Fiscal Year 2010-11 has been a year in which the Florida Department of Juvenile Justice has continued to find better ways to serve the youth and families of the state of Florida. Overall delinquency referrals continue to drop and we continue to expand the implementation of evidence-based programming proven, through academic research, to reduce the likelihood of the youth returning to the juvenile justice system.

Rick Scott, Governor

Wansley Walters, Secretary
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Additional information about program performance can be found in the Comprehensive Accountability Report (CAR), found at http://www.djj.state.fl.us/Research/index.html. Owing to different report deadlines and ongoing research, some data in this Annual Report may vary slightly from data in the CAR.
A Message from Secretary Wansley Walters

Dear DJJ Stakeholder:

I am pleased to present the Florida Department of Juvenile Justice FY 2009-10 Annual Report, highlighting the year’s major activities, accomplishments and strategic initiatives by each office and program area. While it is a snapshot in time of our work at DJJ, the efforts to reform the way this agency does business are truly a work in progress.

Beginning with the inauguration of Gov. Rick Scott in 2011, DJJ embarked on a new strategic direction for treating youth in our care. This direction is affirmed by a vast amount of research and expert testimony concluding that youth at low risk to reoffend are better served in their home communities.

While the current annual report covers the previous fiscal year, you should know that the one beginning July 1, 2011 reflected some of the most significant changes to DJJ in its history. The FY 2011-12 budget for juvenile justice signed by Gov. Scott in May increases resources in front-end services (prevention, community based services, improved assessment, electronic monitoring) and reducing the emphasis on residential and detention services, all within a more streamlined and effective organizational structure.

This is a profound shift in how our agency has historically fulfilled its mission and aligns more closely with the strategic direction required for juvenile justice reform. Reforming our residential services to comply with these best practices will lead to improved long-term outcomes for the youth we serve.

This shift also required a reduction and realignment of resources. The FY 2011-12 budget reduced DJJ funding by $70 million, an 11.6 percent decrease from the previous fiscal year. Implementing these changes in the budget also required the closing of three detention centers and two residential facilities and the elimination of more than 1,200 full-time positions – 25 percent of our workforce – throughout the agency.

Doing more with less is a common challenge faced by all employers in today’s economy. I am committed to implementing these changes with efficiency, sensitivity and without compromising our mission.

Juvenile justice reform in Florida is urgently needed, now more than ever. We cannot afford the financial or the societal costs of unnecessary juvenile incarceration. By shifting our focus – and our investments – to the front end of the system, we will save not only money, but also the futures of the young people in our care.

Sincerely,

Wansley Walters
Secretary
Florida Department of Juvenile Justice

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.

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

![Pie chart showing budget allocation for Florida Department of Juvenile Justice 2010-11 Operating Budget. The largest portion is Probation, followed by Residential, then Prevention, Detention, and Executive Dir. / IT.]
Executive Summary

Fiscal year 2010-11 has been an exciting and challenging year for the Department. Statewide delinquency referrals have reduced by 10% from last year. The overall number of youth entering the DJJ system continues to decrease. The number of youth waiting in detention centers for placement in an appropriate residential facility is the lowest in all of DJJ’s history. School referrals are down 11% from this same time last fiscal year. In addition, we continue to work closely with our community partners to create alternatives to detention so youth don’t enter the juvenile justice system.

The State of Florida experienced a change in leadership this year with the election of Governor Rick Scott. The Department also experienced a change as we welcomed Secretary Wansley Walters to the agency. Secretary Walters brings to the Department compassion for children and a strong desire to make the juvenile justice system one that helps improve the lives of those children who, for a multitude of reasons, wind up involved in the system. As Secretary Walters stated in a letter to DJJ staff, “As a system, juvenile justice efforts must emphasize diversion and community-based treatment services for youth at the front end, while reserving deeper-end sanctions and secure facilities for youth who pose a definite risk to public safety. The children we serve are vulnerable, and a concerted, community effort that supports their success is their best chance for a brighter future.” We join Secretary Walters in her efforts to reform the juvenile justice system by providing support and assistance to youth and their families that have fallen through the cracks.

This Annual Report highlights some of the efforts and accomplishments the Department has worked on throughout the year. These accomplishments not only provide support for the youth while in our care, but help them as they transition back into their community.

DJJ’s successes and achievements are a tribute to the many employees, stakeholders, providers, and community partners that are committed to improving the lives of youth in our State. Working together we have been able to have a positive impact on the juvenile justice system. Each person should be proud of their contributions to the successes reflected in this Annual Report that help make the Department’s vision that much more a reality.

— Executive Leadership Team, August 2011

Our Children, Our Future
2010-11 Agency Accomplishments

**DJJ Presents Trauma Informed Care Training Via Live DJJ Webcast and Satellite Transmission**

DJJ conducted its first agency-wide Trauma-Informed Care training via the first-ever, live DJJ webcast and satellite transmission on July 12, 2010. Department staff presented the training, which was transmitted from WFSU-TV, in Tallahassee. Approximately 1,800 people attended the online Trauma-Informed Care training, which is mandatory for all DJJ employees. Individuals as far away as Nova Scotia registered to participate in the event, which featured a call-in segment. The training is necessary because an estimated 80-90% of DJJ youth have experienced severe childhood trauma that seriously affects their behavior and treatment needs. In order to be more successful in helping troubled youth, DJJ is incorporating the principles of Trauma-Informed Care throughout its continuum. The agency’s objectives are to acknowledge that many youth entrusted to our care come from lives filled with trauma, and to enhance our commitment to address their trauma so that we may offer effective treatment.

In setting up the live webcast, the DJJ Office of Health Services created a partnership with the Florida Department of Health’s Distance Learning Satellite Network (DLSN). DLSN is a nationally-recognized network that provides education and training to Department of Health (DOH) staff via satellite broadcasts. DJJ worked with DOH Children’s Medical Services to have the training approved as a continuing education credit for licensed medical and mental health staff. This training webcast is being made available to DJJ staff online at the DJJ Office of Health Services webpage, and to licensed medical and mental health staff on the University of South Florida website at [http://centerforchildwelfare.fmhi.usf.edu/videos/Pages/cms.aspx](http://centerforchildwelfare.fmhi.usf.edu/videos/Pages/cms.aspx). This webcast will provide mission-critical training to DJJ staff, providers, partners, other agencies, and licensed medical and mental health staff statewide, and will save the State money in travel expenses and time out of the office. Florida has been chosen by the National Association of State Mental Health Program Directors as a flagship state for implementing Trauma-Informed Care.

**Juvenile Justice Teacher of the Year (TOY) Awards**

The Florida Department of Education (FDOE) and the Juvenile Justice Educational Enhancement Program (JEEP) sponsor the Juvenile Justice Teacher of the Year (TOY) program to honor outstanding teachers in DJJ education programs. A total of five DJJ teachers received plaques and monetary awards during a special recognition ceremony at the annual Juvenile Justice Education Institute and Southern Conference on Corrections that was held August 2-4 at the Grand Hyatt in Tampa.

