

Executive Summary

This year marks the first time the Florida Department of Juvenile Justice (DJJ) has produced the *Comprehensive Accountability Report*, a synthesis of the Quality Assurance (QA), Outcome Evaluation, and Program Accountability Measures (PAM) reports, as well as the inaugural production of the Residential Program Report Cards. The *Comprehensive Accountability Report* is presented in two volumes: Volume I, Quality Assurance, Outcome Evaluation and Program Accountability Measures and Volume II, Residential Program Report Cards. This compilation provides legislators, policy makers, and stakeholders with a comprehensive evaluation of the continuum of juvenile justice services throughout Florida. By combining these assessments into one document, the reader can more easily examine the effectiveness of a particular program or service.

Overall, the implementation of evidence-based, best practices has become a Department-wide and statewide priority. In direct response to the 2006 Florida Legislature, the Department:

- **Created an independent Office of Program Accountability (OPA).** The OPA reports directly to the Secretary and is comprised of Research and Data, Quality Assurance and the new Programming and Technical Assistance Unit. The OPA combines objective evaluation with corrective action assistance to ensure program performance, as well as establish minimum thresholds upon which to base program closure or target services for improvement, re-alignment or re-design.
- **Enhanced Quality Assurance Standards.** A new scoring system, revised 2007 Tier I standards, and new 2007 Tier II evidence-based standards were all developed. The creation of evidence-based standards was a major undertaking completed in early fall 2006 and is currently being initiated statewide.
- **Eliminated Quality Assurance ‘Deemed Status’ and instituted the policy of conducting unannounced quality assurance reviews.**
- **Developed the *Comprehensive Accountability Report*.** This report eases review and interpretation of all DJJ program evaluation including quality assurance, outcomes, and Program Accountability Measures (PAM).

- **Created the Residential Program Report Cards.** These new report cards provide juvenile justice policy makers and stakeholders with a succinct and comprehensive evaluation of each residential program currently serving youth in the state of Florida. The report cards are one-page, double-sided documents presenting user-friendly outcomes on programs including the following:
 - Description of the population served and services provided by the program;
 - Annual program evaluation measures: Program Accountability Measures (PAM) Score, PAM Recidivism Effectiveness, PAM Cost Effectiveness, contract compliance rating, substantiated incident rate, Quality Assurance Score, and a cumulative Overall Program Score;
 - Program strengths and recommendations;
 - Annual program expenditures including both state and federal funding; and
 - Five-year program performance trends in relation to statewide averages for each indicator (total releases, completion rate, escapes, PAM Cost Effectiveness, PAM Recidivism Effectiveness, youth seriousness index, recidivism rate, and Quality Assurance Score).

This *Comprehensive Accountability Report* contains information for each branch within the Department including a profile of youth served, Quality Assurance performance, Outcome Evaluation outputs and recidivism outcomes, Program Accountability Measures (PAM) and other branch-relevant statistics. Given the need for one-year recidivism follow-up, fiscal year 2004-05 results are provided for each branch with the exception of the detention and intake numbers, for which no recidivism analyses are conducted and therefore the numbers presented represent FY 2005-06 data. The following discussion provides a summary of the findings from the first *Comprehensive Accountability Report*.

Overview

Profile of Youth

In each chapter of this report, a profile of the youth is provided. These profile data apply to the 2004-05 fiscal year with the exception of the intake and detention chapters, which provide FY 2005-06 data (due to recidivism follow-up requirements as previously noted).

**Profile of Youth by Program Type and Age
FY 2004-05 Completions**

Program Type	0-7	8 - 11	12 - 14	15-17	18+	Unknown	Completions
CINS/FINS	73	880	4,476	4,981	71	1	10,482
PACE	0	11	377	599	5	4	996
Hurricane Island Outward Bound (HIOB)	0	0	95	79	1	0	175
Prevention - Grants & Special Member Projects	512	2,204	4,281	2,527	183	100	9,807
Intensive Delinquency Diversion Services (IDDS)	10	191	653	678	16	0	1,548
Early Delinquency Intervention Programs (EDIP)	0	6	97	46	0	0	149
Multi-Systemic Therapy (MST)	0	3	35	63	0	0	101
Probation & Intensive Probation	2	311	4,088	12,198	1,737	0	18,336
Day Treatment	0	1	155	601	20	0	777
Redirection	0	0	18	32	3	0	53
Low-Risk Residential	0	7	276	654	93	0	1,030
Moderate-Risk Residential	0	17	1,005	3,714	613	0	5,349
High-Risk Residential	0	6	192	1,159	327	0	1,684
Maximum-Risk Residential	0	0	4	72	26	0	102
Conditional Release	0	1	348	2,459	968	0	3,776
PCP & PCP-Residential	0	1	117	837	253	0	1,208
TOTAL	597	3,639	16,217	30,699	4,316	105	55,573
Percentage	1%	7%	29%	55%	8%	0%	100%

Table I-1

**Profile of Youth by Program Type and Race/Gender
FY 2004-05 Completions**

Program Type	MALE			FEMALE			Unknown	Completions
	White	Black	Other	White	Black	Other		
CINS/FINS	2,820	1,805	319	3,144	1,882	355	157	10,482
PACE	0	0	0	580	409	7	0	996
Hurricane Island Outward Bound (HIOB)	96	18	1	46	14	0	0	175
Prevention - Grants & Special Member Projects	2,848	2,446	68	2,047	2,354	44	0	9,807
Intensive Delinquency Diversion Services (IDDS)	683	374	14	328	146	3	0	1,548
Early Delinquency Intervention Programs (EDIP)	59	44	1	25	18	2	0	149
Multi-Systemic Therapy (MST)	42	26	0	17	15	1	0	101
Probation & Intensive Probation	8,624	4,807	119	2,716	2,032	38	0	18,336
Day Treatment	292	283	2	118	81	1	0	777
Redirection	15	21	0	4	13	0	0	53
Low-Risk Residential	362	434	5	102	127	0	0	1,030
Moderate-Risk Residential	2,320	1,987	19	631	387	5	0	5,349
High-Risk Residential	713	773	11	97	90	0	0	1,684
Maximum-Risk Residential	33	55	1	5	8	0	0	102
Conditional Release	1,644	1,462	13	387	269	1	0	3,776
PCP & PCP-Residential	526	399	3	161	119	0	0	1,208
TOTAL	21,077	14,934	576	10,408	7,964	457	157	55,573
Percentage	38%	27%	1%	19%	14%	1%	0%	100%

Table I-2

A total of 150,104 delinquency referrals were processed through intake during FY 2005-06, representing 94,288 individual youth. There were 33,254 admissions to secure detention in FY 2005-06.

