

# Florida Department of Juvenile Justice



Fiscal Year  
**2009-10**  
Annual Report

*Fiscal Year 2009-10 has been a year in which the Florida Department of Juvenile Justice has continued to find better ways to serve the youth and families of the state of Florida. Overall delinquency referrals continue to drop and we continue to expand the implementation of evidence-based programming proven, through academic research, to reduce the likelihood of the youth returning to the juvenile justice system.*



*Charlie Crist, Governor*

*Frank Peterman, Jr., Secretary*



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



***Message from Secretary Frank Peterman, Jr.***



I am pleased to present the *Florida Department of Juvenile Justice's FY2009-10 Annual Report*, which highlights the year's major activities and outlines many of the accomplishments and strategic initiatives undertaken by each office and program area. It is a snapshot in time of the work put forth by our DJJ family as we emphasize efforts aimed at preventing children from entering the juvenile justice system.

Throughout FY2009-10, the Department continued to experience funding challenges due to economic conditions across the state and the country. However, DJJ and private provider staff remain steadfast in their shared commitment to the children we care for each day. We continued to facilitate innovative and effective strategies to keep pace with the needs and priorities of at-risk youth in Florida.

I am confident that DJJ will carry on its efforts to offer the best services possible for children and families we serve. Our motto, "Our Children, Our Future!" remains at the forefront of all that we do here at DJJ.





# Florida Department of Juvenile Justice

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## Mission

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

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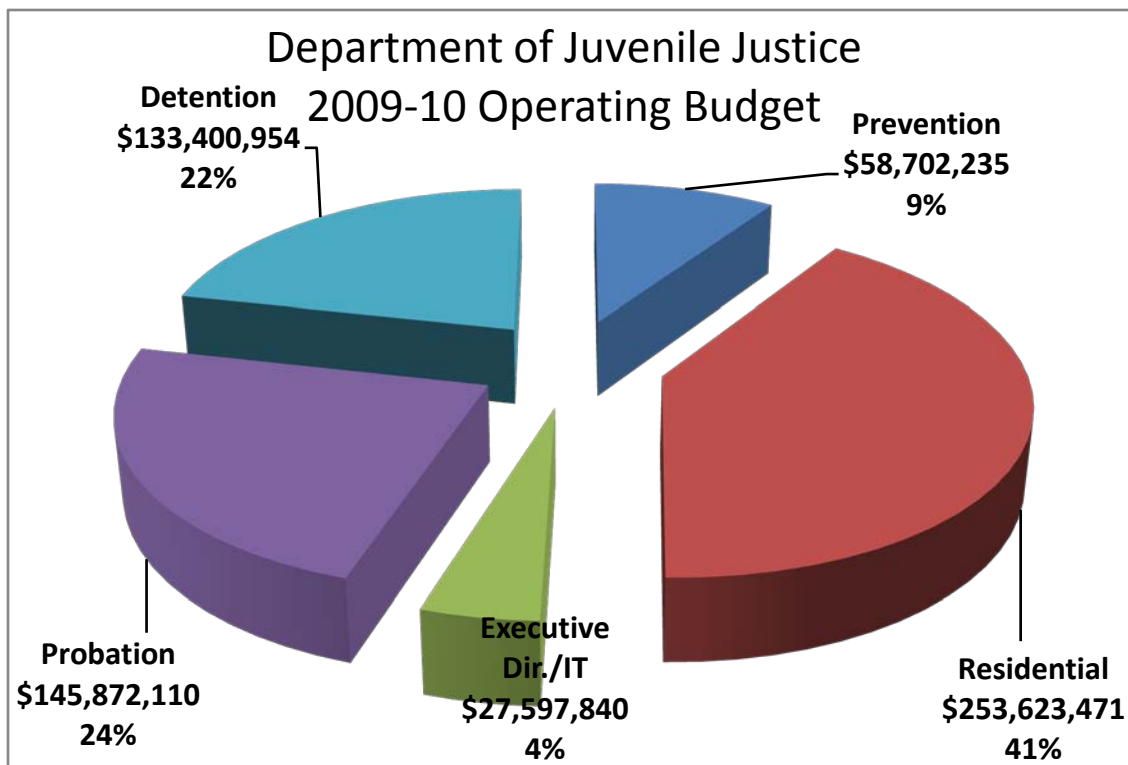
## Vision