**Collaborative Partnerships for Youth in Volusia**

Department staff participated in a community partnerships luncheon meeting with the Center for Business Excellence at the Volusia Halfway House with Program Director Pamela Bedard and representatives from other residential facilities. They discussed collaborative partnerships with community businesses to work with juvenile offenders, facilitating improved transitions from commitment to community re-entry. Topics included under-utilized community resources and the formation of partnerships to teach youths independent living skills, how to access resources to further one’s education, assistance in learning how to apply for jobs, interviewing techniques, and strategies for youths to obtain housing upon release and to acquire skills in financial management.
DJJ Youth Collaborate with Okeechobee County Animal Rescue program and Urban Tails
The Okeechobee Intensive Halfway House began working with the Okeechobee County Animal Rescue program and Urban Tails, a not-for-profit organization, building an onsite kennel within the 110-acre Okeechobee campus. The young men in the program will care for and train six to eight dogs in preparation of their adoption, and the youth will maintain a website of the dogs as well.

DJJ and FAMU Team Up to Create Juvenile Justice Research Institute
The Florida Department of Juvenile Justice (DJJ) joined with representatives from Florida’s historically black college, universities and Florida Atlantic University, along with state and community leaders, at Florida Agricultural and Mechanical University (FAMU) to celebrate the grand opening of the Juvenile Justice Research Institute (JJRI) at FAMU. The JJRI will draw together the collaborative efforts of Bethune-Cookman University, Edward Waters College, Florida Atlantic University and Florida Memorial University. The JJRI will examine and address minority over-representation in Florida’s juvenile justice system, commonly referred to as Disproportionate Minority Contact (DMC). In addition to researching the causes and remedies to DMC, the Institute will promote a college student mentorship program with local DJJ facilities. Students in human services disciplines, such as sociology and criminal justice, will be targeted for recruitment as mentors. DJJ has directed $400,000 in grant funding from the U.S. Department of Justice’s Office of Juvenile Justice Delinquency Prevention to support the work of the JJRI, at the recommendation of Florida’s Juvenile Justice State Advisory Group.

DJJ’s Community Forum Focuses on Trauma-Informed Care
The Florida Department of Juvenile Justice (DJJ) Hosted “Putting Hope Back into the Hearts of Our Communities: A Community Forum for Individuals, Families and Members of Faith-based and Community Organizations.” The event was held at the First Baptist Church of Orlando and offered information and resources to friends and relatives of trauma victims. Trauma-Informed Care addresses the effects on the individual of traumatic experiences and events, thereby enhancing the effectiveness of treatment. This summer, DJJ conducted statewide training for all state and provider staff to incorporate Trauma-Informed Care principles throughout the continuum of juvenile justice services. Nationally-acclaimed guest speaker, Ms. Tonier Cain shared her inspirational story of survival from 20 years of abuse and criminal drug addiction, to her recovery and success. She discussed the importance of support and rehabilitation using Trauma-Informed Care principles, which gave her hope and courage to rise above 83 arrests and 66 criminal convictions related to her addiction and criminal behavior.

Principles of Effective Behavior Management
From early October through November 2010, the Office of Residential Services rolled out its Effective Behavior Management Curriculum. The curriculum is the culmination of a two-year effort that included representatives from other DJJ branches and a variety of other state agencies, as well as statewide and national experts in behavior management. As part of DJJ's ongoing commitment to creating a restraint-free environment, the goal of the curriculum is to foster more effective behavior management of youth.
DJJ trained program leaders in the principles of effective behavior management and challenged them to perform an honest assessment of their own programs. Free technical assistance is available to help programs adjust their behavior management systems -- from fine tuning to a complete redesign.
Pensacola Juvenile Justice Facilities Receive a Visitor from New Zealand
On November 19, Gabrielle Stembridge, the executive director of the Kauri Trust, a juvenile residential program in Auckland, New Zealand, toured the Escambia Regional Juvenile Detention Center and the Pensacola Boys Base. Ms. Stembridge was eager to learn about the structure of Florida’s juvenile justice system and DJJ’s use of restorative justice principles with youths in an ongoing effort to improve juvenile services at the Kauri Trust.

Ms. Stembridge expressed her delight and amazement with the systems and resources that Florida uses to assist troubled youth. She was presented with a copy of the DJJ Impact of Crime curriculum, which is based on restorative justice principles and is recognized as a model curriculum, to use as a reference tool for her work in New Zealand. This is the first time a representative from a juvenile justice facility in Auckland has visited Florida’s DJJ to gather information that will be used to improve services for New Zealand’s youth.

The Department of Juvenile Justice and the Department of Health’s State Bureau of Laboratories (BOL) collaborate to Test Youth in Detention for Sexually Transmitted Infections (STIs)
Lisa Johnson, MD, Chief Medical Director announced that the Department of Juvenile Justice and the Department of Health’s State Bureau of Laboratories (BOL) are in collaboration to provide urine based Aptima testing for Sexually Transmitted Infections (STIs) to the youth that are in detention. This is very important because many of the youth that are in detention miss the opportunity to be tested for common sexually transmitted infections because the older testing technique is currently being used in some of the detention facilities. The Agreement is statewide, and the detention facilities will be served geographically by one of the five BOL laboratories: BOL-Jacksonville; BOL-Lantana; BOL-Miami; BOL-Pensacola; and BOL-Tampa.

DJJ Creates Inter-Agency Workgroup on Special Health Care Needs for Youth
A Youth with Special Health Care Needs ad hoc group (YSHCN) which has evolved into an Interagency Workgroup with representatives from the Department of Health, Department of Children and Families, Department of Juvenile Justice, University of South Florida/FloridaHats, Success for Kids and Families, University of Florida and Project 10 began at the request of Janet Hess from USF with an initial conference call in October, 2010 between Lisa M. Johnson, MD, Chief Medical Director, and some Children’s Medical Services (CMS) representatives. This workgroup began to educate CMS nurses on how the DJJ system works and to improve linkages to DJJ health services to ensure that the health needs of CMS/DJJ youth in the system are met. It is also set up to educate DJJ nurses about supporting YSHCN while in DJJ as they transition to adulthood (health care transition). Because of these conference calls, several ideas to improve linkages between the systems, and ultimately outcomes for Youth with Special Health Care Needs, have taken off.

Faith Community Network/Chaplaincy Services
The Faith Community Network/Chaplaincy Services website, featuring an online Resource Guide and training curriculum, has been completed. The website uses cutting edge technology to provide training, support and connection to resources for at-risk youth and their families.

More than 1400 faith communities and faith-based organizations will be included in the online Resource Guide. Currently, these organizations partner with the Department of Juvenile Justice Faith Community Network/Chaplaincy Services program along with 400 volunteer Chaplains.
Information and resources are continuing to be added to the website and the addition of Faith Partners to the resource guide will be implemented in several phases over the next 6-8 weeks.

**First Annual Fundraiser to help Youth provide Restitution to Crime Victims**

On March 18, the Leon County Juvenile Justice Council, Inc., held the first annual fundraiser in Tallahassee, entitled “It Takes a Village: Together We Make a Difference”.

The sponsors and attendees included, DJJ Probation staff, law enforcement, the Justice Research Center, the American Marine Institute, Henry and Rilla White Leon County Commissioner Bryan Desloge, Tallahassee City Commissioner Andrew Gillium, the Walker Ford Community Center, Disc Village, Taxes on the Go, Capital City Youth Services, Power On LLC, school personnel and the Public Defender’s Office. All proceeds from the event will benefit the Council, which provides funding assistance to a variety of local youth programs. The program featured the Tallahassee Girls Choir and the Baby Temptations who delighted the crowd with their talent and charm. The Leon County Project Payback Program was unveiled to those in attendance. Project Payback, a new cooperative partnership between the Tallahassee McKenzie Markets/Go Clean Car Wash and the Henry and Rilla White Youth Foundation, Inc., works with delinquent youth to provide opportunities to complete community service hours and to earn funds to pay for court ordered restitution to crime victims. McKenzie Markets donates up to two dollars for every car wash purchased. To date, the project has received $2,000 from the car washes.

