Florida Department of Juvenile Justice

Roadmap to System Excellence

Sustaining Change

2014-2016

Our Philosophy

Build stronger, safer communities and healthy, positive relationships within families through collaboration with stakeholders.

Assess children's strengths, risks, and needs to determine services and treatments that are culturally sensitive and gender responsive, and do not restrict, intrude, or harm.

Provide the help, encouragement, and support that every child deserves, giving them hope and leading them towards success.

http://www.djj.state.fl.us  http://www.djj.state.fl.us/Roadmap-to-System-Excellence
http://www.facebook.com/FlaDJJ  https://twitter.com/fladjj

Rick Scott, Governor  Christina K. Daly, Secretary
In August 2013, the Florida Department of Juvenile Justice (DJJ) published its Roadmap to System Excellence (Roadmap). This report provides a status of the Roadmap initiatives via a listing of accomplishments, remaining objectives and new objectives for the 2014-2016 fiscal years. It by no means is an exhaustive representation of the work that has or is yet to be done. Nor is it the complete story behind the reasons for this comprehensive reform or the research and data that laid the foundation. For the complete Roadmap, with much greater detail, please access the Department of Juvenile Justice (DJJ, the Department, the agency) website at http://www.djj.state.fl.us/roadmap-to-system-excellence.

The strategy for DJJ, and ultimately the State of Florida, is to continue to provide a continuum of services that is data and evidence-based to accurately assess, dispose, treat, and serve youth in the most appropriate, least-restrictive, trauma-informed environment. From a community safety perspective, a human-service perspective, and a cost perspective, Florida youth, families and communities are best served by a carefully planned, integrated model of graduated sanctions built upon a strong system of community prevention and early intervention programs. DJJ strives to address the needs of low- and moderate-risk juvenile offenders outside of secure detention and residential placements, while continuing to provide appropriate sanctions for youth involved in serious and violent offenses as determined by each youth’s risk to public safety and whether community resources are available. Implementing the goals below will develop better, community-based alternatives for low- and moderate-risk juvenile offenders, improve the effectiveness of programs for those youth who are in our custody and care, and improve the prospects for all youth in the state while improving public safety.

- Prevent more youth from entering or becoming further involved in the juvenile justice system.
- Improve communication & collaboration; enhance workforce effectiveness; & strengthen practices & processes.
- Divert more youth from involvement with the juvenile justice system.
- Ensure appropriate youth placement.
- Provide optimal services.
- Provide the Right Services, at the Right Place, in the Right Way, at the Right Time.
- Manage the At-risk Youth Population.
- Manage the Resources.
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Manage the At-Risk Youth Population

DJJ has adjusted its practices, programs and resources to better meet the needs of at-risk and delinquent youth by paying careful attention to which youth need to be involved in our system and at what level. DJJ serves youth who:

1. Are at-risk of entering our system (and can be prevented from doing so);

2. Are not a serious risk and can be best served in their community (diverted from entering the system, or being placed in secure detention, or residential commitment); and

3. Need to be detained or committed to the Department’s custody to protect the public.

Prevent More Youth from Entering or Becoming Further Involved in the Juvenile Justice System

With a newly-developed prevention assessment tool DJJ can better determine which youth are merely “acting out,” as adolescents routinely do, or whether there are serious concerns worthy of DJJ involvement. We will determine those youth who need our assistance -- often due to issues at home, poor school performance, peer pressure, and mental and emotional problems -- and those who do not. Once risks and needs are identified, we will ensure at-risk youth get services before problems escalate. Proactive, appropriate, targeted prevention efforts will not only save taxpayer dollars, it can save the futures of these youth. Similarly, for youth who are referred to DJJ, assessments determine their risks and needs and targeted treatment and services are prescribed to prevent them from re-offending or becoming further involved deeper in the juvenile justice system.

Annually serve a minimum of 40,000 youth through delinquency prevention programs, which results in a 93% or better crime-free rate 6 months after program completion.

Prevention programs serve at-risk youth, primarily ages 10 to 17, who are experiencing behavioral, school, and family difficulties. Their goal is to reduce the number of youth entering, falling further into, or re-entering the juvenile justice system after receiving prevention services. Increased delinquency prevention program services during the last two fiscal years resulted in part from strategic investment of savings from the decline in residential commitment beds.
Specific service expansion included adding youth members to the State Advisory Group (SAG); greater collaboration with the Department of Children and Families (DCF) to care for cross-over youth and share data; expansion of Children in Need of Services/Families in Need of Services (CINS/FINS) to rural counties; more services for girls, and increased counseling, gang prevention and mentoring opportunities. DJJ will continue to increase involvement in communities and provide dedicated resources for children and families to access needed services.

- Implement “Doing Business with DJJ” trainings to assist community-based providers with successfully competing for grant awards............................................. March 2015
- Implement the Allostatic Load Project, to measure the physiological levels of stress in DJJ youth to determine the extent to which stress affects treatment goals and vice versa to help tailor treatment approaches .......................................................... November 2015

Administer the Prevention Assessment Tool (PAT) to every youth in prevention services.

The PAT is the uniform assessment tool administered to all youth entering DJJ prevention programs. It assesses the risks, needs, and protective factors of at-risk youth. Then youth and their families are connected to appropriate services, thus increasing the youth’s chance for success and avoiding their further involvement with the juvenile justice system. The PAT also is used as a post-assessment to measure the impact of programs with a length of stay over 60 days.

- Offer PAT training and train-the-trainer classes statewide......................................................... 2013-Ongoing
- Administer the PAT statewide ........................................................................................................ 2013-Ongoing

DJJ increased its investment from $59 to $81 million for prevention services in FY 2013-14.

DJJ invested $5 million for Boys and Girls Clubs to expand their Street Smart, Gang Prevention, and Prevention through Reentry programs statewide.

The PAT was developed and piloted in 2011-12 and automated in 2013. Training will be completed in early 2015.
The Florida Department of Juvenile Justice
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Reduce the over-representation of minority youth at each point of contact in Florida's juvenile justice system during FYs 2014-2016.

Racial and ethnic disparities exist for youth that come into contact with the juvenile justice system. This is known as Disproportionate Minority Contact (DMC), recently retitled Racial and Ethnic Disparity (RED). Currently, minority youth are overrepresented relative to their white counterparts. Of the 1.8 million youth ages 10-17 in Florida, 21.2% are black. Yet, black youth are overrepresented at every stage of judicial processing: 48% of arrests, 39% of youth diverted, 56% of youth detained, 50% of youth placed on probation, 57% of youth committed, and 59% of youth transferred to adult court. The primary goal of DJJ’s RED initiative is to reduce the number of minority youth in the juvenile justice system.

DJJ has identified individuals from the Office of Probation in each circuit to serve as the RED liaison for their communities and inform the agency about community events and issues; conducts bi-monthly conference calls to facilitate communication; established a department-wide RED workgroup; recruited RED community liaisons in every circuit; and added School Board Representatives to CABs and re-entry boards in every circuit.

Additional efforts include:

- Contracting for training for law enforcement, school resource officers and other officials who work with minority youth to reduce the effects of RED.
  - Develop curriculum........................................................................................................ March 2015
  - Conduct training and train-the-trainer........................................................................ through March 2017

- Inviting community-based prevention/intervention service providers to present at quarterly State Advisory Group (SAG) meetings to discuss their program services and outcomes and arranged program site visits for SAG members to obtain firsthand information on the services available to children throughout Florida.
  - Work with the SAG, Circuit Advisory Boards and universities across the state to strengthen participation among juvenile justice and community stakeholders......... Ongoing
  - Ensure youth members’ appointments are filled on the SAG. ........................................June 2015

- Assessing and met the needs of the Circuit Advisory Board (CAB) members; ensured timely submission of annual reports and comprehensive plans; collaborated with members to assess pertinent issues within individual circuits/counties; held biweekly legislative update calls; and encouraged CABs to address RED under a subcommittee that looks at local level concerns in the schools and community.
  - Actively support the CABs ......................................................................................... Ongoing

- Collaborating with local Workforce Development Boards to take an active role in DJJ activities and included them on CAB and re-entry boards in every circuit.
  - Maintain collaboration with Workforce Development Boards....................................... Ongoing
Increase awareness of prevention opportunities in all circuits during FYs 2014-2016 through Community Conversations.

DJJ has conducted community conversations statewide to share information about prevention services with families, community activists, businesses, civic organizations, and others who are working to provide greater opportunities for Florida's youth. Topics include families’ and communities’ important role in public safety, managing ungovernable youth, and how parents can help their children avoid getting involved with the juvenile justice system and where to get help. The goal of the initiative is to encourage family and community activist engagement and develop a network of those needing or willing to provide services and information, identify resources, and facilitate alliances within communities. Identified service needs include mentors, tutors, and after-school programs; parenting skills and support programs; involvement from the faith community; Civil Citation in every county; employment opportunities; transportation; services for domestic violence victims and perpetrators; and substance abuse programs. This information, combined with other data and research, resulted in the procurements for services to meet these needs. A brochure, facts document, and stakeholder/interested parties contact list were also developed.

- Conduct 29 Community Conversations statewide............................................................... September 2015
- Capture information on attendees’ concerns and comments and resultant initiatives............ Ongoing

Increase the involvement of the faith-based community during FYs 2014-2016.

The Faith Community Network and Chaplaincy Services Program (Network) provides a full range of programs and services to turn around the lives of troubled youth and support youth and families during crises. The Network updated its 2013-2015 strategic plan; hosted regional faith forums; conducted train-the-trainer sessions statewide; developed a marketing plan; added a statutory requirement for a Network leader to have a voting position on each CAB; established faith liaisons in all circuits; hosted the annual national faith symposium; provided the opportunity for the faith community to join the reentry boards; matched faith partners with areas of interest within the juvenile justice continuum; expanded the Network to include victim services; and provided online training. These efforts utilize a valuable, reliable resource of caring adults who are eager to assist in the guidance and development of at-risk and delinquent youth.

- Utilize the Network to identify pilot projects that support DJJ’s existing priorities such as Civil Citation, RED, alternatives to secure detention, transition, and restorative justice................................................................. Ongoing
- Inform faith communities of major concerns in their areas and encourage support ............. Ongoing
- Recruit and maintain community faith liaisons in every circuit........................................... Ongoing
- Host the National Faith and Community Symposium.......................................................... Fall annually
During FYs 2014-2016, strengthen gender responsive strategies, programs, and services designed to keep boys and girls out of the juvenile justice system.