**Profile of Intake Delinquency Referrals and Youth Admitted to Detention by Gender
FY 2005-06**

Program Type	Male	Female	Referrals/Admitted
Intake	110,864	39,240	150,104
Percentage	74%	26%	100%
Detention	25,636	7,618	33,254
Percentage	77%	23%	100%

Table I-3

**Profile of Intake Delinquency Referrals and Youth Admitted to Detention by Age
FY 2005-06**

Program Type	0-7	8 - 11	12 - 14	15 - 17	18+	Referrals/Admitted
Intake	143	4,076	40,404	101,683	3,798	150,104
Percentage	0%	3%	27%	68%	3%	100%
Detention	2	432	7,434	22,899	2,487	33,254
Percentage	0%	1%	22%	69%	7%	100%

Table I-4

**Profile of Intake Delinquency Referrals and Youth Admitted to Detention by Race/Gender
FY 2005-06**

	MALE			FEMALE			Referrals/Admitted
	White	Black	Other	White	Black	Other	
Intake	45,193	46,513	19,158	18,111	15,926	5,203	150,104
Percentage	30%	31%	13%	12%	11%	3%	100%
Detention	9,200	11,965	4,471	3,209	3,339	1,070	33,254
Percentage	28%	36%	13%	10%	10%	3%	100%

Table I-5

Program Evaluation

The Department uses three primary sources to evaluate programs and program components: quality assurance, outcome evaluation, and program accountability measures (residential only). The following information summarizes the information from these three sources.

Quality Assurance

The Florida Legislature has mandated in s. 985.632, F.S., that the Department evaluate each program operated by the Department or a provider under contract with the Department and establish minimum thresholds of performance for each program component. During 2006, Quality Assurance Peer Review Teams evaluated the internal processes in 213 programs to determine the level of performance and the quality of the services being provided to youth. This process ensures that all providers and programs are meeting minimum standards of care for youth in their custody. Peer review teams are generally comprised of QA staff, management or supervisory staff of the Department, and staff from provider organizations. A review of a residential program or detention center takes five days. The review includes a thorough examination of documents (e.g., mental health treatment plans, performance plans, and medication administration records), interviews with staff, youth, parents and others, and on-site observations. The team, through a consensus rating session before the exit conference, determines the rating for each requirement. The table below provides a summary of performance ratings by program type for all juvenile justice programs reviewed in 2006. Thirty-two percent of all juvenile justice programs were rated in the Commendable and Exceptional Performance range. Approximately half of the programs were rated Acceptable Performance, while 17% of the programs were rated in the Minimal Performance range and 3% of the programs failed to meet minimum standards. The table below provides a summary of QA performance scores by program type for 2006.

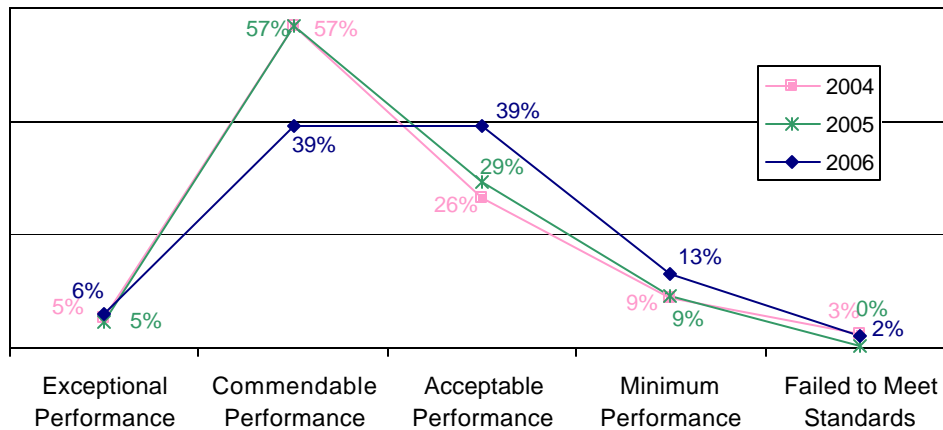
**Quality Assurance Performance by Program Type
2006**

PROGRAM TYPE	FAILED TO MEET STANDARDS (0-59%)	MINIMAL PERFORMANCE (60-69%)	ACCEPTABLE PERFORMANCE (70-79%)	COMMENDABLE PERFORMANCE (80-89%)	EXCEPTIONAL PERFORMANCE (90-100%)	NUMBER REVIEWED STATEWIDE
Prevention Programs						
CINS/FINS Programs	0	1	9	12	2	24
PACE Centers	0	2	1	4	1	8
Probation & Community						
Corrections						
Conditional Release	0	1	10	5	3	19
Day Treatment Programs	1	6	9	2	0	18
IDDS	0	3	8	3	3	17
Probation Contracted	0	2	3	5	1	11
Vocational	0	0	1	0	0	1
Detention						
Detention Centers	1	2	9	6	0	18
Residential						
Low Risk Residential	1	5	4	1	0	11
Moderate Risk Residential	2	9	37	13	1	62
High Risk Residential	1	5	10	5	0	21
Maximum Risk Residential	0	0	2	1	0	3
TOTAL	6	36	103	57	11	213
PERCENTAGES	3%	17%	48%	27%	5%	100%

Table I-6

The graph below demonstrates the distribution of QA ratings over the past three years. The overall commendable performance dropped substantially between 2005 and 2006, from 57% to 39%. One factor contributing to the decline may be that all QA reviews in DJJ programs were unannounced in 2006.

Percent of Programs by QA Performance Categories and Year



Graph I-1

Programs that meet at least minimum levels of performance overall but fail to meet the minimum levels of performance of any particular standard are placed on “Conditional Status.” “Conditional Status” triggers corrective action plans, intensive monitoring, and technical assistance until performance on the standard is improved. Twenty-four percent of the 213 programs reviewed in 2006 were placed on Conditional Status. Of those, 5% were prevention programs, 18% were community correction programs, 57% were residential programs, and 16% were detention facilities. The table below provides a listing of all programs placed on conditional status during 2006.

Programs Placed on Conditional Status in 2006

Name	Provider	Program Type
Adolescent Residential Campus (ARC) Halfway House	Center for Drug Free Living, Inc.	Moderate Risk Male
Bay Point Schools - Kennedy Campus West	Bay Point Schools, Inc.	Moderate Risk Male
Bowling Green Juvenile Residential Facility	Diversified Behavioral Health Solutions, Inc.	Moderate Risk Female
Bowling Green New Beginnings Substance Abuse Program	Diversified Behavioral Health Solutions, Inc.	Substance Abuse Female
Brevard Regional Juvenile Detention Center	State Operated Detention - Central Region	Detention- Secure
Broward Regional Juvenile Detention Center	State Operated Detention - South Region	Detention- Secure
Camp E-Tu-Makee	Eckerd Youth Alternatives, Inc.	Moderate Risk Male
Collier Regional Juvenile Detention Center	State Operated Detention - South Region	Detention- Secure
Conditional Release Circuit 2	Henry & Rilla White Foundation, Inc.	Conditional Release
Crossroads Wilderness Institute	Associated Marine Institute	Moderate Risk Male
Crosswinds Shelter	Crosswinds Youth Services, Inc.	CINS/FINS
Dade Group Treatment Home	Miami River of Life	Low Risk Male
Duval Halfway House	State Operated Residential - North Region	Moderate Risk Male
Eckerd Academy	Eckerd Youth Alternatives, Inc.	Low Risk Male
Eckerd Youth Development Center	Eckerd Youth Alternatives, Inc.	High Risk Male

continued

Programs Placed on Quality Assurance Conditional Status in 2006 (continued)