**Helping At-Risk and Delinquent Youth Obtain Employment**

Between October and December 2010, the Department of Juvenile Justice contracted with the following service providers in a three county area to help at-risk and delinquent youth obtain employment. The Corporation to Develop Communities of Tampa and Goodwill Industries serving Hillsborough County, Mt. Zion Human Services in Pinellas County, United Community Centers in Manatee County, and Family Resources Centers serving Pinellas, Manatee and Sarasota Counties. These agencies have partnered with their local workforce boards to provide job training skills and actual job placements in their communities for at-risk youth. Many of these youth have had contact with the juvenile justice system. To date, these agencies have received in excess of 400 youth referred for services and placed ninety five (95) youth into paid employment, overcoming the challenging economic times.

**Davis Productivity Awards**

DJJ was recently notified of the results of the 2011 Prudential Financial–Davis Productivity Awards. DJJ submitted 10 nominations. All 10 nominations received some level of recognition. The breakdown of the types of recognition received is as follows:

- Distinguished Cash Award………………1
- Plaques…………………………………..6
- Certificates of Commendation…………3

**2010 Chair Award of Excellence Award to DJJ**

On May 24, 2011, the Department of Juvenile Justice (DJJ) was awarded the 2010 Chair Award of Excellence by the Department of Financial Services, Division of Risk Management. The award is given to an agency that has most demonstrated a commitment to implement best practices; has experienced a positive change in safety culture; has reduced claims and costs; and has had a significant
impact on statewide risk management. The award is being given pursuant to Section 284.50, F.S., and it recognizes the Department’s commitment to employee safety and to the excellent work of the Department’s risk management and safety team. This commitment has resulted in a 20 percent decrease in claims frequency and a decrease of approximately $150,000 in claims costs. Members of the agency’s risk management and safety team have served on the Chief Financial Officer’s Risk Management Advisory Council; the Executive Committee of the Interagency Advisory Council (IAC) and various other IAC committees; focus groups for the development of the Division of Risk Management’s Loss Prevention Standards; and the focus group for the Model Return-to-Work Program Guidelines for all state agencies and universities. Risk management and safety team members are located throughout the state. Safety Coordinator Tommy Blankenship and Alternate Safety Coordinator John Criswell lead many of the agency’s recent efforts to improve safety awareness and reduce injury to both employees and the youth we serve. Workers’ compensation statistics continue to improve, despite the sometimes hazardous nature of the environment we work in. Making safety a priority and ensuring top management support of safety awareness has contributed to the Department’s success.

Thanks to the efforts of the agency’s workers’ compensation liaisons and the leadership of the DJJ worker’s compensation coordinator Lorna Jackson, a recent report indicated that only seven DJJ employees statewide were missing time from work due to a workers’ compensation disability. Of those collecting benefits, only two were out because they could not be accommodated with alternate duty. For an agency of nearly 5,000 employees, this is a major accomplishment. Information from DFS shows that DJJ has recently gone from $113,170.31 in indemnity payments to $24,642.82 and from 312.7 in lost time weeks to 62.6 weeks.

Altogether, this is an outstanding achievement made possible through the efforts of DJJ’s risk management and safety team members throughout the state.

**Principles of Effective Behavior Management**—From early October through November 2010, the Office of Residential Services rolled out its *Effective Behavior Management Curriculum*, which represents the culmination of a two-year effort that included representatives from other branches, a variety of other state agencies and well-known state and national experts in the behavior management field. Establishing the Department’s expectations in this area, DJJ trained program leaders in the principles of effective behavior management and challenged them to go back and perform an honest assessment of their own programs. Technical assistance is provided upon request to help programs fine tune or completely redesign their behavior management systems.

**NASA Education Specialists Teach the Youth at Brevard Group Treatment Home** - Education specialists from NASA's Kennedy Space Center shared their knowledge of the nation's space program with 30 boys, ages 12 to 15, at the Brevard Group Treatment Home (BGTH). These students typically would not have a chance to learn about the United States’ space program first-hand. BGTH hosted the scientists who taught for two days as part of NASA’s program kick-off to support President Barack Obama's "Educate to Innovate" initiative in order to boost interest in science, technology, engineering and mathematics (STEM) education for underrepresented students across the nation. Kennedy's education specialists Lania Rosengren, Frank McDonald, Jessica Paglialonga and Chris Blair served up a program that kept the boys engaged, entertained and curious about practical applications of theories and subjects learned about in the classroom.
Falkenburg Academy Works with Faith-based Partners and Local Stakeholders to Ensure "Youth Success Day" is Tangible and Long Term

On Saturday, April 2, the Falkenburg Academy, located in Tampa, and its partners dedicated the facility's new Pavilion in recognition of Youth Success Day. Attending the celebration were Major Davis of the Hillsborough County Sheriff's Department, numerous DJJ personnel and various community stakeholders. Give 'Em Heaven Ministries, Zimmer Construction, the Local Iron Workers, and staff and residents of the Falkenburg Academy worked together to build a new state-of-the-art outdoor Pavilion on the facility's grounds. More than $100,000 in materials, labor and equipment were donated to excavate and erect the structure. The Pavilion will provide a covered recreation area for the youth residing at Falkenburg Academy and will facilitate faith-based services under one roof.

Falkenburg Academy’s Superintendent Vernon Pryer, Jr., and Special Projects Supervisor Gloria Kellon spearheaded the effort to include the local stakeholders who play an integral and vital role in the lives of the youth we collectively serve. According to Pastor Joe's online Web album, it took all of the partners about a month from start to finish to take an empty, shadeless basketball court and turn it into a Roofed Chapel Pavilion. The roof, with its 10 foundations, can withstand a Category 3 hurricane (125 mph winds) and accommodate more than 300 seated people. Community partners will host worship services under the Pavilion every Sunday from 2 to 4 p.m., with the residents and staff of Falkenburg Academy invited to attend.

AMI Kids Crossroads Wilderness Receives Perkins Grant - AMI Kids Crossroads Wilderness in Punta Gorda were awarded a Perkins Grant to teach an eco-energy course—one of the first in the state to do so. Students learn how to set up and install renewable energy sources, such as solar panels and wind turbines—allowing them to propel into the workforce or transfer the credit to a technical college.

Juvenile Justice System Improvement Project:
The Florida Department of Juvenile Justice (DJJ) was selected as one of four states to participate in 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 Georgetown team will work with prominent criminologists to provide technical assistance to the Department throughout the 18-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 youth committing future offenses as well as reducing the number of youth in secure commitment.
Electronic Enhancements for Case Management:
The creation of an electronic case notebook module allows juvenile probation officers (JPO) to create, view, and print case notes relative to interventions and case management activities. JPO supervisors now have the ability to conduct electronic supervisory reviews for those youth assigned to their staff. In addition, this module has eliminated the costs and security risks associated with staff maintaining and carrying physical, paper notebooks in the community.