To ensure the unique needs of these different populations are met and prevent both boys and girls from becoming system-involved, DJJ realigned significant resources from efficiencies made in residential services which resulted in expanded gender responsive services throughout the state. DJJ will continue to increase its efforts to identify appropriate programs and increase services.

- Identify gender responsive prevention programs statewide for boys and girls .............................................................. Ongoing
- Expand services for girls. ...............................................................................................................................July 2015

Formalize a program with schools to prevent truancy and other status offense referrals of elementary and middle schools.

DJJ contracted with The Florida Network to provide services aimed at truancy and delinquency prevention programs for elementary school students. DJJ also implemented statewide programs to address truancy by monitoring the referral rate of status offenders, and shifting probation funds to establish Civil Citation programs. Once the Prevention Assessment Tool is fully implemented, DJJ aims to assess any youth who receives services by a DJJ-funded prevention services provider.

- If feasible, administer the Prevention Assessment Tool to truant youth and connect them and their families with needed resources................................................................. January 2016
- Work with the Department of Education, Florida Network, and other stakeholders to ensure best practices are established for dealing with truant youth............................................December 2015
- Conduct a data review with school districts............................................................December 2016

Assess and expand mentoring opportunities throughout the continuum of services during FYs 2014-2016.

In addition to a number of contracts for mentoring services across the state, the Faith Network partners serve as mentors to at-risk youth through formal programs, as well as through informal guidance, personal relationships, and interactions. To better establish statewide mentoring programs throughout its continuum of services and to support youth in their successful transition to being crime-free, DJJ has determined needs through Community Conversations across the state, provided resources, and encouraged involvement through aggressive recruitment, including via social media.

- Expand mentoring initiatives by developing a resource list of current programs and conducting needs assessments during Community Conversations............................................ Ongoing
- Match youth in residential commitment with a mentor throughout placement and transition.................................................................................................................. Ongoing
- Recruit 200 volunteers annually................................................................................................. Ongoing

$1.5 million was issued to the Big Brothers Big Sisters programs to provide mentoring and counseling for youth of incarcerated parents.

DJJ invested more than $2 million to expand slots statewide in PACE Centers for Girls, opened new schools in Miami-Dade and Clay Counties, and added an AMI school for boys in Pinellas County.

DJJ invested $1.5 million to expand the Children-In-Need/Families-In-Need counseling services to at-risk youth in rural counties.
Manage the Florida Youth Commission.

In January of 2014, DJJ became manager of the Florida Youth Commission (FYC). Representing all child-serving agencies, the goals of the FYC are to be a voice for youth around the state and advise the Governor’s Florida Children and Youth Cabinet on issues important to Florida’s youth; develop initiatives that aid in the success of Florida’s youth; and engage Florida’s youth in state government and the projects and initiatives of the FYC. The 2014-2015 FYC is engaging in activities and service projects to uplift its goal of motivating Florida’s students to advocate for the opportunity to evaluate proposed state education policies and legislation and is:

- Producing marketing tools such as a brochure, video and speeches
- Surveying students regarding education policies in Florida
- Providing validity for incorporation of student feedback on education policies in Florida

Enhance and strengthen relationships between youth and law enforcement officers and court personnel.

Bridging the G.A.A.P. (Gaining Appreciation by Adjusting Perspectives) workshops facilitated by DJJ began in November 2012 to promote positive relationships between minority youth and law enforcement and examine causes of arrest and misbehavior among youth.

- Continue conducting Bridging the G.A.A.P workshops statewide.
- Examine changes in attitudes and perceptions via pre/post surveys
Divert More Youth from Involvement with the Juvenile Justice System

Although delinquency arrests have steadily declined in recent years, DJJ must continue to ensure that youth are not unnecessarily placed in the juvenile justice system or involved at levels that are costly and contribute to negative outcomes. The Civil Citation process and Stop Now and Plan (SNAP®) model can be used for youth as a prevention (pre-arrest) or diversion (post-arrest) tool. For youth referred to DJJ, DJJ provides a recommendation to the court for appropriate sanctions and services after thorough screening and assessments are done. When making a recommendation, DJJ has several options that divert youth from further involvement with the juvenile justice system and allow them to remain in their home and community. As appropriate, youth who pose little risk to public safety or who can receive any needed treatment in their community will be diverted from detention, probations, and residential services, while still holding them accountable for their actions, in the least restrictive settings that are strength-based and gender responsive.

Increase the number of civil citations issued to youth to 11,251 in FYs 2014-2016.

The Civil Citation process has experienced growth in both the number and percentage of youth served, while still maintaining the most successful recidivism rate along the juvenile justice continuum. Currently, 59 of the 67 counties in Florida use the process.
Although the Civil Citation process is available for most juveniles throughout Florida, and is being used more, it is still underutilized. In FY 2013-14, only an average of 38% of eligible youth received a civil citation.

In FY 2013-2014, the Civil Citation process was enhanced by:

- Assessing all Civil Citation youth to determine risk factors leading to delinquency, such as mental health, substance abuse or family-related problems, and coordinating intervention services as indicated by the assessment.
- Monitoring the utilization of Civil Citation on a rolling 12-month basis via an electronic dashboard which can be filtered by county, race and gender.
- Promoting the appropriate and increased use of civil citations to reduce the number of minority youth formally entering the juvenile justice system.
- Investing a portion of funds shifted from the reduced residential bed capacity and, starting with rural communities with minimal services available for civil citation youth, awarding rate agreement contracts to provide additional services including mental health and substance abuse treatment as well as evidence-based interventions.
- Conducting numerous state and national presentations to build support for Civil Citation and train stakeholders on the process.
- Promoting the process to courts, law enforcement, and prosecutors, with particular attention to Escambia, Duval, and Orange counties, which have a high number of eligible youth not served by Civil Citation.

Percentage of eligible youth issued a civil citation:
- 26% in FY 2011-12
- 31% in FY 2012-13
- 38% in FY 2013-14

In May 2013-14, the highest percentage of eligible youth served was 44%.

Civil citation has proven to be effective in diverting a higher percentage of minority youth than other youth. From December 2013 through November 2014, 36% of eligible white youth, 40% of eligible black youth, and 49% of eligible Hispanic youth were issued a civil citation. Also, 41% of eligible females were served during this time period, compared with 39% of eligible males.

Increase in civil citation service for eligible youth from March 2013-February 2014:
- Escambia County - 0% to 39%
- Duval County - 4% to 31%

<table>
<thead>
<tr>
<th>Civil Citations Issued</th>
<th>First Time Misdemeanor Arrests</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>6,954</td>
</tr>
<tr>
<td>2012-13</td>
<td>7,401</td>
</tr>
<tr>
<td>2013-14</td>
<td>8,059</td>
</tr>
<tr>
<td>Total</td>
<td>22,414</td>
</tr>
</tbody>
</table>
DJJ will continue to:

- Use rate agreements for mental health/substance abuse services for Civil Citation youth. Ongoing
- Participate in statewide conferences and meetings to train stakeholders. Ongoing
- Monitor use of Civil Citation by counties for similar offenses, race and gender. Monthly
- Promote appropriate use of civil citations to reduce minority over-representation. Ongoing

Reduce the number of school-related referrals from 10,340 in FY 2013-2014 to 8,160 in FY 2015-2016.

In addition to educating schools about unnecessary arrests, DJJ has worked further to stem the “school to prison pipeline” by:

- Expanding JPOs’ involvement with schools, as reflected in the updated 2013 JPO position description. This includes making school visits, as appropriate, serving as resources, working to establish better partnerships, particularly with School Resource Officers, and working closely with school personnel to ensure referrals are made appropriately.
- Locating JPOs in offices at schools to meet with youth, lead groups, collaborate with School Resource Officers (SROs), provide on-site services and assist youth in getting to court hearings. In most circuits, JPOs are assigned geographically so their youth all attend the same school and have the same JPO.
The Palm Beach County Pilot Project began in December 2012, with Palm Beach County Schools. A JPO and a school staff member provide academic and behavioral oversight for youth in the juvenile justice system who attend Palm Beach Lakes High School, the school with the highest arrest rate in that county. The JPO maintains an active caseload of probation youth and works directly with youth and families, school personnel, law enforcement, and the courts to monitor youth’s progress; provides comprehensive case management services to help increase educational success; participates in school-related discipline and/or law enforcement referrals; applies the most appropriate services, alternatives, progressive responses, and/or sanctions; assists with the coordination of services and compliance with court-ordered sanctions; conducts home visits; assists with transition; monitors youth’s academics, behavior and attendance gains; transports youth to drug testing, court, medical appointments, drug treatment and local food bank; and evaluates the impact of operations, identifies potential problems and recommends appropriate action and/or solutions. The JPO also assists with other at-risk youth who may not be involved with DJJ but are showing signs of behavioral problems. Results are as follows:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Misdemeanors</th>
<th>Felonies</th>
<th>In-School Suspensions</th>
<th>Out-of-School Suspensions</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>18</td>
<td>4</td>
<td>368</td>
<td>333</td>
<td>1,000 community service hours and 3 youth in community college or vocational training school.</td>
</tr>
<tr>
<td>2012-13</td>
<td>25</td>
<td>4</td>
<td>177</td>
<td>164</td>
<td></td>
</tr>
<tr>
<td>2013-14</td>
<td>10</td>
<td>7</td>
<td>97</td>
<td>81</td>
<td></td>
</tr>
</tbody>
</table>

To achieve the reduction in school-related referrals, DJJ will:

- **Work with school resource officers to increase the use of civil citation** .................................................. Ongoing
- **Collaborate with Palm Beach County to expand the JPOs in schools pilot** ................................................ June 2015
- **Examine the disparity in school based arrests for minority youth and conduct data reviews with schools** ................................................................. Ongoing
- **Work with the Exceptional Student Education section at the Department of Education to develop tools and technical assistance to the school districts** ........................................ Ongoing

**Identify and provide services for at-risk and referred youth ages 6-11 to prevent or divert their involvement with the juvenile justice system and reduce the potential of their becoming Serious, Violent, and Chronic (SVC) offenders.**

DJJ examined the proportion of youth that are serious (history of a felony referral: 55%), violent (history of a felony offense against another person: 29%), and chronic (history of four or more referrals: 15%) offenders during the last five fiscal years. Youth that are serious, violent, AND chronic is approximately 9%. Though a relatively small percentage, these youth are the most at-risk and require the most intense, deep-end services and resources. Furthermore, 53% of SVC youth were 12 or under at the time of their first referral to the juvenile justice system, compared to 19% who were not SVC. Therefore, SVC youth disproportionately begin offending at an earlier age than non-SVC youth and show the need for early prevention and intervention efforts to break the cycle of antisocial behavior.
As a result of this analysis, DJJ has implemented a pilot project in Leon, Alachua, and Orange counties to provide the Stop Now and Plan (SNAP®) Model. SNAP® is an evidence-based, cognitive behavioral program that has shown positive treatment outcomes among children ages 6-11 with conduct and behavioral problems that have led, or could lead, to contact with law enforcement. The program’s goal is to prevent antisocial behavior and reduce the chances of future juvenile justice involvement. The multi-faceted model helps children, and their parents, assess their problems and learn to make better behavioral choices through videotaped role plays delivered over a 13-week period.