Name	Provider	Program Type
Escambia Bay Marine Institute	Associated Marine Institute	Day Treatment
Escambia Regional Juvenile Detention Center	State Operated Detention - North Region	Detention- Secure
First Step (III) Girls Juvenile Residential Facility	First Step Adolescent Services, Inc.	Moderate Risk Female
FL Keys Childrens Shelter-Tavernier	FL Keys' Children's Shelter	CINS/FINS
Florida Ocean Science Institute	Associated Marine Institute	Day Treatment
Grove Opportunities To Achieve Lasting Success (GOALS) JRF	The Grove Counseling Center, Inc.	Moderate Risk Male
Helping Ourselves Progress Effectively (Hope)	Universal Health Services	Mental Health Female
Hidle House	Anchorage Children's Home	CINS/FINS
Hillsborough Regional Juvenile Detention Center - West	State Operated Detention - Central Region	Detention- Secure
HSA Screening Circuit 8	Human Services Association	Juvenile Probation - Contracted
Intensive Delinquency Diversion Services (IDDS) Circuit 2	Henry & Rilla White Foundation, Inc.	IDDS
Intensive Delinquency Diversion Services (IDDS) Circuit 3	Henry & Rilla White Foundation, Inc.	IDDS
JESCA Day Treatment North	James E. Scott Community Association	Day Treatment
Kissimmee Juvenile Correctional Facility Sex Offender Program	Three Springs, Inc.	Sex Offender High Risk Male
Mandala Adolescent Treatment Center	Harbor Behavioral Health Care Institute	Moderate Risk Male
Miami-Dade Regional Juvenile Detention Center	State Operated Detention - South Region	Detention- Secure
Monroe Regional Juvenile Detention Center	State Operated Detention - South Region	Detention- Secure
Monticello New Life	North American Family Institute	High Risk Female
Orange Halfway House	State Operated Residential - Central Region	High Risk Female
Orlando Marine Institute	Associated Marine Institute	Day Treatment
PACE - Treasure Coast	PACE Center for Girls, Inc.	PACE
PACE- Lower Keys	PACE Center for Girls, Inc.	PACE
Palm Beach Regional Juvenile Detention Center	State Operated Detention - South Region	Detention- Secure
Pensacola Juvenile Assessment Center (JAC)	University of West Florida	Juvenile Probation - Contracted
Polk Juvenile Correctional Facility	G4S	High Risk Male
Price Halfway House	State Operated Residential - Central Region	Moderate Risk Male
San Antonio Boys Village	San Antonio Boys Village, Inc.	Moderate Risk Male
Sawmill Academy for Girls	Correctional Services Corp.	Moderate Risk Female
Seminole Work and Learn Center	Youthtrack, Inc./Rescare	Low Risk Male
Short Term Education Program (STEP)	Outward Bound Discovery	Low Risk Male/Female
Space Coast Marine Institute	Associated Marine Institute	Moderate Risk Male
St. Johns Juvenile Correctional Facility	Three Springs, Inc.	Sex Offender High Risk Male
Thompson Academy	Youth Services International Southeastern, Inc.	Moderate Risk Male
Tiger Serious Habitual Offender Program (SHOP)	Correction Services of Florida, Inc.	High Risk Male
Volusia Halfway House	First Step Adolescent Services, Inc.	Moderate Risk Male
White Foundation Family Homes	Henry & Rilla White Foundation, Inc.	Low Risk Male/Female

Table I-7

Programs that fail to meet the minimum levels of performance overall will receive an additional review within six months. If the program fails to improve, the Department will takes steps to close the program. In 2006, two programs that failed to meet minimum standards closed: Umatilla Juvenile Residential Facility and Marion Youth Development Center.

Programs That Failed to Meet Minimum Standards in 2006

Program Name	Provider	Program Type
ACTS Intensive Supervision Conditional Release Program	Agency for Community Treatment Services	Conditional Release
Alachua Juvenile Residential Facility	First Step Adolescent Services, Inc.	Moderate Risk Female
Eckerd Leadership Program	Eckerd Youth Alternatives, Inc.	Day Treatment
Leon Regional Juvenile Detention Center	State Operated Detention - North Region	Detention - Secure
Marion Youth Development Center	Youth Services Internation Southeastern, Inc.	Moderate Risk Male
Umatilla Juvenile Residential Facility	Diversified Behavioral Health Solutions, Inc.	High Risk Female
Withlacoochee Juvenile Residential Facility	Three Springs, Inc.	Low Risk Male

Table I-8

Outcome Evaluation

Delinquency programs are designed to provide supervision and services to reduce youths' further involvement with the juvenile justice system. Annual evaluation of these programs is critical to the implementation of effective services. A key outcome of interest to all stakeholders is recidivism following program services or program release. For more than a decade, the Department has maintained accountability in services through its comprehensive statewide assessment of recidivism rates. DJJ has received national recognition for these outcome evaluations and continues its strong record of service assessment.

Each year the Department produces the Outcome Evaluation (OE) Report, an assessment of the juvenile justice continuum of services in the state of Florida. The OE analyses contain information and outcome data for the following juvenile justice services: prevention, intake, detention, probation and community corrections, and residential commitment. Data from nearly 1,000 different programs and case management units are collected and analyzed for the Outcome Evaluation.

The Intake and Detention chapters present data for FY 2005-06, along with five-year trend data. Alternately, the chapters on prevention, probation and residential commitment present data on youth completing programs in FY 2004-05, to allow for a one-year follow-up period for recidivism outcomes through FY 2005-06. Supplemental information and summary tables of youth outcomes and outputs, while referenced here, may be found in the *Comprehensive Accountability Report* appendices available on the web at: <http://www.djj.state.fl.us>.

Prevention and Victim Services

Program outputs and outcomes, including total releases, the percentage of youth adjudicated for offenses committed during services (ODS), number of completions and completion rates, demographic characteristics, six-month juvenile re-offending rates and one-year recidivism rates, are presented in the prevention chapter for each prevention program that released youth in FY 2004-05.

During FY 2004-05, a total of 28,292 youth were released from 214 prevention programs. Seventy-six percent (n=21,459) completed their program. Among youth completing prevention programs, 49% were male, 58% were white, and the average age at admission was 14.0 years. Statewide, almost one-third of all youth completing prevention programs had at least one delinquency charge prior to admission and approximately 1 in 8 had been adjudicated for a delinquent act prior to admission. For youth completing prevention programs in FY 2004-05, the one-year recidivism rate was 12%.

The majority of prevention programs are non-residential and serve youth within the community. Exceptions to this are wilderness expedition programs and runaway shelters which provide residential services. Due to the nature of the service provided, the population served by the residential shelters differs from most of the other types of prevention programs. Although prevention programs are primarily designed for non-delinquents, almost half (47%) of the youth completing a shelter stay had previously been referred to DJJ, and 23% had been adjudicated delinquent. The recidivism rate for the shelters was twenty-three percent.

Youth completing non-residential prevention programs had less prior DJJ involvement than those completing residential prevention programs. Twenty-eight percent of youth released from non-residential programs had a prior charge, while only 8% had a prior adjudication. An 8% recidivism rate was found for youth completing non-residential prevention programs. The only program type that did not follow this pattern was the PACE Center for Girls. While 20% of the girls who completed PACE programs had a prior adjudication, only 12% recidivated within one year.