The implementation of a paperless office system for Interstate Compact on Juveniles allows (ICJ) staff to create, view, and submit a youth’s case to ICJ Liaisons and states throughout the nation more quickly. This system enables staff to receive and process home studies and progress reports, travel permits and record checks in a timely manner. ICJ staff members now have the ability to electronically store youth’s entire file in a database managed system, which eliminates the need for physical storage space for files, and makes it possible for telecommuting staff to have the same access to information as those working in the office. This paperless environment greatly improves effectiveness and efficiency. In addition, the Florida ICJ Office conducted WebEx training on the ICJ paperless system to the National Interstate Commission for Juvenile Technology Committee with a view towards developing a similar nationwide model.

Statewide Community Resource Database:
In response to new legislation directed at enhancing diversion services for first time qualifying misdemeanants and preventing placement of misdemeanants in residential commitment placements, each Circuit Probation office conducted a survey of available community services for youth in each area. The identified services were compiled into a statewide community resource guide now available on the Department’s Webpage. As additional services are identified, they will be added to the resource guide.
Prevention and Victim Services

$59.8 Million / 25,219 Youth Served

The Office of Prevention and Victim Services has programs that are part of a vast network consisting of local juvenile justice circuit boards and county councils, the Florida State Advisory Group (SAG), state agencies, and community and volunteer partners.

Prevention services target at-risk youth who exhibit problem behaviors (such as ungovernability, truancy, running away from home, and other pre-delinquent behaviors) before they result in more serious crimes. The Department addresses problems by contracting for prevention services through competitive grant awards. On an average day, there are 5,574 youth participating in prevention programs throughout Florida.

Prevention services are funded from a variety of sources. Three primary programs are the Children in Need of Services/Families in Need of Services (CINS/FINS), PACE Center for Girls, and Outward Bound Discovery. Other prevention services include programs funded through State Community Partnership, State Invest in Children, and U.S. Department of Justice - Office of Juvenile Justice and Delinquency Prevention funding sources.

Governor Rick Scott and Secretary Walters at Youth Success Day Press Conference.

It is the mission of the Office of Prevention and Victim Services to reduce juvenile delinquency in partnership with community organizations and to coordinate and provide oversight to effective prevention and diversion programs and services. Our focus will be enhanced collaboration and partnerships with local and state agencies and community and faith-based organizations to ensure that no child goes unserved.
Delinquency Referrals in Florida per 1,000 Population Age 10-17 (1991-92 through 2010-11)
Detention Services

$130.5 million/ 37,426 admissions

Detention is the custody status for youth who are held pursuant to a court order, or, following arrest for a violation of the law. In Florida, a youth may be detained only when specific statutory criteria, outlined in section 985.215, Florida Statutes, are met. Criteria for detention include current offenses, prior history, legal status, and any aggravating or mitigating factors.

Youth under age 18 taken into custody by law enforcement are screened by the Florida Department of Juvenile Justice to determine if they should be detained in a secure detention facility. Detention screening is performed by juvenile probation staff using a standardized Detention Risk Assessment Instrument. (DRAI)

In FY 2010-11, DJJ operated 25 secure detention centers in 24 counties with a total of 2007 beds. Pre-disposition detention costs are shared by state and county government. Post-disposition costs are primarily funded by state general revenue dollars. All detention centers receive additional federal funding in the form of the National School Lunch and Breakfast funds.

Youth placed in Secure Detention have been assessed as risks to public safety, per the DRAI and must remain in a physically secure detention center while awaiting court proceedings. Youth arrested for minor crimes that are not considered a risk to public safety may be released into the custody of their parents or guardian. During FY 2010-11 there were a total of 25,008 individual youth served in secure detention.

Youth appear before the court within 24 hours of admission, at which time the juvenile judge determines whether there is a need for continued detention. Generally there is a 21-day limit to secure detention, but those charged with serious offenses can be held up to 30 days.

Educational assessments and full-time educational services are provided to school age youth while in detention. These services are funded by the Department of Education through local school districts. Medical, substance abuse, and mental health services to include screenings, crisis intervention and stabilization are also provided. All youth participate in daily structured recreational activities. Participation in religious services is optional.
Secure Detention Utilization
(FY 1991-92 to FY 2010-11)

Source: Florida Department of Juvenile Justice Office of Research & Planning
Residential Services

$241.9 million / 8,169 youth served

Residential care is the most intrusive intervention available to redirect the life of a young person. Over 8,000 youth are served each year in a residential program. Frequently these youth have been unsuccessful on probation, and in lesser controlled environments. Juveniles who are adjudicated (found guilty) by the court can be committed to residential programs classified as low, moderate, high or maximum risk. These classifications determine the length of stay and security for the program.

The restrictiveness levels of commitment are as follows:

- **Low-risk residential.** May allow youth *unsupervised* access to the community.
- **Moderate-risk residential.** May allow youth *supervised* access to the community.
- **High-risk residential.** Does not allow youth access to the community, except as approved for limited reasons.
- **Maximum-risk residential.** Does not allow youth to have access to the community.

The Department either contracts for or directly operates more than 116 residential programs with a total of approximately 4,100 beds. Mental health, substance abuse, and sex offender treatment services are provided to committed youth who have been identified as in need of these specialized services.

Residential programs provide differing levels of programming and security to address the supervision, custody, care, and treatment needs of committed children. In addition, all Residential Programs offer educational and vocational services and complete an individually designed treatment plan, based on their rehabilitative needs.

The mission of Residential Services is to provide a safe treatment environment for youth who have been committed to the Department. Each program delivers delinquency intervention services designed to increase youths’ likelihood of becoming productive members of their communities upon release. Residential programs target youths’ academic, medical, and individualized treatment needs, and encourage family involvement in this process.

The Department either contracts for or directly operates more than 116 residential programs with a total of approximately 4,100 beds. Mental health, substance abuse, and sex offender treatment services are provided to committed youth who have been identified as in need of these specialized services.

Residential programs provide differing levels of programming and security to address the supervision, custody, care, and treatment needs of committed children. In addition, all Residential Programs offer educational and vocational services and complete an individually designed treatment plan, based on their rehabilitative needs.

The Okeechobee Girls Academy Home Builders Institute students showed off their carpentry skills by designing and building a dog house which was donated to Okeechobee Humane Society/Pet Rescue, a no kill shelter.

Education specialists from NASA’s Kennedy Space Center shared their knowledge of the nation’s space program with 30 boys, ages 12 to 15, at the Brevard Group Treatment Home
Individual Youth Assigned to Residential Commitment (1998-99 through 2010-11)
Probation and Community Intervention

$145.8 million / 29,532 youth served through direct probation

The purpose of Probation and Community Intervention (PCI) is to increase public safety by reducing juvenile delinquency through effective intervention and case management services to youth on diversion, probation, and post commitment supervision. Probation and Community Intervention promotes offender accountability using restorative sanctions and treatment services that strengthen families and help support youth in becoming responsible citizens.

Intervention services are intended to intervene at an early stage of delinquency, decrease subsequent offenses during and after participation in program, and provide for an array of services to juvenile offenders. The probation officer prepares reports for the court, makes referrals for diversion and follow-up services, supervises youth, and works with families to develop effective intervention plans designed to help youth make better choices, and develop into positive successful young adults. Probation is also responsible for aftercare services when youth are released from residential commitment programs. The juvenile probation officer manages, coordinates and monitors services based on an assessment of youth needs and risk to public safety.