DJJ has certified SNAP® trainers who can conduct train-the-trainer sessions to expand to additional sites. Furthermore, a team at DJJ is participating in a Georgetown University Center for Juvenile Justice Reform Diversion Certificate Program to institutionalize the SNAP® program statewide by utilizing community stakeholders and ensure its sustainability. The capstone project will guide the implementation of a diversion program to reduce formal processing, wasteful spending, and collateral consequences of exposure to the juvenile justice system and improve outcomes for youth and families.

- Pilot test SNAP® Boys in Leon and Alachua counties and analyze the results. ........December 2014
- Develop SNAP diversion program and conduct Orange County pilot........November 2014-March 2015
- Identify and obtain additional funding. .................................................................................................2015
- Expand SNAP to targeted areas .............................................................................................................2015
- Track reduction in offenses ....................................................................................................................2016

Decrease the number of youth who are a low risk to re-offend and placed in secure detention by 15% during FYs 2014-2016 through continued expansion of alternatives to secure detention.

Secure detention is suitable for some DJJ youth but is not appropriate for the majority of them. Unnecessary use of secure detention is costly and ineffective. By addressing youth needs in the community, DJJ is decreasing the number of youth admitted to secure detention, realizing better outcomes for youth, and avoiding a cost of approximately $329 per day per youth. DJJ has implemented several programs to appropriately divert lower risk youth.

- Neighborhood Accountability Boards (NABs) are restorative justice models with resources in place to support juvenile justice-involved youth and their families. They are made up of community volunteers who gather as a panel to hear from youth who have been diverted pre- or post-adjudication and decide a restoration plan. NABs are not sanction-oriented but instead embrace a balanced approach to interventions: public safety, accountability to victims and competency development for youth.
  - Assess which additional communities would benefit from having a NAB................. March 2015
  - Establish new NABs............................................................................................................................April 2015
  - Expand NABs to include intervention services to youth participating in prevention and diversion programming, as well as youth on probation.............April 2015
  - Consider engaging NABs during intake to help identify appropriate services and resources for youth and families and provide input for pre-Disposition recommendations (PDRs).................................April 2015

Low risk youth admitted to secure detention:
FY 2012-13 = 9,431
FY 2013-14 = 7,822 (17% fewer)

Existing NABs by Circuit:
1 (Escambia County)
4 (Duval County)
8 (Gilchrist County)
9 (Orange County)
15 (Palm Beach County)
20 (Lee and Charlotte Counties)
To further explore alternatives to detention, the juvenile assessment centers in Miami-Dade, Hillsborough, and Alachua counties participated in a pilot project which adjusted the scoring of underlying offenses on the Detention Risk Assessment Instrument (DRAI). An underlying offense is one for which the youth is currently on any form of supervision (probation, non-secure detention, conditional release, post-commitment probation, or commitment status). Currently, youth referred for new offenses are scored on their most serious underlying offense, no matter how long ago they were placed on a supervision status for that underlying offense. In the pilot, screeners scored for an underlying offense within the first year of the youth’s placement for a violent offense, or ninety (90) days for non-violent offenses.

- Analyze the most recent Hillsborough pilot data. .................................................. March 2015

DJJ is developing Evening Reporting Centers (ERC) as an alternative to secure detention. Youth under court supervision reside at home, attend school, and receive education on life skills, anger management, nutrition, money management, parenting, impact of crime on victims and communities, etc. during evenings at the centers. ERCs will provide safe community places for youth to go after school and will offer opportunities for pro-social activities, tutoring and mentoring. DJJ is using federal funding to pilot an ERC at the Palm Beach JDAI site. In Jacksonville, another JDAI site, the Mayor’s Office is issuing an RFP to hire a provider to run an ERC for males within two particular zip codes who score for secure detention. Hillsborough County may also establish an ERC.

- Finalize Palm Beach MOU/contract................................................................. March 2015
- Conduct Palm Beach ERC orientation and staff training........................................ March 2015
- Begin Palm Beach ERC startup........................................................................... April 2015
- Collect and analyze Palm Beach data................................................................. October 2015
- Assist Hillsborough and Duval counties as they fund and establish ERCs........... Ongoing
- Determine the feasibility of expanding Youth Reporting Centers (YRCs) to serve as ERCs. ...................................................................................................................... June 2015

In 2008, DJJ collaborated with community stakeholders to establish YRCs in every judicial circuit to ensure that a safe and convenient location, such as schools, churches, community centers, recreation centers, neighborhood policing facilities, etc., is available for youth and parents to meet with JPOs. These locations could potentially serve as ERC sites.

- DJJ contracted with The Florida Network beginning in January 2013, to provide management and administrative oversight of a respite care services program for youth 10 to 18 years old who have been charged with an offense of domestic violence, including youth who have been previously adjudicated for other issues. The statewide program provides community-based services for 23 respite care beds (8395 bed care days annually). While in respite care, youth receive 24-hour awake supervision, assessment, orientation, case

During FY 2013-2014, 924 youth who met secure detention criteria were diverted to respite care. Initially offered in Brevard, Hillsborough, Duval, St. Johns, Clay, Nassau, Orange, Seminole, Osceola, Palm Beach and Broward counties, respite services are now available statewide.
management, medical and mental health services, education, religious/spiritual opportunities, recreational and leisure time activities, community involvement opportunities, and transportation. The program is monitored monthly to ensure any youth are not inappropriately placed in secure detention.

DJJ also provides 18 beds and has further rate agreements to provide respite beds for youth on probation who have no other safe or viable living alternative.

- Electronic monitoring (EM) was implemented statewide in January 2012 as a community-based alternative to secure detention. DJJ utilizes EM as an alternative for youth pending disposition, a progressive response for youth on court-ordered supervision, and an alternative to secure detention for youth who have been committed and are awaiting placement in a residential facility. During FY 2012-2013, DJJ improved its oversight of the program by: conducting a case-by-case review, amending policies and issuing directives, and requiring each youth’s schedule and zone information to be entered by JPOs. DJJ also conducted refresher training and created a new management report. EM utilization and effectiveness will remain an ongoing initiative.
  - Promote EM as an alternative to secure detention to judicial and other juvenile justice stakeholders........................................................................................................... Ongoing
  - Identify underutilized electronic monitoring areas and availability of units........ Ongoing

- **Juvenile Diversion Alternative Programs (JDAP)** replaced Intensive Diversion and Delinquency Services and offer a variety of diversion services that meet the needs of youth, families, and communities by providing appropriate, swift, and less restrictive community-based sanctions and services. They serve youth who:
  1. Have already received a civil citation.
  2. Do not qualify for a civil citation and have committed a misdemeanor (with prior adjudication, 2nd time misdemeanor with prior adjudication, or violent 1st degree misdemeanor such as battery).
  3. Have committed first-time third degree felonies.

Case Managers develop individualized case plans, and youth normally participate for 60 days or up to 120 days if they score moderate-high or high risk in the areas of school, free time, employment, relationships, employment, living arrangements, alcohol and drugs, mental health, attitudes/behaviors, aggression, and skills.

- Evaluate JDAP programs statewide........................................................................................................................................... Ongoing
Increase identification of victims of human trafficking, connect them to appropriate services throughout the DJJ continuum, and provide training for all new direct care staff.

In 2013, DJJ implemented a child sex trafficking victim identification pilot project in the three counties with the highest incidence of Commercial Sexual Exploitation of Children (CSEC): Broward, Miami-Dade and Orange. The results led to the expansion of the victim identification tool to all of Florida's Juvenile Assessment Centers and intake units and a retooling to include all forms of human trafficking in 2015. Suspected and identified victims' records in JJIS include an alert to ensure they receive appropriate services. Detention, probation, and residential staff, along with community partners such as law enforcement and service providers have been trained. Designated JPOs received additional training and will serve as circuit liaisons.

A pilot project at three detention centers with added screening questions was determined to be duplicative and an unnecessary use of resources. Therefore, that initiative will not be continued.

- Provide human trafficking on DJJ’s learning management system ........................................................... Probation Complete; Detention February 2015
- Provide a human trafficking module in DJJ officer academies .................................................. December 2016

In March 2014, DJJ and DCF launched victim identification and victim services workgroups to identify gaps and best practices in the continuum of care. Its recommendations guide the interagency handling of human trafficking cases.

- Publish the workgroup recommendations to improve services for CSEC .................. February 2015
- Partner with the Attorney General’s Office to co-host the annual human trafficking summit which was instituted in 2012 ......................October 22-23, 2014
- Collaborate with DCF to ensure appropriate services are provided by sharing DJJ’s assessment tool and corresponding training ..................................................... Ongoing

Decrease the number of youth admitted into secure detention for Failure to Appear (FTA) from 4,324 in FY 2013-14 to 4,153 in FY 2015-2016.

Secure detention stays by youth who fail to show up for their court date have been reduced, and will continue to be reduced, through the following initiatives.

- **Auto-dialers** - The system reminds youth of pending court dates and has been installed in detention centers in every county except Palm Beach (see Expediters below) and Monroe. Whereas there was not the expected decrease in FTAs, the reasons cannot be isolated. We do not know if not calling would have caused the numbers to go even higher, so DJJ will continue to study the effects of using auto-dialers.