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

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## Core Values

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



# Executive Summary

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FY2009-10 has been an exciting year for the Department. Statewide delinquency referrals have reduced by 15% from last year. The overall number of youth entering the DJJ system continues to decrease. The number of youth waiting in detention centers for placement in an appropriate residential facility is the lowest in all of DJJ's history. School referrals are down 9% from this same time last fiscal year. In addition, we continue to work closely with our community partners to create alternatives to detention so youth don't enter the juvenile justice system.

This Annual Report shows continued progress resulting from the implementation of the Department's Strategic Plan for Fiscal Years 2008-09 through 2011-12. Just following this Executive Summary is a listing of some of the agency accomplishments highlighted this year for the Governor's Office. While this list is not all inclusive, it provides examples of the great things the Department is doing to turn around the lives of the children and families we serve. These accomplishments not only provide support for the youth while in our care, but help them as they transition back into their community.

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

—Executive Leadership Team, August 2010

*Our Children, Our Future*

# 2009-10 Agency Accomplishments

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## **DJJ Youth Receive ‘Pool and Spa Technician’ Certification and a Future Employability Opportunity**

The Dozier School in North Florida (a DJJ-operated Residential site) and the Washington County School District partnered to provide a course for Pool and Spa Technician certification through a training institute via an on-line program. Four youth were awarded funding to participate in this program from the Florida Juvenile Justice Foundation, the non-profit, direct-support organization of DJJ. Certification in this Pool and Spa Technician course is good for five years and provides a wonderful employment opportunity for the youth upon their release.

## **DJJ Gender Responsive Program Initiative is Launched**

The DJJ Gender Responsive Program Initiative has been launched statewide with a “webinar.” The presentation included a brief overview of the “Girl Matters” curriculum, upon which the DJJ initiative will be based. The curriculum’s tools were provided as a resource for DJJ’s Residential providers (and for our own DJJ-operated sites) to utilize as they continually assess the current state of programs; this DJJ initiative is to lay a foundation and improve on what already has been integrated into program operations for “gender responsive training.” The “Girl Matters” curriculum is the “cornerstone” of the new DJJ Gender Responsive Program Initiative. A DJJ-facilitated workgroup will hold monthly conference calls or videoconferencing. Ongoing support and technical assistance will be provided through the National Council on Crime and Delinquency’s National Center for Girls and Young Women. The Girl Matters’ Train the Trainer curriculum has been offered to all female residential programs, and many residential providers sent program and/or corporate representatives. DJJ managers in Residential, Detention, Office of Health Services, and the Office of Staff Development & Training are working in collaboration with internal and external stakeholders by encouraging and supporting our girl-serving programs.

## **Module Completed to Track Evidence-Based Delinquency Interventions Efficiently**

DJJ’s innovative “evidence-based” services module has been completed and is ready to go into production. The module was created to track which evidence-based delinquency interventions a youth receives while being served by DJJ throughout the continuum of services (Detention-Residential-Probation-Prevention). Once an extensive volume of data are fed into the module in the near-term future, the module will allow DJJ to compare youth receiving various “evidence-based” delinquency interventions with youth who do not receive “evidence-based” practices that are proven, through academic research, to reduce the likelihood of the youth returning to the juvenile justice system (recidivating). Further, we can look closer at the youth’s individual criminogenic needs, which are the specified risk factors that are proven to lead to delinquency.

## **Dozier Youth Complete Lifeguard Training Certifications**

Eleven youth from the Arthur G. Dozier School in the North Region (Residential) successfully completed the Lifeguard Training Course, a partnership conducted by DJJ with the American Red Cross of Panama City. The training course included a prerequisite of swimming 300 yards, as well as completing a timed event in retrieving items from the bottom of a pool. The youth also were certified in CPR/AED and First Aid. With these certifications and this training, these youth will have these additional opportunities in their respective communities upon release from DJJ. This

certification is for the following Lifeguard job opportunities: Pool/Lifeguard, Beach/Open Water Lifeguard, and Lakes/Resort Lifeguard.