Internal initiatives developed for FY-10-11 focused on enhancing coordination and case planning to improve outcomes for youth:

Collaborate with Prevention and Victim Services to improve community involvement and further clarify the roles and purposes of these partnerships as local voices for youth and the community, through Juvenile Justice Circuit Boards, the Faith Network, Mentors, and Community Re-entry Teams. Two statewide surveys were conducted with Juvenile Justice Boards and Councils membership and Faith Partners to review current practices, best practices and to encourage participation from community leaders. Chief Probation Offices were encouraged to develop outreach efforts in their communities to increase volunteer participation as well as community support. Several regional trainings were conducted through the efforts of Prevention and Victim Services and included the various partners within each region, as well as involvement from a variety of Departmental staff.

Implement of the Crossover Youth Practice Model (CYPM) for dually served youth known to both the child welfare and juvenile justice systems. Two of Florida’s judicial circuits were two of 13 sites selected across the nation by the Center for Juvenile Justice Reform at the Georgetown University’s Public Policy Institute to implement the model. The Department partnered with the Department of Children and Family Services (DCF) and community stakeholders to address the needs of dually served youth. The model provides for specialized case management, collaborative recommendations to the judiciary, attendance at hearings, enhanced educational services, and cross system training for stakeholders and families.

In-depth data collection captures specific
characteristics of dually-involved youth and provides the foundation for assessing the impact of the CYPM related to the needs and specialized case management for this population.

Probation spearheads a statewide transition and community re-entry workgroup to improve transition and re-entry services for youth returning to the community. The workgroup includes representatives from the various DJJ program areas and private providers in the DJJ system. The group has accomplished a number of tasks geared towards improving the system of care for youth returning to the community following residential placement. In the past twelve months the workgroup has developed Transition Checklists geared towards providing a more comprehensive plan for the youth’s successful return to the community. In addition, the workgroup conducted several surveys to identify strengths and gaps in the current system for transition and re-entry services. As a result of these efforts, a number of circuits have implemented Community Re-entry Teams to identify additional needs, services and support systems for the returning youth. In the next fiscal year the Workgroup will provide specific training on the various stages of transition, including what a model transition plan should include, and will provide technical assistance to circuits to expand the creation and use of Re-entry Teams.

FY-11-12 initiatives focus on specific issues related to misdemeanor youth:

- Increase the proportion of first time misdemeanor youth served through civil citation and other similar programs.
- Reduce misdemeanor youth placed in residential commitment programs by increasing the proportion of misdemeanants served in the community.
During fiscal year 2010-2011 there were a total of 66,907 youth referred to the Department of Juvenile Justice.

“Other Youth” refers to youth that completed a formal intake but who received a non-judicial disposition, were committed, or whose cases were non-filed in FY 2010-11.

Conditional Release (CR) and Post Commitment Probation (PCP) are represented in the Aftercare category.
Educational Services

The Florida Legislature determined that education is the single most important factor in the rehabilitation of adjudicated delinquent youth. The Legislature’s stated goal is “that youth in the juvenile justice system are afforded the opportunity to obtain a high quality education”. The mission of the DJJ Office of Education is to support the Department’s and Legislature’s goals by providing professional training to all stakeholders; supporting realistic and relevant academic and pre-employment curricula for DJJ student clients; and maximizing the resources that support DJJ educational initiatives. The Office of Education accomplishes this mission by focusing on achieving three educational objectives to support more than 36,000 students enrolled in DJJ educational programs:

- Providing technical assistance and training to increase work readiness of youth in juvenile justice education programs;
- Increasing opportunities for industry recognized certification of youth in residential programs; and
- Increasing resources available to juvenile-justice involved students through multi-agency collaborative partnerships.

The Office of Education works to support these objectives with myriad stakeholders, including the Department of Education, 42 district school boards, the Florida Juvenile Justice Foundation, educational contract providers, and juvenile justice providers, both state-operated and contracted, with the shared goals of continuity of educational programming, academic and vocational success for students of shared responsibility.

Successful collaboration with numerous partners has generated significant positive results, as indicated by the 41% increase in the number job certification programs, continued meaningful growth in math and reading scores, and ongoing access to federal, state, and private foundation grants.

Efforts of DJJ’s Office of Education are consistent with legislative mandates, stakeholder input, and Quality Assurance standards. Federal, state, school district, and provider mandates and policies must be integrated at the direct-service level. Responsible school districts and educational providers must call for effective collaboration, flexibility, and creativity as juvenile justice programs face fiscal challenges owing to their size, student diversity, and mobility.
Health Services

Overarching Goals: The long term vision and planning for the Office of Health Services is to extensively improve the quality of medical, dental, mental health, substance abuse and developmental disability services provided to the youth in our care through increased resources, improved staffing, increased contract monitoring and compliance, early troubleshooting for problem areas/programs and improved collaborations with other state agencies, such as, the Department of Children and Families, the Department of Health, the Agency for Health Care Administration, and the Agency for Persons with Disabilities.

The Office of Health Services was established February 21, 2005. Lisa M. Johnson, MD was hired as the Chief Medical Director in October 2009. As Florida is the fourth most populous state with over 150,000 delinquency referrals annually, it was critical that the Department has a Chief Medical Director and an organizational unit dedicated to the health, mental health, substance abuse and developmental disability needs of delinquent youth. These services must comply with national health care standards for youth in juvenile justice facilities.

To adequately fulfill its responsibilities to the Department and the youth in DJJ’s care, the Office of Health Services provides clinical technical assistance administrative rule and policy development for the provision of health services in DJJ facilities and programs. This technical assistance is critical to assure that services provided are in compliance with state and federal regulations and professional practice standards, and promote delivery of high quality healthcare in DJJ facilities and programs. The Office of Health Services assists in development of standardized contract provisions and monitoring tools regarding delivery of health services, and assists in development of Quality Assurance standards for physical health, mental health and substance abuse services in DJJ facilities and programs. The Office of Health Services also provides staff training and support, legislative support, parental assistance, research and resource assistance, employee health resources, and interagency collaborations regarding delivery of health services.

The Office of Health Services is responsible for assisting the Department with the oversight of medical, mental health, substance abuse, and developmental disability services to all youth adjudicated delinquent and placed under the supervision of the Department. The primary goals of the Office of Health Services are to:

1. Ensure medical, mental health, substance abuse and developmental disability services provided in DJJ facilities and programs are rendered in accordance with state and federal health care regulations and rules, and professional standards of care.

The mission of the Office of Health Services is to ensure that the Department and our stakeholders provide professional, high quality, comprehensive and timely health, mental health, substance abuse and developmental disability services to our children.
2. Promote delivery of high quality health care services for delinquent youth under DJJ custody or supervision; and
3. Assist healthcare staff in developing and consistently implementing necessary and appropriate medical, mental health, substance abuse and developmental disability services in DJJ facilities and programs.

The Office of Health Services does not have specific program areas, but instead collaborates with nearly every other branch in the Department. The Office strives to ensure quality and timely care to our youth within the Department’s: Youth Shelters administrated by Prevention and Victim Services; Facility Based Day Treatment Centers administrated by Probation and Community Interventions; 25 State Operated Detention Centers; and 100+ Residential Programs/Facilities. The vast majority of health care services provided in DJJ facilities and programs are procured through contracted providers. To adequately fulfill its responsibilities to the Department and the youth in its care and custody, the Office of Health Services must provide technical assistance, contract standardization and enhancement, youth placement reviews, assist with contract compliance and monitoring, assist with medical investigations, policy, rule and decision making, training of medical, mental health and direct care staff, and the support of interagency collaborations.