- **Expediters** - Palm Beach County uses staff to directly contact youth regarding their court date. The practice of an actual person contacting youth’s homes has had a better impact; however, replicating this practice statewide would be unfeasible due to personnel and cost constraints.
  - Continue to assess the effect of Auto-dialers and Expediters ......................................................... Ongoing
Transportation - DJJ transferred under-used vans from the detention and residential program areas to probation.

- Continue to identify transportation options for youth and families. ............................ Ongoing

Each of the 20 circuit probation offices developed a plan with their local juvenile judges to reduce the number of youth detained in secure detention as a result of an FTA. Specific elements of the local plans vary but include a 48-hour window to locate youth and family prior to issuing an FTA warrant and actions of the JPO to locate youth and family, such as calling a parent at work, driving by the home, contacting the youth’s school, etc.

- Promote collaborative plans with juvenile judges.......................................................... Ongoing
- Collect and analyze electronic FTA data captured...................................................... November 2014-January 2015

Decrease the number of youth admitted into secure detention for violations of probation.

DJJ developed an Effective Response System (ERS) to minimize the number of youth admitted to secure detention solely on a technical violation of probation (VOP). This strategy ensures that all appropriate responses to noncompliance with court-ordered sanctions are considered before a formal court violation is filed. The ERS uses graduated responses, as well as incentives, to appropriately address probation violations, encourage positive behavior, and promote long-term change. The ERS provides JPOs with a number of alternative community sanctions to individualize responses, such as additional community service hours, more restrictive curfews, and placement on electronic monitoring, and incentives, such as letters of recognition, extended curfew, reduced drug testing, certificates of accomplishment, and release from electronic monitoring. The seriousness of the violation (victim impact, duration of the violation, frequency of the violation, effect on the youth and family, and community impact) and the youth’s risk to re-offend level are used to identify an appropriate response within a matrix of choices.

- Increase judicial permission to utilize the ERS statewide ......................................................... Ongoing
- Collect data on the number of technical VOPs being filed (DJJ or law enforcement)......... August 2015

Expand the Juvenile Detention Alternative Initiative (JDAI) strategies statewide.

To ensure that secure detention is used only when necessary, DJJ participates in the Juvenile Detention Alternatives Initiative (JDAI). This is a comprehensive reform program that helps the agency make data-driven decisions, safely reduce unnecessary detention and ensure that youth are supervised in the right place, at the right time, and with the right combination of supervision, services and sanctions. JDAI is a project of the Annie E. Casey Foundation that has been successfully implemented in more than 150 jurisdictions across the country. While local JDAI efforts are being piloted in five Florida circuits (4, 6, 13, 15 and 17), DJJ also is conducting detention reform at the state level.

To expand JDAI strategies statewide, DJJ will establish a JDAI State-Level Reform Collaborative (Council) of key stakeholders that will work to improve outcomes of court-involved youth and families, while ensuring community safety. The Council will help communicate, strengthen and advocate the
message of JDAI reform to safely reduce detention placements through a work plan that embeds the core JDAI strategies in DJJ policy. Work plan strategies will include reviewing data, positively impacting racial and ethnic disparity, conducting system analyses to evaluate progress, setting new priorities, deepening detention reform, influencing stakeholders, and identifying innovative alternatives to placements.

- Form the JDAI State-Level Reform Collaborative ............................................................... 2015
- Develop the work plan ........................................................................................................ 2015

Reduce the number of low and moderate-risk to reoffend youth placed in residential commitment to 10% by FY 2015-2016 through effective community-based interventions.

Youth who are not a risk to public safety can have their needs met in their communities and, through individualized assessments, treatments and services, result in the best outcomes. DJJ will continue serving youth in the most appropriate, least restrictive environment.

Decrease in Low and Moderate Risk to Reoffend Youth Placed in Residential Commitment

<table>
<thead>
<tr>
<th>Risk to Reoffend:</th>
<th>Low</th>
<th>Moderate</th>
<th>Moderate-high</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2012 - 2013</td>
<td>41.8%</td>
<td>31.7%</td>
<td>15.1%</td>
<td>11.4%</td>
</tr>
<tr>
<td>FY 2013 - 2014</td>
<td>54%</td>
<td>32%</td>
<td>5%</td>
<td>8%</td>
</tr>
</tbody>
</table>

- **Probation Enhancement Services (PES)** - When in a PES placement, youth are on probation, post-commitment probation, probation day treatment, or conditional-release status and referred to additional services. PES placements are often short-term programs that target specific, identified youth needs. PES may include electronic monitoring, mental health and/or substance abuse counseling, mentoring, career and education enhancement activities, parent and youth support groups/counseling, and respite services. Youths’ JPOs continue to monitor their progress.

- **Redirections Program** - Through this statewide community alternative, youth are taught skills and receive treatment to strengthen their pro-social behavior and address their criminogenic needs. Specific delinquency interventions include family-

In FY 2013-14, 430 youth were diverted from residential commitment and served in their communities.

In February 2014, DJJ contracted with a Direct Service Provider to provide Redirection services in all counties for youth at risk of residential commitment and increase the proportion of dollars allocated to direct services. In FY 2013-14, 1,378 youth were served.
centered, evidence-based practices (including treatments/therapies), promising practices, and/or alternative family-centered therapies.

- **Day Treatment** - Youth on probation in need of a higher level of supervision and services may participate in day treatment programs which provide delinquency intervention services. JPOs or counselors monitor youths’ progress and compliance with court sanctions at home, school, and work. Individual, family, and small group counseling may be provided. After an evaluation of recidivism rates and assessment of needs, contracts for services were restructured in 2012 to deliver increased evidence-based delinquency intervention services more effectively, including during peak afternoon and evening offending hours.

Reducing unnecessary residential confinement will be achieved as follows:

- Expand the number of youth participants in the Redirections program ........................................ Ongoing
- Expand capacity for in-home, family-based therapies ........................................................................ Ongoing
- Educate judges regarding appropriate alternatives to residential commitment ............................ Ongoing
- Utilize mental health and/or substance abuse rate agreements for youth adjudicated with misdemeanors who are not eligible for residential commitment and for youth with felony offenses that can be effectively treated in the community ......................................................... Ongoing

61% of youth did not commit an Offense during Supervision (ODS) while participating in day treatment services in FY 2012-13. By June 2016, the ODS rate goal is 75% of youth being crime-free.
Goal: Provide Optimal Services

For youth deemed appropriate for secure detention, residential placement, or any juvenile justice program or service, DJJ must provide an environment that is safe, trauma-informed, and focused on the individual needs and rehabilitation of youth.

Assess and improve the quality of evidence-based service delivery and promising delinquency interventions.

Measuring outcomes is the key to successful service delivery, and it results in accountability, implementation consistency, the ability to address problems early, and improved results for youth. DJJ has made significant progress in three key areas, as described below.

- As part of the Juvenile Justice System Improvement Project, DJJ implemented an Evidence-based Services (EBS) Tracking Module in its statewide database to track which youth receive which evidence-based and promising delinquency interventions. Data collected helps DJJ determine whether youth are receiving the correct amount and length of delinquency interventions. Statewide training on the EBS Tracking Module for residential provider staff was achieved by April 2014.
  - Track Redirection and Day Treatment programs.................................................................2015

- As part of the Georgetown University Juvenile Justice System Improvement Project, DJJ has begun to incorporate the Standardized Program Evaluation Protocol (SPEP) which is an evaluation tool that identifies and quantifies effectiveness in juvenile programs that deliver evidence-based delinquency intervention services. The SPEP evaluates how closely delinquency interventions, as provided, align with the best criminological and psychological research and helps identify concrete recommendations for improvement to optimize intervention effectiveness and positive outcomes. The service quality component of the SPEP has been evaluated in all residential programs as part of the 2013 Quality Improvement reviews.
  - Track and analyze quantity/dosage component...............................................................2014-2015

DJJ’s continues to focus on evidence-based or promising practices for interventions, gender-responsive programs, trauma-informed practices, family engagement, and a seamless education continuity.

DJJ implemented the EBS to track the quality of interventions and incorporated the SPEP as part of the overall Quality Improvement process throughout the continuum of services.

In FY 2013-14, 59% of residential commitment program reviews had zero (0) “failed” and no more than one (1) “limited” critical indicator on all applicable indicators reviewed.

The SPEP evaluates:
- Service type (e.g., cognitive behavioral; group counseling)
- Quantity/Dosage (duration and intensity of contact hours)
- Quality (e.g., written protocols/manuals; training; fidelity monitoring; corrective action outcomes)
- Juvenile Characteristics (e.g., gender, race, risk to re-offend; level of youth served).
Girls who require commitment to ensure public safety are served by DJJ following gender responsive guidelines to meet their individual needs and promote safety, security, dignity and respect in an abuse-free environment. DJJ consistently monitors and improves the quality of life in our girls’ programs by promoting and implementing strategies that foster normalcy in programming and service delivery.

DJJ has, and will continue to, review placement of girls (and boys) in residential programs to assess which girls could be stepped down to a lower level or less restrictive environment; identify short term specialized crisis stabilization placement options for girls (and boys) with acute mental health needs that are beyond the scope and/or expertise of the residential service provider where the girl is placed; and ensure that per diem rates for programs, including those serving girls, address any specialized needs of the population(s) to be served.

DJJ has also developed an assessment tool, based, in part, on materials developed by the Delores Barr Weaver Policy Center, a leader in promoting effective programming, to assess our girls’ programs. The tool is being used in a collaborative way with girls’ residential programs and providers to help identify strengths and opportunities for improvements. Next, DJJ will:

- Implement the program assessment tool in all girls’ residential programs.................2015-2016
- Implement the JJSIP Trauma Responsive Practices (TRP) Project to more effectively address gender-related trauma responsive services for youth with an increased likelihood to re-offend (see trauma objective below).........................2015-2016

Expand and enhance the delivery of trauma-informed services throughout DJJ during FYs 2014-2016.

Due to the prevalence of youth who have endured traumatic experiences and may have a diagnosis of Post-Traumatic Stress Disorder (PTSD), DJJ has employed several initiatives to care for them.