### **\$350,000 Grant Provides for Youth Returning Home**

The Office of Education's participation the Strengthening Youth Partnership workgroup has resulted in a \$350,000 grant allocation to improve the education, employability, and transition to the world of work for youth served by DJJ. The Strengthening Youth Partnership is a project of Youth Workforce Florida, Inc., and includes child-serving agencies with the shared goal of youth work readiness. This grant was awarded to a DJJ contract provider, Twin Oaks Juvenile Development, a non-profit organization, where "Community Action Teams" to 300 youth returning home throughout Florida from this North Region site will receive extensive assistance. Specifically, the grant supports "Project Connect," an initiative of Twin Oaks. The grantee's/provider's materials indicate ... "While in the early stages of Residential commitment, the youth and a Transition Specialist begin planning the youth's transition home. Upon returning to their community, a Community Action Team is set up to meet regularly with the youth ... ." The team consists of a Project Connect liaison, the youth's Juvenile Probation Officer, the Conditional Release/Aftercare Case Manager, a local Boys & Girls Club, a One-Stop Career Center representative, the youth, his/her family, educators, a high school guidance counselor, business leaders, government and private agencies, law enforcement, a faith-based community representative, and other appropriate community volunteers." As the youth becomes more self-sufficient and accomplishes goals laid out, the liaison conducts meetings and phone calls in step-down phases.

### **DJJ has Big Showing and Helps Plan Annual Statewide Gathering of Educators, while Florida Juvenile Justice Foundation Makes Plans to Renew Partnership with Eckerd Family Foundation**

The DJJ Office of Education helped plan the statewide annual Juvenile Justice Education Institute gathering in Tampa. More than 300 school district and DJJ contract employees attended from across the state's 67 school districts, along with DJJ contract provider representatives and others. It was a record year in terms of speaker participation for DJJ at the event – including opening session remarks from Secretary Peterman; a legal briefing by the DJJ General Counsel; two presentations from the Office of Program Accountability personnel; a special presentation by a national expert on DJJ's upcoming Trauma Informed Care initiative; and attendance by several Leadership Team members. Further, two separate testimonial workshops were conducted by DJJ employee Alan Crotzer and Executive Office of the Governor's Freda King, both speaking to the power of perseverance. Alan and Freda undoubtedly inspired their respective audiences of teachers and program directors in their service to our DJJ youth! There also have been tremendous related follow-up activities, including the Florida Juvenile Justice Foundation's formative plans for re-institution of the Youth Investment Award – this is an ongoing partnership with the Eckerd Family Foundation that in its first year (FY 2008-09) provided educational, training, and college scholarship benefits to 129 DJJ youth statewide.

### **Total Youth Waiting for DJJ Residential Placement Cut by Nearly Half in a Record Time Period**

Since August 1, the number of DJJ youth waiting for a Residential commitment bed has decreased by 47% (from 323 to 172) statewide – the 47% reduction represents the largest single reduction decrease within a 60-day period for the agency. Youth on waiting lists for Residential are either in secure Detention or in their home communities on Non-Secure Detention – and thus not receiving

the treatment and intervention services from DJJ that they both require. This decrease is attributed to DJJ managers and staff constantly evaluating the number of beds in program types that are most critically needed – and reducing the number of beds available in the types that are underutilized. This constant review process occurs from Tallahassee on a regular basis in consultation with the expert assistance of regional and program staff and is driven by statewide need.

### **Workforce Grants to Enhance Education & Employability throughout Florida**

Fifteen projects have been funded by Workforce Florida, Inc., to increase graduation rates as well as work readiness of DJJ youth in both rural and urban communities. Some of the highlights are:

- PACE Centers for Girls will work with Regional Workforce Boards to provide assistance to DJJ-served youth in Palm Beach, Duval and Broward counties.
- The Volusia Regional Workforce Board will provide “Failure Free Reading” to students in an AMIkids program in Volusia County, and the local PACE Center.
- The Tanti, an educational program located in a DJJ residential facility in Okeechobee County, is making significant and specific improvements to its educational program, including a college correspondence program for DJJ youth who are high school graduates; the installation of ceiling projectors, smart boards, and document cameras with computer-based Internet and DVD inputs for its seven classrooms; and hard hats, hard-toed shoes, and construction clothes for a new Building Construction Technology class, along with all of the construction equipment needed for the class/program.