Intake

The delinquency intake process includes receiving youth charged with a crime, screening (including the Suicide Risk Screening), investigating, assessing, and processing allegations that a youth is delinquent or has violated the law. The intake process continues from the time the youth is charged with a criminal offense through the disposition of the case. Throughout 2006, the Department's circuit offices began adding an evidence-based risk and needs assessment that is statistically validated to predict a youth's likelihood of re-offending.

The Department received 150,104 intake referrals during FY 2005-06. These referrals represented 94,288 individual youth, as many youth were referred multiple times during the year. The 150,104 delinquency referrals received by the Department during FY 2005-06 represents a 0.6% decrease from the previous fiscal year and a 4% reduction since FY 2003-04. The majority of referrals in FY 2005-06 involved male youth (74%) and youth between the ages of 15 and 17 years (68%). Roughly equal numbers of referrals involved white youth (63,304; 42.2%) and black youth (62,439; 41.6%).

Detention

The Department operates 26 juvenile detention centers in 25 counties, with a total of 2,057 beds and 2,099 full time employees. Detention is used to detain and monitor youth pending a court adjudication, disposition, execution of a court order while awaiting residential placement, or as a sanction for

contempt of court, gun law violations, or a respite for domestic violence. Two types of detention are available: Secure Detention and Home Detention.

A total of 33,254 youth were admitted to secure detention in FY 2005-06. Of these youth, most were male (77%) and the majority (69%) were between 15 and 17 years of age when they were admitted. Forty-six percent of the youth admitted to secure detention were black and 37% were white, while 17% were classified as other. A total of 20,733 youth were admitted to Home Detention in FY 2005-06.

Probation and Community Corrections

The Probation and Community Corrections branch addresses programming, planning, policy, and service delivery issues as they relate to the management of cases and the provision of follow-up monitoring services based on sanctions either through the court or state attorney. Each youth recommended for judicial processing is assigned a Juvenile Probation Officer who is responsible for monitoring the youth’s progress while on probation and for initiating referrals for treatment and counseling, as determined by a variety of screening and assessment tools.

The Probation and Community Corrections (PCC) section of the *Comprehensive Accountability Report* presents FY 2004-05 probation outputs and outcomes including total releases, the percentage of youth adjudicated for offenses committed during supervision (ODS), number of completions and completion rates, demographic characteristics, average length of stay, and recidivism rates.

During FY 2004-05, there were a total of 36,692 releases and 25,948 completions from the following ten Probation and Community Correction program areas:

Probation and Community Corrections Releases and Completions FY 2004-05

Program Area	Releases	Completions
Intensive Diversion Delinquency Services (IDDS)	2,214	1,548
Early Delinquency Intervention Programs (EDIP)	266	149
Multi-Systemic Treatment Facilities (MST)	157	101
Probation	23,966	17,543
Special Intensive Probation	1,776	793
Day Treatment	1,202	777
Redirection	83	53
Conditional Release	5,221	3,776
Post-Commitment Probation	1,709	1,144
Post-Commitment Probation – Residential	98	64
Total	36,692	25,948

Table I-9

The rate of offenses during supervision ranged from a high of 44% of the releases from Day Treatment to a low of 11% from Intensive Delinquency Diversion Services (IDDS) and Post-Commitment Probation (PCP) and Residential. Completion rates varied from a high of 73% for General Probation to a low of 45% from Special Intensive Probation.

The majority of youth who completed PCC programs during the year were male (75%), white (60%) and non-Hispanic (86%). The average age at admission was 16.2 years. In comparing program areas, Multi-Systemic Therapy (MST) programs had the highest percentage of females (33%) and Redirection programs had the highest percentage of black youth (64%) among those who completed the programs. The average age at admission increased along the continuum of services from Diversion (14 years), to probation (16 years) to conditional release and PCP (17 years).

Given that the PCC program areas serve a wide variety of youth, ranging from youth with no prior offense history to youth who have been committed, the substantial differences in the average prior seriousness indices observed across the program areas are as expected. Youth completing IDDS had the least serious delinquency histories, while youth who were previously committed and completed conditional release and PCP, had the most serious delinquency histories. Youth completing intensive programs such as Probation Special Intensive, Day Treatment and Redirection had more serious histories than youth completing General Probation and MST.

Recidivism rates for Probation and Community Corrections (PCC) programs varied by program area from 35% or higher for Conditional Release and MST, to less than 18% for IDDS and General Probation. Probation supervision had a lower rate of recidivism (18%) than EDIP (29%) or MST (39%). While the offense histories of youth completing Special Intensive Probation were slightly more serious than Day Treatment or Redirection programs, the recidivism rate for youth completing Special Intensive Probation was 8 percentage points lower than for youth completing Day Treatment or Redirection (24% and 32%, respectively). Youth completing PCP programs had less serious offense histories than youth who completed Conditional Release programs and correspondingly had fewer recidivists (26% and 35%, respectively). In examining the time it takes for re-offending to occur, a consistent pattern has been observed over the last decade. The data demonstrate that if youth are going to recidivate within the first year of completion from a PCC program, more than one third to a half will be rearrested within the first four months. Of the youth that recidivated, three-fourths of the arrests occurred by the end of the seventh month post-completion.

Residential and Correctional Facilities

Youth are placed in residential commitment when it is determined that it is a detriment to public safety for them to remain in the community. Residential programs provide 24-hour physical care and custody of the youth with a comprehensive system of services that are public safety focused, outcome oriented, cost-efficient, and accountable. The Department's commitment programs are grouped into five custody classifications based on the assessed risk to public safety. The restrictiveness levels of placement represent increasing restriction on youth's movement and freedom. The least restrictive, or minimum-risk level, is non-residential and falls under the jurisdiction of Probation and Community Corrections rather than Residential Services.

During FY 2004-05, there were a total of 9,456 releases from residential commitment programs. The rate of offenses during placement was six percent, indicating approximately 1 in 17 youth are convicted for an offense that occurred while in a commitment program.

Section 985.03, Florida Statutes, designates four restrictiveness levels of residential commitment:

- Low-risk residential,
- Moderate-risk residential,
- High-risk residential, and
- Maximum-risk residential.

Characteristics of the youth served in residential commitment varied by program and by restrictiveness level. For example, the average age at admission for youth increases as the restrictiveness level increases: 16.0 years for low-risk programs, 16.3 years for moderate-risk programs, 16.7 years for high-risk programs, and 17.1 years for maximum-risk programs. The extent and seriousness of youth's delinquency histories (as measured by the Average Prior Seriousness Index) also varied by restrictiveness level from 12.3 for youth completing low-risk restrictiveness programs, to 43.6 for youth released from maximum-risk programs. Overall, 40% of youth who completed their residential program recidivated within one year after their return to the community. The recidivism rate varied little by restrictiveness level, from 40% for low and moderate risk programs, to 37% for maximum-risk programs. Since FY 1999-00, overall recidivism rates for residential commitment programs have declined by 2%.

The data reflected that youth who recidivated had more extensive delinquency histories than non-recidivists. Male youth recidivated at higher rates than females, and black youth recidivated at higher rates than white youth. Recidivism rates declined steadily with age may explain, in part, the lower recidivism rates for maximum-risk programs.