- DJJ screens all youth coming into its system using the PACT which includes several items related to the youth’s trauma history. Youth are then given additional assessments as necessary.
- DJJ has increased the online training requirements for all direct care staff and is updating the officer academy training on trauma recognition and appropriate trauma-informed responses.
- DJJ offers resources to Prevention providers to educate staff about the prevalence of trauma among at-risk youth and community resources available to assist youth struggling with the impact of trauma.
- Changes in detention centers include expanded staff training on how to recognize trauma triggers, respond appropriately, and provide services. Environments may include murals, journals, soft blankets, pajamas (not institutional sleepwear), rugs, etc. and soft rooms offer a place where youth can go to calm down, receive mental health services, or visit with their baby or child. Gardening areas provide an opportunity to learn skills, obtain knowledge, and interact positively with staff. Dog therapy programs teach skills to compassionately care for animals, and
the Teens Assisting Puppies (TAP) program is a community partnership where puppies are cared for prior to their adoption. Also, 74 staff have been trained in “8 to Great” which teaches officers how to coach young people to make better decisions by forgiving the past, rebuilding self-confidence, taking full responsibility, and communicating more effectively.

- JPOs incorporate trauma-informed care strategies into case management practices in the delivery of delinquency interventions for youth on probation and aftercare supervision, as outlined in the updated JPO position description. Trauma-informed care is part of their academy training.

- Included in the scope of current residential contracts is the requirement that providers incorporate principles and practices related to trauma-informed care into the behavior management system; create a trauma-focused, restraint-free environment for youth; and provide training on PTSD, victimization, exploitation, domestic violence, and recovery issues. DJJ has evaluated residential programs for the incorporation of trauma-informed care.

  - **Continue to train staff in the recognition of trauma and appropriate trauma-informed responses** ................................................................. Ongoing
  - **Offer Prevention providers educational resources on the prevalence of trauma among at-risk youth and help them identify community resources** ............ Ongoing
  - **Assess (and expand if necessary) trauma-informed programs and services at all detention facilities** ................................................................. Ongoing
  - **Include “8 to Great” as part of the detention officer certification requirements** ........ June 2015
  - **Continue to seek funding to offer “8 to Great” in all detention centers** .................... Ongoing
  - **Continue to make environmental improvements** ................................................................. Ongoing

- DJJ has begun working with three nationally recognized experts in trauma responsive services within the juvenile justice system to implement the Trauma Responsive Practices (TRP) Project, which is a component of the Juvenile Justice Systems Improvement Project (JJSIP). Three residential programs (Martin Girls Academy-Circuit 19, Melbourne Center for Personal Growth-Circuit 18 and Palm Beach Juvenile Correctional Facility-Circuit 15) will assess their programs and staff training—with a focus on working with direct care staff—to more effectively address gender-related trauma responsive services for youth with an increased likelihood to re-offend.

  - **Select project sites and the assessment tool** ................................................................. October 2014
  - **Conduct on-site trauma-responsive organizational assessments** ................ December 2014
    - The assessment will include interviews, focus groups, and a survey-based trauma-responsive organizational assessment that will be conducted with input from DJJ staff, provider/program administrators, youth, and their caregivers/guardians/parents.
  - **Conduct a TRP collaborative review, planning and implementation** ................ September 2015
    - The findings of the site assessments will be reviewed and a plan will be developed to improve trauma-responsive services and practices. The TRP team will provide a train-the-trainer in “Think Trauma: A Training for Staff in Juvenile Justice and Residential Settings.”

- Extensive changes were made in detention facilities and residential programs, to provide comfort areas, normalize environments and establish an atmosphere of mutual respect.

- Residential provider contracts require trauma-informed practices, behavior management systems, environments, and training.
Increase family engagement efforts throughout the continuum to encourage youth success.

Family engagement has been a major initiative and its importance is reflected in the 2014 statute re-write. DJJ:

- Supported family involvement through increased interactions by juvenile probation officers.
- Developed family engagement commitment statements and posted them in all detention facilities and probation offices.
- Identified the need and resources to develop a Multi-disciplinary Home Visitation Model, which is offered in a few circuits via team visits and offer Family Functional Therapy and Multi-Systemic Therapy statewide.
- Encouraged families to attend multi-disciplinary staffings, such as community re-entry teams and exit conferences.
- Conducted surveys on family needs, staff attitudes toward family engagement, and family satisfaction and incorporated results into DJJ’s overall family engagement initiative.
- Created introduction to probation videos, one each for youth and parents, which give tips on the probation experience.
- Established orientations for families and youth in several circuits.
- Developed a library of 21 informational and educational brochures and 2 posters for all detention facilities and probation offices to keep families informed and encourage their involvement.
- Developed in-service and stakeholder trainings and conducted them at numerous internal and external meetings and conferences.
- Pilot tested the SNAP© program for younger children and their parents in three sites.
- Provided “Parenting Wisely” parent education train-the-trainer sessions and classes for parents.
  - Measure and report family involvement ................................................................. April 2015
  - Develop standard DJJ family and youth orientations for detention .................. April 2015
  - Determine if there is a need for hosting family support groups ............................. June 2015
  - Evaluate existing family and youth probation orientations and implement the best models at all circuits ............................................................ July 2015
  - Ensure Parenting Wisely classes are offered regularly in all circuits ..................... July 2015
  - Evaluate residential commitment program orientations and other opportunities for family engagement ............................................................... December 2015
  - Update officer academy training
    - Detention job task analysis ........................................................................... December 2014
    - Probation job task analysis ........................................................................... March 2015
    - Detention implementation (includes evidence-based course development, certification exam revision and pilot testing) ...................... December 2016
    - Probation implementation ........................................................................... December 2016
Increase opportunities for vocational certification in residential programs during FYs 2014-2016.

DJJ continues to increase opportunities for industry-recognized certification for youth in residential programs pursuant to Ch.985.622, F.S. All residential contracts initiated in FY 2013-14 included the requirement for the program to provide pre-vocational and vocational education, with the goal of 100% of eligible youth achieving industry recognized certification.

- Continue participation with local DJJ staff and CareerSource Boards, along with CareerSource Florida to provide employability skills training programs.................................. Ongoing

In FY 2013-14, vocational career interest inventories and exploration classes were offered at all residential programs and 44% provided vocational and technical certification.

Increase the use of alternatives to behavioral confinement through monitoring and improvements to effective behavioral management systems during FYs 2014-2016.

All youth placed in secure detention have behavioral expectations based on respect. The Detention Services Behavior Management System (System) is designed to ensure a safe and secure environment that fosters social and emotional development by encouraging appropriate behavior and providing opportunities to teach youth alternative pro-social means of meeting their needs. The System has cause and effect results and assists youth in learning that consequences are logical responses to their behaviors. The goal of the System is for youth to learn from their mistakes, correct them, and ultimately make better choices.

Residential commitment programs are prohibited from using “disciplinary confinement wherein a youth is isolated in a locked room as discipline for misbehavior” as part of their behavior management system, per 63E-7.009 Behavior Management F.A.C. However, programs may use room restrictions according to specific provisions. The temporary restriction of youths’ participation in routine activities by requiring them to remain in their sleeping quarters is allowed as part of its behavior management system. DJJ’s Quality Improvement reviews behavior management issues which include the appropriate use of room restrictions.

DJJ’s verbal and physical intervention system for maintaining a safe environment, Protective Action Response (PAR), provides an effective program for detention and residential direct-care staff. Master PAR Instructors train and certify staff, review PAR incident videos and reports, make formal recommendations, and provide technical assistance. PAR instructors regularly meet to discuss PAR incident data and trends. They also engage in training scenarios to recognize early signs of conflict, perfect de-escalation techniques and strategies, and practice physical intervention techniques. These efforts are part of DJJ’s commitment to promote a safe, hands-free environment, proactively implement process improvements, and provide consistent service among all DJJ programs and facilities statewide.

- Post new PAR evaluation fidelity policy .......................................................... January 2015

Facility staff and headquarters personnel work diligently to conduct ongoing analyses of trends and develop strategies to enhance system effectiveness.

Residential programs’ behavioral management system must promote respect, be proactive, positive and engaging, address good social skills, embrace tolerance, concentrate on modeling, and contain predictable consequences.

22 training sessions on PAR reporting procedures have been provided in the Central Region since July 2013.
The Florida Department of Juvenile Justice
Roadmap to System Excellence 2014-2016

- Identify additional tools to expand and emphasize verbal de-escalation techniques in the training curriculum.................................................................July 2015
- Revise Florida Administrative Code (FAC) Rule 63H-1 to formalize PAR fidelity monitoring, strengthen requirements for re-certification, increase annual retraining requirements and create a more rigorous evaluation process ....December 2015
- Monitor the application and effectiveness of the behavior management system in both detention facilities and residential programs.........................................................Ongoing
- Evaluate data for trends and provide technical assistance as needed to reduce behavioral confinement and physical responses............................................................Ongoing

Expand the services and number of Juvenile Assessment Centers (JACs) during FYs 2014-2016, as identified by needs.

JACs across Florida provide critical intake and screening services for many of the youth and families referred to DJJ. Staff assess youth to determine whether they will be detained or released, their eligibility for Civil Citation, their risk to public safety and service needs, and whether referrals for further assessments, evaluations, and interventions are needed. The JAC receiving process allows law enforcement to transfer the responsibility of youth to JAC staff and quickly return to community patrol to further enhance public safety.

- Assess the need to establish additional JACs and expand or enhance the services provided at each JAC location................................................................. FY 2015-2016
- Obtain funding to provide security for Escambia and Bay Counties' JACs.........................July 2015

Increase the percentage of youth who remain crime-free one year after release from residential commitment from 56% (secure) and 58% (non-secure) for FY 2012-2013 to 63% (secure) and 60% (non-secure) in FY 2015-2016 through transition and re-entry services.

DJJ offers a new array of transition services that address the needs of each referred youth returning home following a residential commitment and provides a strength-based approach that includes vocational, educational, professional, and personal skills building based on assessments of their individual needs. Additionally, new Circuit Liaisons and Community Re-entry Teams follow protocols to provide support to youth and families throughout the state and connect them with established resources in their areas. This new statewide approach improves community partnerships, enhances communication, and fosters family and youth engagement. Statutory additions support enhanced transition and education by requiring receiving school districts and a workforce representative to attend reentry team meetings; improving services, including career education opportunities; and ensuring quality education by requiring accountability and performance measurements.

