplished by the Department.

12 - Department Reorganization

Responsibility lies with Legislature to achieve.

21 - Review of Educational Programs

22 - Revenue for Workforce Boards

25 - Increased Educational Funding

Responsibility lies with DOE

40 - Counting Time

Responsibility lies with Governor's Office

42 - Conditional Hiring

52 - Probation Officers

44 - Annual Convenings

1st one occurred in August 2008