### **Residential Assessment Tool Now Launched Statewide, Addresses Specific Risk Factors**

The Residential Positive Achievement Change Tool (R-PACT) is designed to identify risk factors for a youth that are known to be associated with his/her individual risk to re-offend. The agency recently put in place the Community PACT (for Probation), and now the R-PACT is a further advancement to the comprehensive “intake” process. The R-PACT is a tool created specifically for DJJ state-operated and contracted Residential programs in Florida. When an R-PACT is completed for a youth, the DJJ Residential program now will be able establish a more detailed and individualized case plan designed to target specific criminogenic needs (risk factors), thereby reducing a youth’s risk to re-offend. Recidivism in Residential programs, FY 2007-08, is at 43%. (FY 2008-09 data will be released shortly in the annual Comprehensive Accountability Report. “Recidivism,” for the Florida DJJ, is defined as an “adjudication, adjudication withheld, or an adult conviction for an offense within 12 months of program completion” – and 6 months for Prevention interventions. Training on the new R-PACT instrument has been conducted, and the R-PACT was implemented statewide this month; it is fully operational in the 117 contracted and state-run Residential commitment programs at all program levels (low-risk, moderate-risk, high-risk, and max-risk). R-PACT evaluations are now conducted on all youth within 30 days of admission. Approximately 6,000 youth were admitted to a DJJ Residential program last fiscal year. This initiative means Florida continues to be progressive and among leading states that are seeking, evaluating, and implementing evidence-based, proven models. Residential worked closely with the academic experts in the Technical Assistance Bureau of the Office of Program Accountability in developing the R-PACT. While the instrument was validated “independently” by the Technical Assistance Bureau, it will be further validated and studied for evidence-based methodology by an external entity as well, as part of Residential Service’s business plan going forward.

### **Inaugural State “Trauma-informed Care” Training Hosted by DJJ**

DJJ coordinated the first Trauma-informed Care training at the Hillsborough Community College in Tampa for more than 350 attendees representing DJJ, DOH, DCF, DOE, the State Courts System, local community partners, and other DJJ stakeholders. Several state experts presented at the training to address the fact that many of the children and families in the juvenile justice system (and/or served by other agencies) come from lives filled with trauma, abuse, neglect, violence, and fear. By acknowledging and addressing their respective traumas in a consistent and dependable fashion, it is possible to interrupt the trauma cycle. Specifically, by developing trauma-informed treatment strategies (such as asking a child “What has happened to you?” as opposed to “What is wrong with you?”) barriers to rehabilitation are reduced, and we see greater success in turning around the lives of troubled youth. This event was a natural progression of past dialogue with leaders at the National Association of State Mental Health Program Directors, discussing this statewide Trauma Informed-care Initiative; an inter-agency workgroup has been meeting regularly since last year.

### **New Juvenile Justice Certificate Program at Community College Should Translate to Increased Recruitment, Positive Changes in Staff Turnover Trends**

In partnership with Tallahassee Community College (TCC), DJJ has helped design and advocate for a Juvenile Justice Certificate program that now has been approved at TCC through its comprehensive and stringent curricula development process. There are 18 credit hours in the certificate program set to begin for the Fall 2010 term – all of these credit hours count toward an A.A. degree as well. The first 3 credit hours are automatically earned after successful completion of DJJ’s own Detention or Residential training (mandated by statute and run through the DJJ Officer Training Academies). The remaining 15 credit hours can be earned through 5 online courses at TCC. These courses include the topics of deviant behavior, juvenile justice, introduction to conflict management, child development, adolescent development, and stress management. As the first program of its kind in the state, this has been created to expand professional development opportunities for DJJ’s workforce so they can pursue a college degree, or pursue an additional degree in criminal justice. This partnership also will create an incentive to the front-line staff where recruitment and retaining trained employees have been issues – we have seen historical trends of between 14 and 20 percent turnover each year in the different front-line care areas.