- Contract for transitional housing beds in each region, to address the needs of older youth (boys) exiting residential commitment programs........................................................ March 2015

NOTE: The SPEP described earlier will also support better outcomes in recidivism.
Implement an evidence-based interaction model for juvenile probation officers to use with youth on supervision.

The Effective Practices in Community Supervision (EPICS) teaches probation officers how to apply the principles of effective intervention and core juvenile justice practices to their interactions with youth on community supervision. Probation officers are taught to increase dosage to higher risk offenders, stay focused on criminogenic needs, especially the thought-behavior link, and to use a social learning, cognitive behavioral approach to their interactions. EPICS is an evidence-based structured interaction model.

- Expand cadre of trainers........................................................................................................................................February 2015
- Expand statewide .................................................................................................................................................. Ongoing

Probation leadership was trained, as well as staff who will serve as train-the-trainers. Implementation is occurring in Circuits 1, 16, 18, and 20, with expansion next to 5, 9, and 14.
Goal: Ensure Appropriate Youth Placement

With the steady decline of delinquency in Florida and efforts to ensure residential placement is only used for youth who are assessed as being a higher risk to re-offend, the number of youth committed to residential programs has decreased by 48% during the last five years. To use resources effectively and efficiently, only serious offenders who commit violent acts and are considered an on-going threat to public safety are placed in secure detention and residential commitment. However, those youth require the most intensive and expensive services, and management of the residential population requires strategic decision making in capacity and program design, placement of youth and appropriate services.

Improve the strategic decision making when placing or responding to violations of probation by adjudicated youth.

The decisions regarding needed treatment, services and placement have been greatly improved due to exhaustive assessment of youth’s risks and needs, applying the latest research, and providing the most appropriate, individualized services. Furthermore, as residential contracts expire, DJJ assesses program needs; considers specialized services, geographic distribution, and utilization of capacity; and procures appropriate, competitive commitment programs and community services. DJJ has shifted resources to enhance community-based services to better serve youth who do not need residential commitment while maintaining sufficient bed capacity statewide to meet the needs of youth at varying levels of restrictiveness and providing the needed specialized mental health, substance abuse, and sex offender services, educational and vocational training, and gender responsive programs (both in non-secure and secure commitment placement). In all efforts, public safety remains a priority.

Furthermore, DJJ, with assistance from Georgetown University’s Center for Juvenile Justice Reform, is implementing the Juvenile Justice System Improvement Plan (JJSIP) statewide to provide a framework for implementing best practices throughout the juvenile justice system. JJSIP includes a comprehensive strategy and a Dispositional Matrix (structured decision making tool) which matches delinquent youths’ needs, risks, and offenses to appropriate services at the right restrictiveness level. The services are reflected in a

5-Year Trend: Total Youth Committed

<table>
<thead>
<tr>
<th>Year</th>
<th>Youth Committed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>5,388</td>
</tr>
<tr>
<td>2010-11</td>
<td>4,671</td>
</tr>
<tr>
<td>2011-12</td>
<td>3,622</td>
</tr>
<tr>
<td>2012-13</td>
<td>3,099</td>
</tr>
<tr>
<td>2013-14</td>
<td>2,824</td>
</tr>
</tbody>
</table>

12-Month Recidivism by Matrix Adherence Level

<table>
<thead>
<tr>
<th>Below Guidelines</th>
<th>Optimum Placement</th>
<th>Appropriate Placement</th>
<th>Above Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>53.30%</td>
<td>18.90%</td>
<td>21.30%</td>
<td>34.00%</td>
</tr>
</tbody>
</table>

The JJSIP has been implemented in Circuits 1, 5, 6, 7, 9, 10, 13, 15, and 17 and Circuits 2, 3, 4, and 14 are next.
menu of appropriate, graduated sanctions. Another feature of JJSIP is a tool for evaluating how closely services provided match the most effective interventions, based upon the youth’s risk and needs, and in line with leading research (see SPEP under Optimal Services).

- Continue statewide implementation. ...............................................................2014-2016

Evaluate each youth’s risks and needs effectively to ensure residential placement provides individualized services that best serve youth.

The Residential-Positive Achievement Change Tool (R-PACT) is an instrument used to assess youth’s risk factors that should predict high involvement in crime and protective factors that should reduce criminal behavior and includes both dynamic scores (that measure youth’s current circumstances) and static scores (that measure youth’s prior history). It examines youth’s criminal history, academic status, family relationships, use of alcohol and drugs, prosocial/antisocial attitudes, and use of appropriate social skills for dealing with emotions, difficult situations, and interactions with others to:

1. Identify residential youth’s criminogenic needs and risks,
2. Guide the development of intervention strategies, and
3. Assess youth’s progress.

It is administered to all residential youth within 30 days of admission, every 90 days thereafter; and just prior to release.

FSU researchers validated the tool and made the following recommendations (which DJJ already follow):

1. Use the R-PACT to make assessments about which youth have the highest probability to reoffend and guide transition, release, and after-care decisions.
2. Use the R-PACT to assess youth changes, especially in social skills, during the residential stay and guide performance plans.
3. Ensure equivalent high-quality education services are in traditional and non-traditional settings.
4. Closely track and, where necessary, increase the dosage of treatment that youth receive in social skills training, especially for moderate and higher risk youth (see section on SPEP) and expand the intensity of post-release supervision and treatment, especially for moderate and high prior offending youth.

In addition to following the five recommendations above, DJJ will:

- Post SPEP scores on the DJJ web site............................................................................Ongoing
- Measure the reoffending rates of specific programs and program types. .....................Ongoing
- Determine reoffending rates according to the dosage of social skills training. ............July 2015 in SPEP
- Track improvements/declines in risk and protective factors as youth transition from residential facilities to post-release supervision and treatment........................................July 2015 in SPEP
- Work with the Department of Education and local school districts to ensure high-quality education is provided....................................................................................Ongoing
Manage the Resources

Goal: Improve Communication and Collaboration

DJJ has increased efforts to form partnerships and collaborations. To effectively ensure the success of youth and safety of the public, the agency seeks the professional efforts0, substantive knowledge, and roles of others. Everyone with a stake in the outcomes of our youth is considered a valuable contributor.

Foster coordinated services and information-sharing partnerships with other state agencies.

Eight agencies created an interagency agreement to “coordinate services and supports for children in Florida and to collaborate on developing necessary local and statewide resources for children being served by multiple agencies… to ensure that policy, procedure, service delivery, and resource development are provided in a manner that maximizes the likelihood of positive outcomes.” The group tracks and identifies patterns and prevalent issues which need addressing and submits reports to the Florida Children and Youth Cabinet. Examples include competency hearings; children receiving services from multiple agencies; and cases to be reviewed, such as dependent youth released from DJJ secure detention or residential commitment. Also in the agreement are guidelines for cost-sharing.

Expand collaborative efforts with the Department of Children and Families (DCF) to care for youth dually served in the child delinquency and welfare systems.

- The Crossover Youth Practice Model (CYPM) is a collaboration between DJJ and DCF, led by Georgetown University, which provides communication, joint case management, shared early intervention, and comprehensive services for foster care youth involved in the juvenile justice system to reduce delinquency and improve outcomes.

- DJJ coordinated with DCF to revise their Interagency Agreement regarding coordination in protective investigations and improve the process for tracking juvenile justice-related calls to the Abuse Hotline. DCF can now send notifications directly to DJJ through DCF’s tracking system: the Florida Safe Families Network (FSFN). Additionally, in any incidents involving excessive force or other related allegations in a residential program, a program monitor conducts an assessment and interviews the youth involved within 24 hours, independent of any investigation that is conducted by DCF personnel. As needed, action is taken to ensure the youth’s safety.
Integrate DJJ services with workforce providers.

Employers are critical partners in helping turn the lives of troubled youth around or prevent them from making poor choices. Part of DJJ's Reform Specialists' role, along with other staff, is to seek and partner with workforce providers to establish job and/or community service opportunities for youth. Probations Chiefs are involved on all 24 regional CareerSource Boards and Secretary Daly serves as a board member of CareerSource Florida.

Additionally, DJJ and the Department of Economic Opportunity have partnered on a project to improve employment opportunities for youth involved in the juvenile justice system. The pilot project will fund workforce services to include career assessments, labor market information training, work readiness activities, employer engagement services, job placement, and paid work experiences for youth.

- Work with local businesses to assist in job placement/training programs for youth .................. Ongoing
- Work with local businesses to assist in community service programs for youth ......................... Ongoing
- Establish pilot project with DEO in Duval County ................................................................. January – December 2015

Cultivate relationships with the private provider community.

DJJ contracts with numerous private providers along its continuum of services and for 100% of its residential programs. It maintains a communicative and collaborative relationship to ensure all youth receive the best care and achieve the best outcomes. Specific endeavors to strengthen relationships between DJJ program areas (prevention, detention, probation, and residential) and private providers included redesigning procurement services to provide Invitations to Negotiate (ITN) to allow providers the opportunity to employ creativity and facilitate programmatic innovation.

- Participate on various Florida Juvenile Justice Association (FJJA) workgroups and the annual conference planning team ................................................................. Ongoing

Conduct workshops, trainings and presentations and develop resources for various stakeholder groups.

DJJ provides ongoing workshops, trainings and presentations on numerous topics such as detention alternatives, human trafficking, trauma-informed care, younger youth, cultural sensitivity, prevention awareness, Civil Citation, adolescent development and the teenage brain, family engagement, gang identification, the differing needs of girls and boys and communication, both at the state and national level. Others will be added based on need or expressed requests. Also, DJJ continues to build its collection of resources for youth, parents, law enforcement, the courts and community members and posts them on the Internet.

- Develop and post an Internet calendar of events. ...................................................................... March 2015
- Post human trafficking information. ............................................................................................. Ongoing
- Update the Law Enforcement Florida Juvenile Handbook............................................................. TBD by FDLE
Goal: Enhance Workforce Effectiveness

The strength of DJJ's staff is reflected in the quality of care provided to its youth. DJJ is undertaking initiatives to ensure it employs the best staff and reduces turnover.

Ensure applicant suitability for working with delinquent youth as a condition of employment.

The validated Ergometrics’ IMPACT human relations test is used to screen applicants for DJJ detention and probation direct care positions to eliminate those who are not deemed suitable for working with juvenile offenders. Also, some applicants withdraw from consideration once they see the video-based scenarios of what the job will be like. All current detention and probation staff have been trained using the accompanying curriculum.