In examining the time it takes for re-offending to occur, a consistent pattern has been observed over the last decade among youth served in residential commitment programs. The data demonstrate that if youth are going to recidivate within the first year, more than half will be rearrested within the first four months following program release. Among committed youth who recidivated in FY 2004-05, the majority (54%) were re-arrested by the end of the fourth month and 80% were re-arrested by the end of the seventh month.

Youth completing commitment programs spent an average of four to 17 months in a program, depending on restrictiveness level. The average length of stay increased by approximately four months with each increase in restrictiveness level. There was no difference in the average length of stay between recidivists and non-recidivists.

Residential Program Accountability Measures (PAM)

The Florida Legislature has mandated in statute, s. 985.632 (4)(a)(b), that the Florida Department of Juvenile Justice (DJJ) evaluate the effectiveness of juvenile justice programs that provide care, custody, and treatment for committed youth. To meet this requirement, the Department, in collaboration with the independent Justice Research Center (JRC), developed the annual Program Accountability Measures (PAM) Report. This year, the results of the PAM analyses are included as part of this report. The PAM evaluation is critical given that DJJ processes more than 150,000 intake referrals annually, with approximately 10,000 youth entering one of more than 150 residential programs. To ensure independent and objective evaluation, PAM analyses strictly adhere to the methodology determined annually at the Common Definitions Meeting.¹ By implementing an evaluation tool that assesses the effectiveness of

¹Each year, DJJ hosts the Common Definitions Meeting to delineate the methodology for calculating outcome measures for Department reporting. This methodology is carefully considered and developed by key juvenile justice policymakers and agencies including the Florida Legislature, the Governor's Office, the Office of Program Planning and Government Accountability (OPPAGA), the Office of Economic and Demographic Research, DJJ, the Justice Research Center, contracted providers and other juvenile justice stakeholders. In a continual effort to improve measurement and accountability, participants at the Common Definition Meeting discuss potential additions to analyses and reporting. Under agreement with these major stakeholders, the official evaluation measures for the Program Accountability Measures (PAM) and other outcome evaluation analyses are defined (for additional information, see the Data Sources and Methods chapter).

programs in reducing recidivism while including a cost effectiveness measure, the PAM Report promotes accountability in the delivery of juvenile residential services. The report has been highlighted as a best practice in the use of juvenile justice data by the National Center for Juvenile Justice and selected as a national semi-finalist in the Harvard University Innovations in American Government Awards.

Basic comparisons of program recidivism rates are often used to assess effectiveness. However, beginning in 1996, DJJ sought a more equitable, objective means of quantitatively evaluating programs that would examine differences in program costs as well as account for the fact that facilities serve youth whose risk for re-offending varies widely. The PAM model does this through two core measures: 1) recidivism effectiveness, which is measured as the difference between how well a program is expected to do given the risk for re-offending attributed to each youth completing the program (expected recidivism), and how well the program youth actually performed (observed recidivism); and 2) cost effectiveness, which is measured as the program's average cost per youth completing the program compared to the statewide program average cost per completion. Recidivism effectiveness is further broken down into five categories: Highly Effective, Effective, Average, Below Average, and Least Effective. Cost effectiveness is categorized into: Low, Medium, and High costs. The two measures are combined into a PAM score for each residential facility that can range from 1 to 100. Recidivism (subsequent adjudication/conviction) is tracked for one year following program completion.

This year's PAM Report presents recidivism and cost effectiveness results for the 145 programs that released at least 15 youth during the one-year period between July 1, 2004 and June 30, 2005.² Highlights include:

- Overall, PAM program outcomes improved: 22 programs representing 15.2% of the 145 facilities evaluated had PAM scores of 80 or higher, an increase of 26% over last year.
- Almost twenty-eight percent of facilities were ranked as Highly Effective or Effective last year,

²Note, that this represents a change from previous year's methodology in which two years of release data were used in calculating PAM measures. Outcome evaluation analyses, including the *PAM Report*, require a one-year follow-up period subsequent to release from a program to evaluate recidivism. As such, it is necessary to track youth released in fiscal year 2004-05 through June 30, 2006. DJJ providers and stakeholders requested that only the latest, most recent year be used in PAM analyses, as data on youth released more than two years ago were potentially dated. The decision to examine two fiscal years of release data was initially based upon the need for sufficient program sample sizes to allow for the multivariate analyses conducted in the PAM model. With increasing program populations, this is less of an issue in 2006, and therefore the Department heeded the request to include only one year of releases in this year's PAM analysis. The requirement to have 15 or more releases in order to be included in the analyses remains however. Programs with fewer than 15 releases are presented in the *Comprehensive Accountability Report* appendices available on the web at: www.djj.state.fl.us.

compared to 34.5% performing at this level this year, representing an increase of approximately ten percentage points.

- Most (55.6%) Highly Effective programs fell into the High Cost category, while the majority of the Least Effective programs were either Low Cost (42.1%) or Moderate Cost (47.4%) facilities.
- Nineteen programs or 13% of the facilities examined were deemed Least Effective. Eight of these programs were categorized as Low Cost, which means their low PAM rankings were primarily due to their higher-than-expected recidivism rates.
- Nine of the Least Effective programs were Moderate Cost and only two were High Cost facilities.

The table below lists the male and female programs with the five highest and five lowest PAM scores.

**Five Highest and Lowest PAM Scores by Gender
PAM Outcomes FY 2004-05**

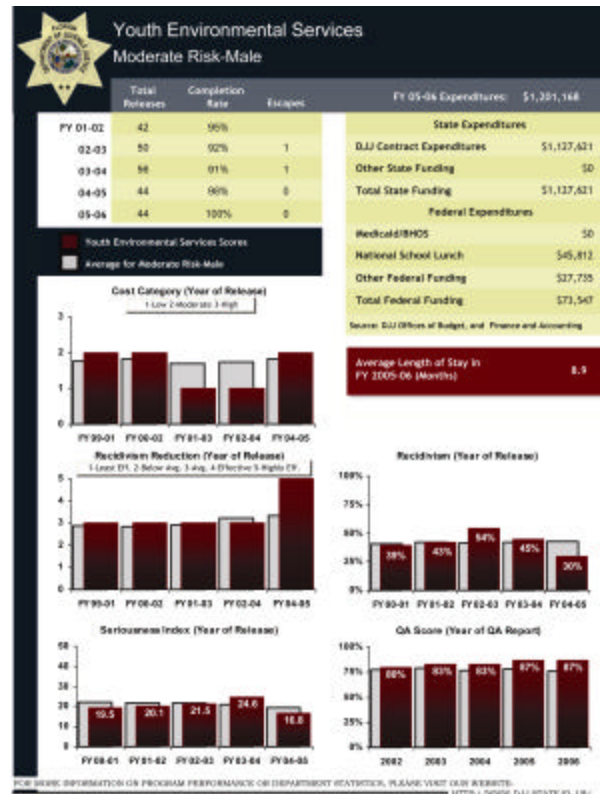
Program Name	PAM Score	Recidivism Rate	Cost Per Completion	Number of Releases
Five Highest PAM Scores - Female				
First Step Girls Juvenile Residential Facility-Female	87	11%	\$ 50,172.93	28
WINGS-Female	85	14%	\$ 26,591.40	35
Rilla White Foundation Family Homes-Female	81	18%	\$ 15,104.63	22
Lighthouse JRF-Female-Mental Health	81	15%	\$ 37,991.42	33
YMCA Character Halfway House-Female-Pregnancy	79	17%	\$ 31,605.55	29
Five Highest PAM Scores - Male				
Martin Boot Camp (Closed)	96	14%	\$ 60,111.72	29
JUST Program (DISC Village)-MH (Provider changed)	92	25%	\$ 53,581.95	20
Kelly Hall Halfway House (Closed)	92	29%	\$ 11,378.82	17
Broward Intensive Halfway House	91	25%	\$ 53,473.39	28
Youth Environmental Services	86	30%	\$ 26,992.74	43
Five Lowest PAM Scores - Female				
Florida Institute For Girls (Lighthouse)-Mental Health (Closed)	58	27%	\$ 104,445.22	41
Alachua Juvenile Residential Facility	57	38%	\$ 26,464.38	32
Wilson Youth Academy (Global Youth Services)-Female	54	43%	\$ 20,214.64	47
DeSoto JRF-Dual Diagnosis- L6- Female	53	40%	\$ 31,085.56	35
Bowling Green Juvenile Residential Facility-Female	50	42%	\$ 35,358.43	38
Five Lowest PAM Scores - Male				
Peace River Outward Bound	47	68%	\$ 28,680.54	37
Polk JCF (Premier) (Provider changed)	46	57%	\$ 135,087.06	72
Bassin House (DISC Village)-SA (Provider changed)	44	67%	\$ 31,250.31	24
Madison Halfway House (DISC Village) (Provider changed)	43	71%	\$ 26,071.04	35
Jackson JOCC Sex Offender Program	37	33%	\$ 125,628.70	15