Many of the youth who enter the Department have pre-existent chronic medical conditions such as diabetes, hyper-tension, hemophilia, sickle cell disease, renal failure, etc., and serious dental disease, as well. Some have not accessed medical care prior to entering the Department’s facilities and new diseases are discovered while they are in custody. Other youth have new injuries, illnesses, and emergencies that arise. Nonetheless, the Department is responsible for ensuring that these youth receive the same degree of care that they would, had they been out in the community.

In terms of mental illness and substance abuse, over 65% of the youth in the Department’s care have a mental illness or substance abuse issue. These issues must be addressed through assessments, evaluations, crisis intervention and treatment services. There is also a subset of DJJ youth who are developmentally disabled. A snapshot analysis conducted in 2005 of DJJ youth in detention centers and residential commitment programs indicated that 213 youths had a documented IQ less than 70. The Department is responsible for ensuring that youth with a developmental disability receive appropriate care and treatment services. Each branch has a means in place to begin to approach these areas, but the Office has been actively engaged in the process of improvement, oversight, and further development.

**Trauma Informed Care**

Trauma Informed Practice is a way of providing the foundation for a basic understanding of the psychological, neurological, biological, and social impact that trauma and violence has on many of the youth in our care. Its purpose is to incorporate proven practices into current operations to deliver services that acknowledge the role that violence and victimization play in the lives of most of the youth entering our system. The state has received technical assistance from the National Association of State Mental Health Program Directors. The Office of Health Services is an active participant in the Interagency Trauma Informed Care Workgroup.
Effective Programming and Services for Girls

Girls entering DJJ facilities and programs often have serious unmet healthcare needs, especially girls who are runaways, living in poverty or have limited access to healthcare. There are high rates of physical, sexual and emotional abuse among girls involved in the juvenile justice system, which makes their programming, and service needs very different from boys. Incarcerated girls and young women have high rates of infectious and communicable disease, sexually transmitted diseases, genitourinary disorders and injuries. Extensive implementation of Trauma Informed Care practices that involves all staff working with girls is essential. Focused efforts on the redirection of seclusion and restraints must be prioritized.
Executive Direction and Support

Executive Direction and Support serves as the administrative support arm of the agency and is composed of the following offices:

Chief of Staff

The Chief of Staff acts as direct support to the Secretary of the Department and is the primary liaison to the Governor’s Office staff on all agency issues. The Chief of Staff has oversight responsibility for the Office of Administrative Services, Office of Program Accountability, External Affairs, Office of Staff Development and Training, Communications, Legislative Affairs and lends general assistance to the Florida Juvenile Justice Foundation, Inc.

Deputy Secretary

The Deputy Secretary is responsible for all direct-care services, which include Probation and Community Intervention, Residential Services, Prevention and Victim Services, Detention Services, and the Office of Education.

Office of General Counsel

The mission of the General Counsel’s Office is to advise the agency on legal issues regarding services the Department delivers to individual youth and families and to ensure fair and open competition in the Department’s contract procurement process, including delivering quality contract documents in a timely manner. The Office provides in-house legal services, including advising in delinquency proceedings and cases involving youth not in the formal delinquency system but who need services such as Children in Need of Services/Families in Need of Services (CINS/FINS). The attorneys also represent the Department in delinquency cases that affect the type of services and program, most appropriate for the youth during their stay in a program. This Office works with outside counsel on the more complex litigation or as provided by interagency cases. The Bureau of Contracts is responsible for the procurement, drafting and administration of DJJ contracts for services, which totaled approximately $280 million this year.

Office of the Inspector General

The mission of the Office of the Inspector General is to ensure the Department, its employees, and partners maintain the highest level of integrity, accountability, and efficiency as we work together to increase public safety by reducing juvenile delinquency in Florida. The Office coordinates and conducts audits and investigations designed to detect, deter, and prevent and eradicate fraud,
waste, mismanagement, misconduct, and other abuses within the Department involving state and contract provider employees, programs, facilities, and offices. The Background Screening Unit assists in ensuring only those persons who meet statutory and Departmental standards for good moral character are selected to provide for the custody, care, safety, and protection of those juveniles entrusted to our supervision. The Central Communications Center (CCC) receives and handles incidents and complaints through the toll-free hotline.

Administrative Services

The mission of Administrative Services is to provide professional, qualitative and effective administrative services while ensuring agency accountability and compliance with Florida laws, while supporting the Department in achieving its mission, goals, and objectives. The Office provides fiscal management, human resource management, contractual and procurement functions, and facility management. Administrative Services ensures fiscal accountability and integrity while providing high quality services to Department management, employees, vendors and other stakeholders.

Staff Development and Training

Staff Development and Training provides professional training and support for all Department of Juvenile Justice staff (and private provider staff as requested). The Office is responsible for directing, planning, developing, implementing, and evaluating juvenile justice training programs statewide, including the Certification Academy for Juvenile Justice Residential, Detention, and Probation Officers. Advanced and specialized training offered includes leadership, advanced leadership (Certified Public Manager), Field Training Officer (on-the-job skills), Safe Driving, and train-the-trainer courses in Protective Action Techniques, Instructor Techniques, and Suicide Prevention. Training is also provided online through the CORE Learning Management System that tracks the records and histories for all Department and private provider staff.

Program Accountability

The mission of the Office of Program Accountability is to provide research, quality assurance, technical assistance, and administrative reviews to ensure that high quality, effective, and efficient prevention, intervention, and treatment services are delivered to youth in support of the Department’s mission. The Office also oversees Risk Management activities, policy and procedure development, detention cost share activities, and various agency reports. The Research and Planning unit gathers and analyzes juvenile justice data for policy and decision-making.
makers. As mandated by Florida Statutes, the Bureau of Quality Assurance evaluates each state and privately operated program of the Department against established quality standards. The Programming and Technical Assistance unit promotes the implementation of evidence-based delinquency interventions, best practices, and effective behavior management strategies by providing technical assistance to all program areas of the Department. The Administrative Review Unit conducts reviews of programs as a result of calls received by the Department’s Central Communications Center.

**Legislative Affairs**

The mission of the Legislative Affairs is to build strong relationships with the Florida Legislature, advance the Governor’s juvenile justice legislative priorities, and provide expert advice and strategy to the Secretary on policy, program, and fiscal implications of juvenile justice-related legislation.

**Communications**

Provides accurate, transparent, and timely information about the Department to all inquiring members of the media and the public, and is responsible for educating the public about the mission, goals, and operations of the Department. In addition, the office disseminates information regarding the Department’s programs and initiatives, produces and issues press releases, schedules press conferences, and announces appointments as well as any and all Secretary initiatives.
Goals and Key Outcomes

THE RESULTS

The Annual Report combines the agency Mission and Vision into tangible and measurable action for improving the juvenile justice system throughout Florida. The Department defines outcomes that best measure success. Baseline figures from FY2007-08 are provided as a starting point from which to compare increases or decreases each successive year.

The Department has conducted a comparison of actual to projected results for FY2010-11. If the actual result was less than anticipated, the Department will assess what caused the difference and ascertain what can be done to improve the results in upcoming years. Where results were in excess of what was anticipated, the Department will work to continue such improvements. Each year, as the Department completes a review of performance to determine whether the projected result was achieved, it also will make adjustments as necessary to the next year’s projections.

Some of the Department’s goals cannot be achieved by the Department alone. Success requires collaboration with our many partners as well as their independent efforts. We have developed our outcome measures based on what will best measure success in achieving our goals, understanding that in some cases the results may or may not be completely controlled or delivered by the Department.