- As new residential contracts begin, require testing of their applicants for all direct care positions. ................................................................. 2015

Develop solutions to concerns given in employee exit interviews to reduce turnover and improve employee job satisfaction by June 30, 2015.

Overall, DJJ’s turnover rate was 12.5% but was 27% for Detention Officer 1 positions and 16.8% for Detention Officer 2 positions during FY 2013-2014. Information from exit interviews, particularly factors identified as contributing to employees leaving, as well as the most recent climate survey results, will be used by FSU graduate students to find solutions to reduce turnover and improve satisfaction.

- Analyze information and pilot solutions......................................................................................................................... June 2015

Enhance staff development and training practices to support staff success.

DJJ’s staff are its most important resource, and increased efforts will be directed to support them and ensure a staff of professionally developed practitioners. Improvements to maintain effective, comprehensive training and certification programs; collaborating with stakeholders to share expertise and mitigate risk; codifying best practices into Florida administrative Rule; and developing staff skills and opportunities for growth will occur.

- Collaborate with stakeholders and other agencies on all training activities that involve DJJ’s workforce to share expertise and mitigate risk........................................December 2016
- Rewrite Direct Care Staff Training 63H-H-2.001-2.008, FAC................................................................. December 2015
- Develop leadership and supervisory curricula ........................................................................................................June 2016
- Make Individual Development Plans available to all staff .................................................................................. June 2016
- Conduct an analysis and develop a career ladder.................................................................................................June 2016
Goal: Strengthen Practices and Processes

Evaluate tools used to assess youths’ risks and needs to ensure fidelity and validity.

DJJ is constantly researching the most effective tools used to assist in the care of youth and evaluating currently-used tools, practices, and programs. The agency contracted for independent analyses of two of its tools related to youths’ risk and protective factors and risk to re-offend.

- The National Center for Crime and Delinquency (NCCD) conducted a multi-state validity and reliability analysis of risk assessment instruments, including the Positive Achievement Change Tool PACT. A final report was drafted in May 2013 and recommended subsequent assessor coaching to ensure optimal consistency and reliable ratings from one assessor to the next; clarification of concepts, definitions, and response options; and coaching on Motivational Interviewing (MI) to improve the quality of the information obtained.
  - Continue to conduct fidelity reviews, assessor coaching, and MI coaching .................. Ongoing

- DJJ's partners and stakeholders (law enforcement, prosecutors, courts and service providers) must have tools and information to help decide the risks and needs of youth in order to respond objectively and effectively when youth violate the law. DJJ will determine whether its Detention Risk Assessment Instrument (DRAI) is appropriately identifying youth in need of secure detention and is gender-neutral and culturally responsive.
  - Publish results and determine next steps................................................................. March 2015
  - Reconvene the statutory DRAI committee ............................................................... Summer 2015

Appropriately address chronic misdemeanants.

DJJ has determined that during a five-year period, about 1%, or approximately 3,134 of its delinquent youth are chronic misdemeanants. Since they have the potential to escalate in their misbehaviors, consume a great deal of resources, take law enforcement away from the community, and are demonstrating a need for services, DJJ included a provision in the 2014 statute rewrite that any youth who commits three or more offenses within a 90-day period may be held in secure detention, regardless of his/her risk to re-offend assessment (DRAI) score and would therefore appear before a judge the following day.

- Analyze results of the new law to determine its affect and whether DJJ needs to specify which behaviors may trigger admission to a program or secure detention. ....................July 2015
- Utilize the child sex trafficking victim identification tool to screen for victims and refer for needed services .................................................................................................................................. Ongoing

Between July 1, 2014, and January 20, 2015, 604 youth (982 referrals) have been securely detained as a result of the statute implementation. None of the youth would have otherwise been securely detained.
Expand the use of the Electronic Medical Record (EMR) system to all detention centers.

DJJ developed an EMR within Juvenile Justice Information System and it is being implemented in its detention centers. The EMR incorporates medical, mental health, and substance abuse forms and documents that comprise an Individual Health Care Record and allows medical, mental health, and substance abuse professionals to enter youth-specific information into JJIS. The EMR module is in a separate, secure location, permission-based, and accessible only to staff providing services for youth. Reports may also be accessed through the EMR system to capture medical, mental health, and substance abuse information.

- Examine possibility of incorporating the EMR into other program areas .................................................. 2016

Ensure detention, day treatment and residential commitment environments are safe, secure, and respectful.

In addition to the extensive Prison Rape Elimination Act (PREA) work DJJ has done, it implemented a tool and a process for evaluating the environment and practices at residential programs. Through separate, in-person interviews with staff and youth, monitors discuss interviewees’ perception of safety and conditions and review the grievance and behavioral management process. Interviews are annual, unannounced, and conducted with random participants who have been in the program (or employed with the program) for varying lengths of time.

Establish a statewide telephone consultative help line for those caring for youth on psychotropic medications.

DJJ recently partnered with the University of Florida Division of Child and Adolescent Psychiatry to pilot a statewide toll-free telephonic consultative help line. The line is for prescribing practitioners; nurse, mental health, and substance abuse clinicians; and other DJJ staff and providers. The purpose of the help line is to facilitate access to expert consultation on questions concerning the safety and well-being of youth in DJJ facilities who are receiving psychotropic medications.

- Survey DJJ staff, practitioners, and providers to determine the scope of consultative services, including diagnosis, medications, and access to care ........................................2015
- Analyze survey results and prepare a report of the findings .........................................................................2015
- Develop a user-friendly format for the telephonic child psychiatry consult line .......................................2015
- Provide on-line continuing education topics, including question and answer forums and webinars on child psychiatry topics ................................................................. Ongoing
Continuing Initiatives for Which Objectives Were Met

**Ensure 100% of state-operated detention centers and 100% of residential programs provide gender-responsive programming.**

Gender responsive services are provided through program components that comprehensively address the special needs of adolescent girls and boys to foster positive gender identity development, recognize risk factors and issues most likely to impact females and males, and increase protective factors and skill competencies that can deter future delinquency. Ongoing training includes topics such as: healthy relationships, social skills, personal safety, reproductive health and teenage parenting, and adolescent development. Furthermore, where staffing permits and at the discretion of the Chief Probation Officer, DJJ encourages placing girls under the supervision of a female probation/conditional release case manager.

**Enhance the effective strategies used to assist youth through the “stages of change.”**

To enhance youth behavior change, DJJ implemented Motivational Interviewing (MI) and the Stages of Change curricula into the juvenile probation and detention officer academies; developed a standardized MI technical assistance coaching process for supervisors to use with staff; conducted MI booster trainings with MI qualified trainers; and trained additional MI qualified trainers.

**Ensure daily life skills training is conducted at 100% of secure detention centers and residential programs.**

Youth in all detention facilities and residential programs receive life skills training, with approximately 500 life skills groups per month in detention alone. Topics include home management skills, problem solving, career planning, personal hygiene, parenting, and Shaken Baby Syndrome.

**Seek, consider, and respond to input on the Roadmap via town hall, stakeholder, editorial board, circuit advisory boards and other group meetings and methods.**

Input from 12 town halls and numerous statewide stakeholder, press, and community meetings yielded a more comprehensive and detailed final version of the Roadmap. A list of additions was incorporated in the document, as were explanations when requests were not included.
Continue the components of the Alachua County Juvenile Community Resource Center.

The Juvenile Community Resource Center pilot project was conducted from September 2012 – February 2013 and provided screening and pre-disposition, Civil Citation, community programs, and family engagement. Proposed respite care services were not established as planned due to a lack of funding. The Circuit will continue to provide family engagement case management, utilize the Community Room, and partner with detention staff.

Reduce residential bed capacity, as appropriate, and implement small residential facilities that are more therapeutic.

As DJJ made significant reductions in commitments and unfilled beds, it modified bed capacity and will continue to make adjustments as determined by needs. Through the re-engineering of program sizes and types, DJJ implemented small residential facilities that are staff secure and are more therapeutic. As DJJ continues to ensure youth receive needed services in the least restrictive environment possible, any reductions of residential beds will be achieved while maintaining the priority of public safety.

Continue to use community-based mental health and substance abuse services effectively for girls and boys in every circuit as an alternative to residential commitment.

DJJ provides gender-neutral screening and assessment processes to determine appropriate placement, with the goal of ensuring the most appropriate services are received in the least restrictive environments, including community-based services and day treatments for girls and boys. This applies to whether youth are entering the DJJ system or already in custody. Also, DJJ continually educates judges regarding mental health and substance abuse alternative options.

Ensure court and law enforcement staff are kept updated on youth’s progress and status.

DJJ partners with law enforcement and the courts to ensure an appropriate and timely exchange of information in order to best serve youth. Circuits regularly meet with stakeholders to increase communication and strengthen partnerships. Discussions have included strategies for supervision of youth on home detention, electronic monitoring, and committed pending placement; chronic misdemeanants; youth at the highest risk to re-offend; improving State Attorney Recommendations and Predisposition Reports; sharing youths’ top-ranked criminogenic needs/ protective factors; and status of supervision through the submission of progress reports, termination requests, violations of supervision, and other critical information used to determine what type of supervision and services a youth needs.
Increase availability of data to the public.

DJJ has a robust research and data section that ensures the foundation of all decisions and planning is guided by the latest facts. The agency utilizes data to develop strategies that result in improved results for youth, families, and communities. Assessments of service delivery and outcomes assist in enhancing services. In addition to driving and supporting the agency’s reform efforts, more data is now available to stakeholders at [www.djj.state.fl.us/research](http://www.djj.state.fl.us/research).