Table I-10

Residential Program Report Card

This marks the first year the Department is using the report card format for residential programs. This is in response to a request by the Florida Legislature to summarize program effectiveness into one concise document. The Report Card presents Quality Assurance scores, recidivism outcomes, cost-effectiveness, incident rates, and contract compliance, with a single summary program score for each individual residential program. One program ranked as excellent (Youth Environmental Services), 39% of the programs were above average, 45% of the programs were average, 13% of the programs were below average, and no programs were identified as below the minimum threshold. All report cards are in alphabetical order in volume two of this report.

Report Card Example Youth Environmental Services

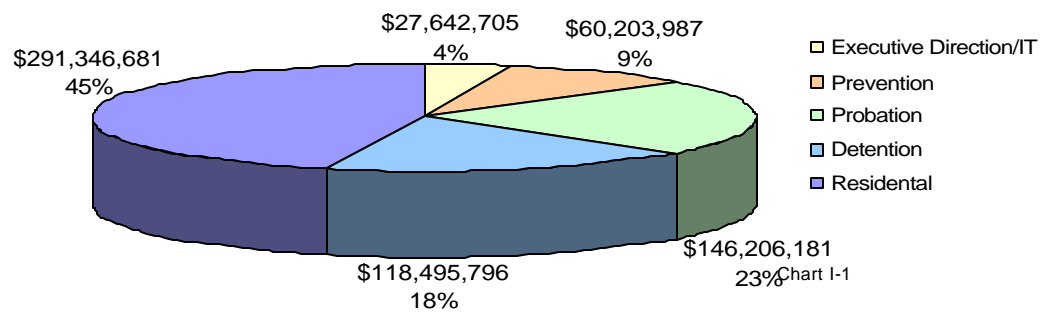


Graphic I-1

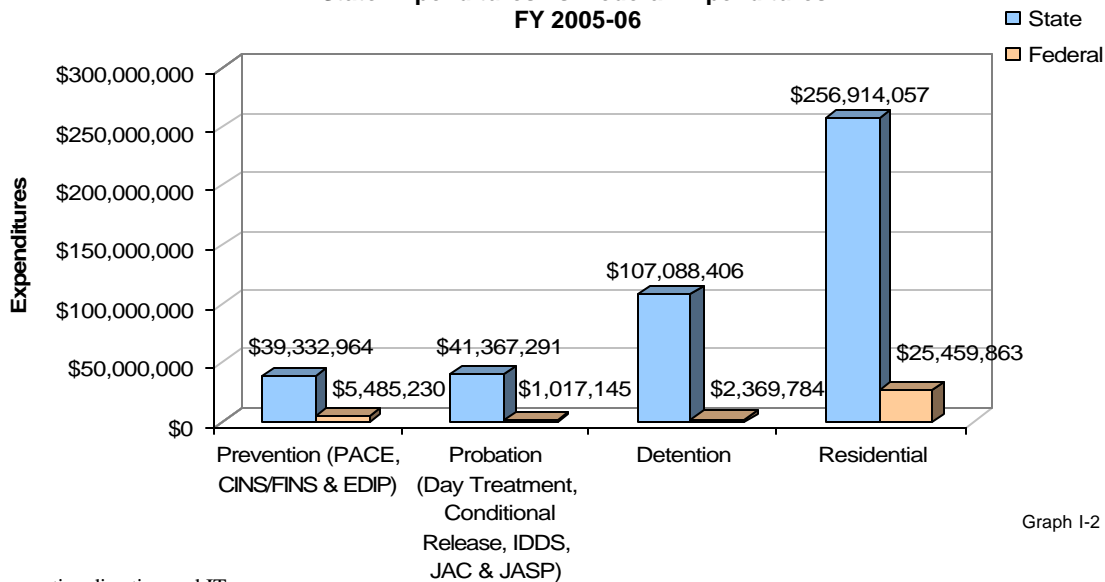
Program Expenditures: State and Federal Funding

The following table provides total state versus federal expenditures for juvenile justice programs and include self-reported federal expenditures from private provider organizations. The source documents from which these amounts were derived are as follows: FLAIR Report at Level 2 for period July 1, 2005 - June 30, 2006; Schedule of Expenditures of Federal Awards for the fiscal year ended June 30, 2005; and program cost affidavits submitted by private provider organizations. The first two sources are submitted to the Florida Department of Financial Services and used by the State Auditor General's Office for their audit of the Department's expenditures of federal funds. Federal expenditures in the graph below are self reported by provider organizations.

Total FY 2005-06 Budget: \$643,895,350



**State Expenditures vs. Federal Expenditures¹
FY 2005-06**



Graph I-2

¹Excludes executive direction and IT

Highlighted DJJ Best-Practices Initiatives

Evidence-Based Assessments

Florida has stepped to the forefront in using evidence-based assessment techniques to guide placement decisions and maximize resources. Armed with grant funds from the U.S. Department of Justice (Office of Juvenile Justice Delinquency Prevention) and assisted by Allvest Information Services, Florida's Department of Juvenile Justice recently implemented its own third generational risk/needs assessment on a statewide basis. Coined the Positive Achievement Change Tool or PACT, a single interview at intake permits the tool to identify youth in need of further mental health or substance abuse evaluation, make uniform recommendations to the state attorneys in each judicial circuit, and recommend placements and risk classifications. A more detailed assessment can be used to develop case plans capable of sustaining the youth throughout the juvenile justice system.

The name, selected through a friendly competition among implementation team members, has two purposes. First, it emphasizes the need for change in the youth's life by signaling to the youth the desire for positive achievement. Second, the acronym, PACT, supports a contractual relationship, between the youth and the court, the community, the juvenile probation officer and other partners in the youth's life.