In addition to this Annual Report, each December the Department produces a Comprehensive Accountability Report (CAR) that contains agency performance data. At the production time of this Annual Report, the Department continues to refine its FY2010-11 data to be reported in the CAR. The projected numbers on the following pages may vary slightly for some of the key outcomes when reported in the CAR. Department research staff continues to work with the numbers, performing analysis and ensuring data integrity, for the final statistics to be reported in December. The variations will be minimal, if they exist at all.

Note: Not all goals will have measureable outcomes listed in this section.
Goal 1: Strengthen Prevention and Intervention Services

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

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>93%</td>
<td>93%</td>
<td>92%</td>
<td>96%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Success rates are based on a period of time after services are provided. The success rates for 2010-11 are based on youth completing services from the Department during 09-10. The actual percentage of youth who remained crime-free six months after completing prevention services from the Department during 2009-10 is not available at the time of this reporting. Research staff continue to analyze the data. Final numbers will be reported in the Department’s Comprehensive Accountability Report to be published in December 2011. The Department will continue its efforts in Prevention and Intervention Services in an effort to increase this percentage in upcoming years.

Goal 2: Provide Alternative Detention Settings

*Key Outcome:* Number of youth admitted to secure detention.

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>51,071</td>
<td>46,956</td>
<td>42,069</td>
<td>48,068</td>
<td>37,500</td>
</tr>
</tbody>
</table>

During FY2010-11 there were 37,426 youth admitted to secure detention. The number for 2010-11 is significantly lower than the projected outcome and can in part be attributed to use of the automated detention risk-assessment instrument. As the Department continues to work with community stakeholders to create alternative programs for youth who would otherwise be placed in detention, the number of admissions is projected to continue to decline.

The Department along with the Annie E. Casey Foundation is actively coordinating and providing partial funding to implement the Juvenile Detention Alternatives Initiative (JDAI) in four pilot sites in Florida – Broward, Duval, Hillsborough, and Palm Beach counties. In each site, a group of decision makers and other stakeholders has been established to serve as the JDAI collaborative. These collaboratives include high-level representatives from law enforcement, probation, juvenile court, the state attorney’s office, the public defender’s office, and other key stakeholders. The JDAI collaboratives also include elected officials, providers, and child advocates. Each collaborative studies detention and its effect in the community, identifies local values and goals, defines components of reform, develop an action plan for reform, and implements the plan. The collaboratives are expected to meet regularly to discuss local detention policies, practices, and programs – as informed by relevant and timely data.

The Department was awarded grant funds from the State Advisory Group (SAG) for services to reduce the use of secure detention. Each of the four collaboratives has taken first steps in implementing reform initiatives. The Broward collaborative has initiated telephonic reminders to youth and families of the youth’s court date. If necessary,
transportation to the court hearing will be provided. The Palm Beach collaborative has developed community based supervision and services to youth who score for secure detention. Palm Beach has also begun to provide court date reminders to youth and their families. Hillsborough has utilized funds for an auto-dialer that contacts youth and reminds them of their court appearance and is exploring community-based services specifically targeted for youth who would otherwise have been detained. In Duval, the collaborative is also target reducing the number of youth placed in secure detention due to failing to appear in court by telephonic reminders. Additional funds are being used to monitor youth on home detention that have been diverted from secure detention.

**Key Outcome:** Number of youth served by detention alternatives programs.

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>673</td>
<td>527</td>
<td>408</td>
<td>800</td>
<td>850</td>
</tr>
</tbody>
</table>

During FY2010-11 1,229 youth were served by detention alternative programs. The funding allocated to the Alternatives to Secure Detention Program allowed only a limited number of staff to supervise youth. In April 2009 the funding for the program expired. In FY2009-10, funding was re-allocated, but the implementation process required new staff to be trained at new program sites. The program began serving youth half way through the fiscal year in January of 2010. The program itself was very successful, as indicated by the letters of praise from judges and their desire to expand the program. Detention alternatives are currently not funded by the Legislature, requiring the Department to seek alternative funding sources. The Department will continue to develop community partnerships that provide more alternatives for youth who would otherwise be admitted to secure detention.

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

**Key Outcome:** Number of school-related referrals.

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>21,289</td>
<td>20,912</td>
<td>18,419</td>
<td>17,498</td>
<td>16,623</td>
</tr>
</tbody>
</table>

The number of youth referred as a result of school-related incidents during 2010-11 was 16,367.

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

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

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>70</td>
<td>69</td>
<td>73</td>
<td>76</td>
<td>78</td>
</tr>
</tbody>
</table>
The 2010-11 average quality assurance mental health score for residential programs was 76%. The Department continues to work with providers to ensure quality services are being provided to the youth being served.

**Goal 5: Ensure Gender-Specific Services Are Provided**

*Key Outcome:* Percentage of detention centers that provide girl-specific programming.

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>77%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Gender-specific services were provided at 100 percent of the 25 detention centers throughout the State during 2010-11. Gender-specific training continues to be delivered at the Juvenile Justice Detention Officer Academy for all new officers.

**Goal 6: End Racial Disparities**

*Key Outcome:* Racial disparity ratio of referrals received by the Department.

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.64</td>
<td>2.52</td>
<td>2.85</td>
<td>2.50</td>
<td>2.40</td>
</tr>
</tbody>
</table>

The Relative Rate Index (RRI) is the OJJDP-recommended measure for DMC and it provides a single index number that indicates the extent to which the volume of contact differs for minority youth and white youth. The FY 2010-11 racial disparity percentage is not available at the time of this reporting. Research staff continue to analyze the data. Final numbers will be reported in the Department’s Disproportionate Minority Contact Report published at the end of December each year.

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

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

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>18%</td>
<td>16%</td>
<td>15%</td>
<td>15%</td>
<td>13%</td>
</tr>
</tbody>
</table>

In FY2010-11 only 13% of all Residential commitment beds were located in programs or sites with a capacity of 100 or more, thus exceeding the projection. The Department has made significant strides in reallocating funds within the agency to support smaller programs with fewer beds, thus also ensuring specialized treatment for youth in our custody. The Department exceeded its projection for this year and will work to continue in that direction.

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

*Key Outcome:* Vocational Level 2, Career Exploration, in Juvenile Justice education programs.
The Department exceeded projections in the first category due to local school district support, partnerships with the Department of Education, Workforce Florida, Inc., and the Eckerd Family Foundation. Projections fell short in the second category due to educational and juvenile justice budget reductions and lack of local partnership development. §985.622 requires DJJ to participate in Florida’s Multiagency Vocational Plan for Juvenile Justice Programs. Under this statute vocational programs offered in DJJ facilities are divided into three (3) specific categories contingent upon their pre-employability training capacity. The Department of Education contributed to the development of Type 3 programs with annual awards of Carl D. Perkins grants submitted by responsible school districts.

104 schools responded to the 2011 DJJ Annual Survey. Highlights include:

- 3,502 students received vocational training, with 855 earning vocational certificates;
- 265 students earned Home Builders Inc. certificates;
- 83 vocational teachers were employed in DJJ facilities.