- **Delinquency Profile** - delinquency arrests and dispositions within a five-year period at points along the continuum, by judicial circuit, county, offense, race, age, and gender.
- **Positive Achievement Change Tool (PACT) Dashboard** – statewide data since July 2006 filtered by region, circuit, county, gender, and race viewable by risk to re-offend; drug and alcohol use; mental health issues; motives for crime; school, family, and social issues; and needs.
- **Residential Data Reports** - quarterly and annual information by region, program type, and program name and reports containing: quarterly measures (length of stay, escapes, excessive/unnecessary use of force incidents, major deficiencies/critical incidents, percentage of youth admitted by assessed risk to re-offend level, rates of physical interventions and arrests) and annual measures (seriousness index, recidivism, completion rate and total releases).
- **Executive Dashboard (PPI)** - statistics throughout the juvenile probation system used to identify and set performance measures, including youth contacts. Floating benchmarks allow goals to be changed as numbers fluctuate.
- **DJJ/DCF Profile of Youth Served** - maps, tables, and charts comparing DJJ youth with those receiving foster care or other services from DCF, including offenses and levels of placement filtered by location, ZIP code, gender, race/ethnicity, and gang involvement.
- **Civil Citation Dashboard** – statewide figures, by judicial circuit, county, law enforcement agency, offense type, race, age, and gender.
- **Current Performance Measurement Reporting (PMR)** - utilization, youth admitted, youth served, and offenses during supervision for each of DJJ’s program areas. Most measures are part of existing contracts and program monitoring procedures.
- **Monthly Accountability Scorecard** - key indicators of the agency’s performance.
- Other information regularly updated includes **Myths vs. Facts, Delinquency Briefings, Two-year Trends and Conditions, and Latest Initiatives (JDAI and JJSIP).**

Train 50 DJJ residential and detention program staff on a specialized mental health curriculum.

A train-the-trainer session was conducted and subsequently over 75 staff have been trained. **Goal exceeded by 25 trainees.**
Refine and strengthen the role of a juvenile probation officer (JPO).

JPO tasks and functions were analyzed and their redefined roles were reflected in updated policies, procedures, and position descriptions posted in May 2014. Strengthened roles include increased family engagement (conducting orientations, support groups and parenting classes); making contacts in varied settings during non-traditional hours; actively seeking community resources; and cultivating restorative justice community service work sites.

Hire and train a designated juvenile justice reform coordinator at headquarters and Reform Specialists in all 20 judicial circuits.

Reform specialists were hired and trained on Communicating the Reform, Parenting Wisely, family engagement, Effective Practices In Community Supervision (EPICS), Stop Now and Plan (SNAP®) and cultural responsivity. They are actively engaged in their communities and with families of DJJ-involved youth.

Improve the procurement process by implementing the use of the Invitation to Negotiate (ITN) process for service procurement.

DJJ strategically shifted to the ITN contract process to better identify providers who propose the most innovative and effective services under a competitive pricing agreement, while allowing for the negotiation of contract-specific performance measures.

Improve the practical application of policies and procedures by conducting annual internal reviews within each detention center.

To ensure the consistent application of policies and procedures, a team of detention subject matter experts conducts Annual Internal Reviews at each detention center to provide technical assistance, identify best practices, and improve service delivery.

Increase transition services by eliminating aftercare contracts, absorbing the supervisory component of aftercare within DJJ, and reinvesting the entire funding in additional contracted, community-based transition services.

To increase opportunities for youth success, DJJ replaced contracts for CBIS/Conditional Release services with in-house JPO supervision that costs approximately two-thirds less per day. Contracted dollars were reinvested to attain needed transitional and re-entry services that will increase successful outcomes for youth returning to the community from residential commitments. DJJ will continue to expand efforts through transitional living and family engagement.

Updated position descriptions may be found at [http://www.djj.state.fl.us/employment/job-descriptions](http://www.djj.state.fl.us/employment/job-descriptions).

Reform Coordinators fill vital family engagement roles.

The ITN process prioritizes the best value and highest quality of services.

These are, and will continue to be, conducted annually.

$11.7 million was invested in transition services.
Between July 2012 and June 2014, shift resources resulting from reduced residential beds to ensure adequate funding for the remaining residential programs and to enhance front-end, community-based services.

Reductions to residential commitment programs due to declining arrests, effective prevention and intervention programs, and use of the structured decision making system and dispositional matrix have allowed DJJ to strategically reduce the number of residential commitment beds and devote more than $10 million to expand effective prevention and treatment programs.

- More than $2 million to expand slots in PACE Centers for Girls, opened new schools in Miami-Dade and Clay Counties, and added an AMI school for boys in Pinellas County.
- $1.5 million to expand the Children-In-Need/Families-In-Need counseling services to at-risk youth in rural counties.
- $5 million for Boys and Girls Clubs to expand the Street Smart, Gang Prevention, and Prevention through Reentry programs statewide.
- $1.5 million for the Big Brothers Big Sisters programs targeting youth of incarcerated parents for mentoring and counseling.

Shift investments from reduced secure detention populations to alternatives to detention.

A contract was executed to The Florida Network in January 2013, to provide management and administrative oversight of a respite care services program for youth 10 to 18 years old who have been charged with domestic violence (including youth previously adjudicated for other issues).

- Twenty-three respite beds (8395 bed care days annually) were added statewide.

Ensure that prevention and diversion efforts provide services to keep youth out of the juvenile justice system and are more cost effective while increasing public safety.

Federal grant applications were reviewed to ensure their scope of services supports DJJ’s mission to divert youth from the juvenile justice system, as appropriate. Funds were allocated for prevention, diversion, and Disproportionate Minority Contact (DMC) efforts. Services focus on youth who may be at risk for arrest due to behaviors such as substance abuse and experimentation, poor academics, negative peer association, family difficulties, environmental challenges, school attendance, anger management, running away, and mental health issues.

All Federal grant applications were reviewed.

Implement a shared services model for provider management and oversight.

A strong procurement, program and contract monitoring, and quality improvement practices and processes employed by DJJ is critical, particularly as almost 65% of its services are provided by private contractors. Oversight services currently found in numerous areas in the agency have been consolidated in the Provider Management Shared Services Model, supporting DJJ’s capability to shift resources more readily between program areas. This allows DJJ to best manage and monitor higher risk contracts or programs by applying the right amount of effort, using the appropriate skill levels at the right time, eliminate organizational and process barriers, and prioritize the use of limited resources.

Shared Services Implementation:
- Incident management and procurement = August 2013
- Management and oversight = October 1, 2014.
Update and implement the Health Services and Mental Health, Substance Abuse and Developmental Disability Services Rules by June 2014.

DJJ Health Services Rule (63M-2) establishes statewide requirements for health care treatment services for youth in its custody. It:

- Ensures that health care services provided in facilities and programs follow state and federal health care regulations, rules, and professional standards of care.
- Promotes delivery of high-quality health care services for delinquent youth under DJJ custody or supervision by assisting medical health care staff in developing and consistently implementing necessary and appropriate health care services in DJJ facilities and programs.
- Establishes health care services within the continuum of services that promote adolescent health, well-being and development.

The DJJ Mental Health, Substance Abuse and Developmental Disability Services Rule (63N-1) establishes requirements for delivery of mental health, substance abuse, and developmental disability services. The Rule applies to juvenile assessment centers, detention centers, residential commitment programs, and day treatment programs operated by, or under contract with, DJJ.

Furthermore, DJJ issued a comprehensive health services contract in the north region to ensure delivery of medical services, mental health services and substance abuse services and psychiatric care are provided to youth in custody at the North Region juvenile detention centers in Alachua, Bay, Duval, Escambia, Leon, Marion, Okaloosa and Volusia counties. These services provide accountability and rapid response to ensure the specialized health needs of youth are met in accordance with F.A.C. and DJJ policies.

Recommend changes to Chapter 985, Florida Statutes concerning DJJ operations for the 2014 legislative session.

A major strategy to sustain recent reform was the codification of improvements in statute. DJJ’s main priority passed the 2014 Legislature unanimously and makes a number of significant changes to our principle statute, Chapter 985. These changes align the statutes with evidence-based or proven practices and reforms that place an emphasis on prevention and providing an individualized, treatment-based approach to youth involved with the juvenile justice system to successfully rehabilitate them while still protecting the public. Changes include:

- Creation of an individual statute to focus on prevention.
- Expansion of transition services.
- Allowing opportunities for evening reporting centers and other alternatives to secure detention.
- Creating a criminal statute for the neglect of any youth while in DJJ custody.
- Placing accountability and reporting requirements on DJJ and enhancing the performance accountability system for service providers.
- Limiting residential programs to 90 beds.
- Combining low and moderate residential risk levels to a “nonsecure” level.
- Requiring children be placed in detention in the circuit nearest their residence.
• Allowing alternative consequences for technical violations of probation with judicial approval.

DJJ’s other priority, SB 850, Juvenile Justice Education, also passed the 2014 Legislature. Statutes 1003.51 and 1003.52, were incorporated as part of a larger education package. Key provisions include:

• Facilitating successful re-entry and transition services by requiring school district DJJ transition contacts and workforce representatives to participate in community reentry team meetings.
• Prohibiting districts from having standardized policies requiring all students returning from residential commitment programs to go to alternative schools.
• Providing increased career education opportunities for youth in residential programs.
• Ensuring quality education by requiring accountability and performance measurements.

DJJ will continue to work with the Office of Exceptional Student Education at the Florida Department of Education to develop tools and technical assistance to school districts.

**Realign the FY 2013-14 budget structure.**

A significant reinvestment of funds from reductions of unused residential beds and the decreasing population in residential placement and secure detention resulted, and continues to result in, the shifting of resources (budget allocations, procurement opportunities, contracts, staffing, etc.) away from out-of-home residential placements and into front-end prevention, early intervention, diversion, and intensive home- and community-based services.

**FY 2010-11 Appropriations:**
$606,230,159

- Prevention: $27,024,909 (4%)
- Detention: $194,426,507 (35%)
- Probation: $143,781,202 (24%)
- Residential: $130,553,915 (22%)
- Executive Direction/IT: $241,930,144 (40%)

**FY 2014-15 Appropriations:**
$550,686,669

- Prevention: $28,246,813 (5%)
- Detention: $106,191,318 (19%)
- Probation: $144,244,50 (25%)
- Residential: $106,191,318 (19%)
- Executive Direction/IT: $81,432,425 (15%)

- Operate a system that allows for realignment of resources to provide appropriate services at every level within the juvenile justice system........................................ Ongoing
How to get involved…

Learn more about the Florida Department of Juvenile Justice and its Roadmap to System Excellence or contact us in any of the following ways. Feedback and questions are always welcome at DJJ.

Thank you for your interest in improving Florida’s youth, families, and communities.
Florida Department of Juvenile Justice Circuits (numbered), Counties (named), and Juvenile Assessment Centers (starred)