Beginning with the nationally recognized Washington State Juvenile Court Assessment Instrument or *Back on Track*, Florida's Department of Juvenile Justice (DJJ) fully automated its criminal history scoring with the risk and protective factors identified and validated as predictive of risk to reoffend. Facilitated by Allvest Information Services, the DJJ consulted with Dr. Thomas Grisso and its own Harvard-educated Medical Director to identify questions from the Massachusetts Youth Screening Instrument (MAYSI-2) to include in the new assessment to identify the need for further mental health and substance abuse evaluation. Department statisticians found that the new tool produces approximately the same rate of referrals for further evaluation as its predecessor. The new instrument is also validated for risk to reoffend in Florida and for applicability to all races and genders.

The new assessment process is Florida-specific and represents an intake to aftercare system for over 100,000 youth referred each year. Since the PACT is integrated into the state's Juvenile Justice Information System, data entry workload and opportunities for error are reduced through the pre-

population of data into various forms and reports. The system produces several levels of management reports that can be used to track progress reassessments and produce status reports by youth, juvenile probation officer, probation unit, or circuit office.

Intake staff are trained in the evidence-based process of Motivational Interviewing, providing them with the skills to initiate change upon the first meeting with the youth. Screening is no longer a paperwork exercise, but an opportunity to begin rehabilitation.

Evidence-Based Treatment Initiative - What Works Initiative Residential Pilot Project

This initiative focuses on the principles of effective programming. The long-term goal of the project is to reduce recidivism among youth released from the pilot sites. This is accomplished by training and the implementation of evidence-based practices, i.e., interventions based upon the delinquency research literature on treatments that have a record of proven effectiveness and are directly associated with reducing the risk of re-offending.

The initiative commenced in the fall of 2004, following the State Advisory Group's (SAG) grant award of \$380,000 to the Office of Data and Research and DJJ Residential and Correctional Facilities branch to fund the pilot project. Ten pilot sites were chosen from among 25 programs that applied to be part of the pilot during the first year. Programs were selected on the basis of restrictiveness level, geographic region, funding type (private provider versus state-operated), and population served. One program, the Florida Institute for Girls, was subsequently closed and therefore removed from the pilot.

In February of 2005, the Department sought and was awarded additional funding from the State Advisory Group to continue and expand the pilot project. In addition to adding six new pilot sites (for a total of 15 in year two), a logical expansion strategy included collaboration with the Department's Faith- and Community-Based Delinquency Treatment Initiative to facilitate trainings in evidence-based practice. The third year of the pilot began in August 2006 with an emphasis on implementation, fidelity and capacity building. Five new programs were added to the project in year three, increasing the number to 20 pilot sites representing moderate- and high-risk residential programs for boys and girls located throughout Florida.

What Works Initiative Residential Pilot Project Sites

Alachua Juvenile Residential Facility - 1st STEP	Liberty Wilderness
Bay Point Schools North	Mandala
Bowling Green	Moniticello New Life
Duval Juvenile Residential Facility	Polk STAR Program (soon to be added)
Eckerd Youth Development Center	Price Halfway House
Falkenburg Academy	Riverside Academy
GOALS Halfway House	Sago Palm Academy
Greenville Hills Academy	Wilson Youth Academy
GUYS Halfway House	YMCA Character House
Hastings Academy	Youth Environmental Services

Table I-11

Preliminary outcomes for year 1 and 2 demonstrate:

- 75% of pilot sites reported a reduction in youth-on-youth infractions,
- 50% of pilot sites reported a reduction in youth-on-staff infractions, while one-third reported no change,
- 50% reported a decline in management turnover and line staff turnover, and
- Among Year One sites, 67% had a decline in juvenile recidivism between fiscal year 2002-03 and 2004-05.

In addition to the above, there are numerous highlights and accomplishments from the WWIRPP that include:

- Capacity Building:
 - Providing 22,202 hours of training to 1,355 juvenile justice staff in: Thinking for a Change, Motivational Interviewing, Cognitive Behavioral Interventions, Cognitive Reflective Communication, Implementation Drivers, PACT Assessment, What Works Overview, Action Plan Training, and Anti-Social Logic;
 - Development and delivery of evidence-based training designed specifically for direct care line staff, and Communicating for Change (C4C) with more than 100 staff trained to date;
 - Delivery of train-the-trainer instruction in Thinking for a Change, Communicating for a Change, and Motivational Interviewing. Master Training to facilitate internal capacity building; and
 - Institutionalization of effective interventions for DJJ programs/providers was furthered by development of Tier II, Evidence-Based Quality Assurance Standards in August 2006.

- Implementation:
 - Implementation teams consisting of management staff, line staff and training coaches are in all 20 pilot sites with sites assigned Training Coaches to provide on-site technical assistance;
 - Majority (62%) of program implementation teams meet monthly, 31% meet weekly, and 7% meet semi-monthly; and
 - All sites are required to maintain action plans setting forth implementation objectives and tasks, as well as timelines for progress.

Gender-Specific Services

Although sound empirical research on treatments and practices targeting female offender populations is limited, it is a growing concern, especially in view of issues faced in several Florida facilities. Because of the prevalence of serious mental health disorders, and particularly issues related to Post-Traumatic Stress Disorder (PTSD) in this population, those factors that would be considered responsivity issues become critical to effective treatment. Proponents of trauma-informed programming suggest that certain behaviors that might appear to be unconventional or non-compliant are symptomatic of youth who suffer from PTSD. If this is true, guidance techniques and practices must be developed to identify, manage, and modify such behaviors by those who exercise daily care and guidance before they rise to the level of criminal behavior. Not to do so runs the risk of designing programs that instead of reducing risk, may result in the unintended effect of forcing relatively low-risk girls deeper into the residential commitment system. The Department has responded to the need for gender-specific services with the following approaches to programming in residential facilities:

- Gender responsive case management, integrated mental health and substance abuse treatment services, psychiatric services;
- Pregnancy and post-partum services;
- Planned Parenthood, Healthy Start, and Women, Infants, and Children (WIC); and
- Trauma Recovery (addresses victimization and sexual abuse).

In addition to the gender specific services offered in the residential programs, the Department received funding through a federal block grant, provided by the State Advisory Group (SAG) in the amount of \$75,000 in FY 2004-05 to initiate a project that focuses on trauma informed care, a derivative of mental

health treatment. This initiative is being implemented in collaboration with the Department of Children and Families (DCF) and the National Association of State Mental Health Program Directors. In FY 2005-06, the SAG committed an additional \$250,000 for the Trauma Initiative. The pilot began in July 2005, with training conducted in select residential and detention facilities. Four programs received training in FY 2005-06, with funding to expand to seven (six female, one male) programs total in FY 2006-07. The program goals for the Trauma Initiative are to implement, evaluate, and expand evidence-based, psycho-educational treatment for youth with trauma histories. The Initiative seeks to expand trauma awareness and responsiveness into the juvenile justice system through staff training and integration of trauma responsiveness into operating manuals.

In 2006, the Office of Prevention and Victim Services initiated three gender-specific female pilot prevention program. The programs are located in Gadsden, St. Johns and Collier County with objectives to:

- Target girls through *research-based* strategies,
- Target girls who may become chronic juvenile offenders,
- Provide an avenue for girls to receive prevention services to address risk factors,
- Provide opportunity to take responsibility of life skills,
- Increase academics and reduce truancy; and,
- Improve behavior.