While the Ready to Work certificate program is not considered an industry-recognized credential by Workforce Florida, Inc., it is designed to provide students skills needed to succeed. Pre- and post- instruction assessments are used to identify specific skills that indicate a competence level to enter the workforce at an entry level position or above. It also provides targeted instruction in the specific employability skill(s) for which mastery has not been demonstrated. 1,750 students took the three exams required to earn a Ready to Work credential, with 436 credentials earned: 174 Bronze, 225 Silver and 47 Gold.

The DOE compiles outcome data from various programs, including DJJ, and details the information annually in reports published by their Florida Education & Training Placement Information Program staff. The reports detail the number who continued their education, were incarcerated, received public assistance or were employed (military and civilian). For
example, the October 2010 report reflects that that the average earnings of former DJJ students increased from $23,167 in 2006 to $27,922 in 2009, a 20.5% increase.

As of June 2011:
All 25 regional juvenile detention centers education programs were reported as Level 2 programs teaching personal accountability skills and behaviors appropriate for youth in all age groups and ability levels that lead to work habits that help maintain employment and living standards, also referred to as Soft Skills.

101 programs, constituting 97% of the Department’s Juvenile Justice Education Program, incorporate Level 1 and 2 programming adding orientation to career choices, based upon personal abilities, aptitudes, and interest. These programs offer youth the opportunity to explore and gain knowledge of occupation options and understanding of the level of effort required to achieve success in such occupations.

27, or 40% of 68 residential commitment programs, achieved Level 3 program status. Level 3 programs include Type 1 and 2 content and vocational competencies or prerequisites needed for entry into a specific occupation. These programs offer industry recognized occupational completion points and/or articulation agreements in place of continuity of educational initiatives. Due to varying ages, degrees of readiness, and increasing specializations of juvenile justice programs, it is recommended this goal be adjusted to the percent of youth earning credentials rather than the percent of programs achieving the capacity.

Partnerships with Workforce Florida, Inc. have resulted in a 300% increase in the number of juvenile justice youth served by regional workforce boards. These services include academic remediation, pre-employability skill development, resume completion and workplace readiness. Approximately 8,542 students received services from regional workforce boards or Workforce Florida, Inc grants during 2010-11.

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

*Key Outcome: Agency turnover rate.*

<table>
<thead>
<tr>
<th>Baseline FY2007-08</th>
<th>FY2008-09 Actual</th>
<th>FY2009-10 Actual</th>
<th>FY2010-11 Projection</th>
<th>FY2011-12 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.9%</td>
<td>16%</td>
<td>14%</td>
<td>20%</td>
<td>19%</td>
</tr>
</tbody>
</table>

The 2010-11 average turnover rate for direct-care workers in the Department was 14.64 percent. Direct-care positions (3,126) made up approximately 66 percent of the Department’s workforce for fiscal year 2010-11. While the turnover figure is significantly below the projected percentage (20 percent), caution should be taken when interpreting the Department’s implied success for this outcome. It is believed that the turnover rate is significantly impacted by the current economy, reduction in hiring throughout state government, and employees’ hesitation to seek other employment with the uncertainty as to how positions may be impacted by further budget reductions. While work has been done in
the area of this goal and its objectives, the major influence on the reduction is believed to be outside factors outlined here, thus having an artificial effect on the “success” of this outcome.
Achievements and Highlights

SUCCESSES

During FY2010-11, the Department continued to work on and initiate action on many of the objectives outlined in its strategic plan. Captured below are some of the highlights of the efforts made this year to achieve our goals across the areas and programs. The achievements below represent highlights of the successes in FY2010-11.

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.

Achievements/Highlights:

- 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. (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.

Goal 2: Provide Alternative Detention Settings

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

Achievements/Highlights

• 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.

Using funds provided through a Federal Stimulus grant, a supervised home detention program in all four sites is being continued. 539 youth have completed the program and 90% of them complying with the conditions of release. The remaining funds were used to implement programming designed to assist girls in avoiding secure detention. The program was implemented in three detention center, Orange, Palm Beach and Southwest. The program served 1600 girls.

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.

Achievements/Highlights:

• 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 spearheads a statewide Transition and Re-entry Workgroup that includes 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 are implementing Community Re-entry Teams to identify additional needs, services and support systems for youth returning to the community after residential commitment to reduce recidivism.

Goal 4: Meet 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 restrain-free policy for girls.

Achievements/Highlights:

• 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 development disability clinical providers. Developing a resource handout which can be provided by Probation staff to youth who lack health insurance.

• Reinstitute 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 that the treatment plans for all youth with body mass indices in the obese and overweight range include and address this as a medical priority.

**Goal 5: Ensure Gender-Specific Services Are Provided**

**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.

**Achievements/Highlights:**

• 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.

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 and craft solution-driven strategies to address the issue.

Objective: Aggressively reduce disproportionate minority contact.

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

Achievements/Highlights:

• 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.
• RRI decrease in some counties of 21%, 11%, and 9%.

Goal 7: Moving Away From Large Institutional Models

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

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

Achievements/Highlights:
• 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.

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 student through multi-agency collaborative partnerships.

Achievements/Highlights:
• 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.

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.

**Achievements/Highlights:**

- 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 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.

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

**Objective:** Performance outcomes that 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.

**Achievements/Highlights:**

- Contract workgroup continues to meet to look at performance measures and past performance for awarding of contracts.
• 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.

Goal 11: Continually 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 performance to assess what has been accomplished and what might need to be modified.

Objective: Evaluate on a continual basis how DJJ does what it does to identify innovations and best practices to achieve better results.

Achievements/Highlights:
• 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.
The Florida Juvenile Justice Foundation is a not-for-profit corporation and a direct-support organization for the Florida Department of Juvenile Justice.

The mission of the Florida Juvenile Justice Foundation is to solicit and steward private gifts to promote education and public safety through effective prevention, intervention and treatment services that strengthen families and positively change the lives of troubled youth.

The Florida Juvenile Justice Foundation is a not-for-profit corporation and a direct-support organization for the Florida Department of Juvenile Justice.

The Foundation raises support to promote delinquency prevention, intervention, and educational opportunities for youth who are currently involved or have been served by the delinquency system. It is the belief of the Foundation that by assisting youth through educational and employability opportunities, we are helping those youth to have the tools they need to be productive citizens in their communities.

The Foundation, under the leadership of the Board of Directors, assists the Department in educating the business community about crucial issues concerning juvenile crime and delinquency, facilitating public-private partnerships, fund raising for programs throughout the state, providing scholarships to eligible youth, exploring opportunities to leverage and maximize gifts, and encouraging matching funds for scholarship programs.

During the past year FJJF distributed over $75,000 to 135 youth receiving a Youth Investment Award for assistance with the next step in his or her transition development when that need could not be met through any other available resource and is essential to the youth’s success. The Youth Investment Award is a youth-in-transition initiative to assist youth, ages 16 to 22 years, who are or were served by the Florida Department of Juvenile Justice.

To learn more about the Florida Juvenile Justice Foundation and its programs, visit www.djjfoundation.org.
The Future

NEXT STEPS

Many of the achievements outlined in this report are ongoing. In addition, new tasks and projects will be developed and implemented to continue efforts toward achieving the Department’s goals. A lot has been accomplished but even more needs to be done.

The Department is committed to an even larger view of achieving success. Reforming the juvenile justice system will not happen overnight but it needs to happen soon. By adopting a continual process of strategic planning, the Department of Juvenile Justice ensures delivery of high quality services to our youth, families, and communities. It also demonstrates 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.

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 a potentially lower cost.

Working towards our goals and objectives, 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.
# Key Contacts

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