In FY 2005-06, four prevention programs statewide served 260 girls through this pilot project, with a proposed five additional programs to serve 325 additional girls in FY 2006-07.

PACE Center for Girls is a non-residential delinquency prevention provider that operates in 21 locations statewide. PACE targets the unique needs of females between the ages of 12 and 18 who are identified as dependent, truant, runaway, ungovernable, delinquent, or in need of academic skills. PACE accepts referrals not only from DJJ, but also from the Department of Children and Families, school personnel, community services agencies, parents, family members, friends, and self-referrals. The purpose of the PACE program is to intervene and prevent school withdrawal, juvenile delinquency, teen pregnancy, substance abuse, and welfare dependency. PACE programs provide the following services: academic education, a gender-specific life management curriculum (SPIRITED GIRLS®), therapeutic support services, parental involvement, student volunteer service projects, and transition follow-up services.

After program completion, PACE continues to monitor each girl's educational and personal development with three years of follow-up case management.

Programming and Technical Assistance

The Programming and Technical Assistance Unit is a newly created unit under the new DJJ Office of Program Accountability. It is a response to recommendations from the Legislature to ensure accountability and effectiveness of evidence-based programming throughout the continuum of services provided by the Department. The unit provides technical assistance to identified at-risk facilities, assesses areas of strengths and weaknesses, develops related corrective action plans, provides or brokers technical assistance, and monitors progress so that youth are served in safe and orderly environments that employ the most effective life skills, mental health, and substance abuse and delinquency treatment. The Programming and Technical Assistance process is founded upon the concept of continuous improvement, while focusing on processes and outcomes directed toward achieving treatment goals and objectives. The resulting design of the Department's program accountability system sets high standards for juvenile justice programs/services built upon evidence-based treatment and best practice. The Department's programming and technical assistance assessment process has implemented:

- A focus on evidence-based treatment delivery rather than intuitive clinical judgment;
- A focus on treatment integrity and fidelity; and
- A focus on improving the present condition (continuous improvement).

The Department produces annual evaluations related to program performance and effectiveness. It is the goal of the Programming and Technical Assistance Unit to utilize the results of those evaluations as guides and provide technical assistance to improve evidence-based programming. Monitoring service delivery and its fidelity to evidence-based principles helps build accountability and maintain integrity to the Department's mission.

Redirection Program

The state's Redirection Program is gaining recognition as a positive and cost effective alternative to residential treatment. Proposed by the Department and funded by the 2004 Legislature, Redirection is designed to deter violations of supervision and reduce the system's reliance on residential consequences. Prior to the program's inception 1,446 youth were committed for non-law violations in an average year. The program began in three pilot sites of Miami, Fort Lauderdale and Pensacola and was twice

expanded by the Legislature. In FY 2006-07, it is nearly a statewide program serving 14 of Florida's 20 judicial circuits.

Youth who violate the conditions of Probation or Conditional Release are treated with an evidence-based treatment program of Multisystemic Therapy or Functional Family Therapy. An independent review by the Legislature's Office of Program Policy Analysis and Government Accountability reports that Redirection was as effective as residential delinquency programs and contributed to a substantial cost avoidance (OPPAGA report #06-34, March 2006).

Each local program develops written protocols with its court partners to identify and process youth appropriate for redirection. Violent felons are not considered. Youth must be under consideration for placement in a residential commitment program, if not for participation in Redirection.

PerformanceSoft and ComStat Data

Probation and Community Corrections is piloting the use of automated performance software to guide management and decision-making in its circuits and regions. In ComStat reviews, Probation uses a performance review system to focus staff on outcomes and ensure they are meeting the Department's mission. Previous efforts were able to identify differences between judicial circuits, but left managers at a loss for targeting problems within their own jurisdiction. PerformanceSoft allows managers to drill down to specific units, supervisors or individuals where improvements can occur, or to identify seasonal issues that may be responsible for problems. Examples of data elements reviewed include: cases open more than 180 days without disposition, percentage of cases diverted as compared to dispositions to probation and commitment, youth transferred for technical or new law violations, and the average length of stay.

ComStat reviews are used to drive management plans and activities, including community-wide approaches to addressing problems. The reviews are not intended to place blame but to investigate the reasons behind numbers outside of the normal range and plans for addressing those needing change.

Supervised Home Detention Program

The Department of Juvenile Justice in collaboration with the courts, counties, school boards, Children and Families, law enforcement and a host of private providers are piloting an initiative titled "*Supervised Home Detention.*" This initiative will provide the courts with a viable alternative to secure detention which has a per diem cost of \$197.00 per day. Initially, the Department is piloting the program in three (3) sites, capable of supervising up to thirty youth at each site in accordance with the guidelines and

standards set forth in *Chapter 985, Florida Statutes*. The pilot sites are Alachua, Lee and Broward counties. Youth placed by the Department in supervised Home Detention will meet stringent criteria and be intensively supervised.

Projected implementation of the Supervised Home Detention Pilot is January 2007 through June 2007. It is being implemented with federal funding that was approved by the State Advisory Group for the project. In addition, existing staff resources will be used for supervising youth.

Each pilot site will identify two staff, known as Home Detention Monitors, who will be certified Juvenile Detention Officers, in career status, with the State of Florida. The monitor's duties and responsibilities will include:

- Coordination with the Department, the courts, schools and other community based agencies.
- Development of an assessment tool to screen youth in secure detention for Supervised Home Detention.
- Supervision services including face-to-face contacts; drive by or drop in surveillance; referral to and coordination of other community services.
- Providing face-to-face contact as well as indirect surveillance of youth on an unannounced, around the clock basis.

A maximum of 15 youth per monitor will be allowed. Contacts will be made at random, initially within the first 24 hours of Supervised Home Detention. Contacts will be made in a variety of locations (school, work, home, office) at times so that the youth may not readily predict the time and place of the contact. Contacts will be relevant and place major emphasis on monitoring the youth's progress and appraising on-going needs and risks. Surveillance is intended to monitor compliance with the Supervised Home Detention guidelines and sanctions such as curfews, school, and work.

Immediate and Long Range Issues

The Department has made many advances in improving the continuum of services for youth during the past year. However, there is still much to be accomplished in 2007, the Department should address the following:

1. Establish a process to monitor recommendations to the court to ensure the placement of youth and services provided are based on the youth's assessed needs as identified by Positive Achievement Change Tool (PACT) assessments.

2. Implement statewide training on evidence-based practices to further include all four branches of the Department.
3. Allocate prevention funding to communities that develop evidence-based programs for youth who are at-risk for delinquency.
4. Broaden and refine the scope of the program Report Card to include all programs in the juvenile justice continuum, as a tool for evaluating programs based on all relevant outcome measures.
5. Establish less costly alternatives to secure detention and commitment to reduce the number of youth detained and committed to the Department for technical violations of probation.
6. Develop additional resources in the areas of vocational training, job skills development, and job placement for youth.
7. Improve transition planning and services related to aftercare supervision and independent living.
8. Establish a process that ensures program staff are trained in appropriate release codes in the Juvenile Justice Information System (JJIS) so that data can be accurately analyzed to determine appropriateness of placement.