# Prevention and Victim Services

\$58.7 million / 26,630 youth served

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

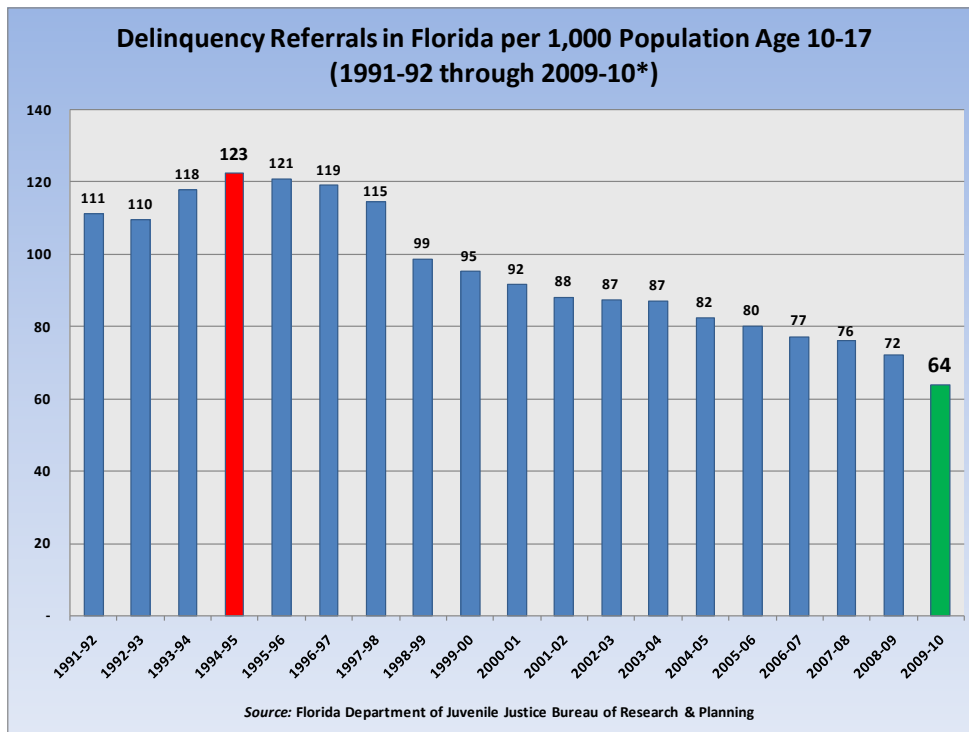
Prevention services target at-risk youth who exhibit problem behaviors (such as ungovernability, truancy, running away from home, and other pre-delinquent behaviors) before they result in more serious crimes. The Department addresses problems by contracting for prevention services through grants and competitive awards. On an average day, there are 6,643 youth participating in prevention programs throughout Florida.

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

*It is the mission of the Office of Prevention and Victim Services to reduce juvenile delinquency in partnership with community organizations and to coordinate and provide oversight to effective prevention and diversion programs and services. Our focus will be enhanced collaboration and partnerships with local and state agencies and community and faith-based organizations to ensure that no child goes unserved.*



Youth Success Week Press Conference, April 2010



# Detention Services

\$133.4 million / 42,069 admissions

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

In FY2009-10, DJJ operated 25 juvenile detention centers in 24 counties with a total of 2,007 beds. The Department employs 1,791 Juvenile Justice Detention Officers. In addition to meeting the basic needs of the youth in our custody, each detention center delivers programming that affords youth the opportunity to begin to develop beneficial social life skills. Local citizens, members of the faith-based community, and stakeholders volunteer to support the delivery of the programming. Local school districts provide educational services to approximately 1,247 students in juvenile detention center educational programs daily. The Department's Office of Health Services facilitates the provision of quality and timely medical, mental health, substance abuse, and developmental disability services in each detention center.

*The mission of Detention Services is to provide a safe, secure environment for youth who have been deemed a risk to public safety, while simultaneously meeting their educational, medical, and mental health needs.*



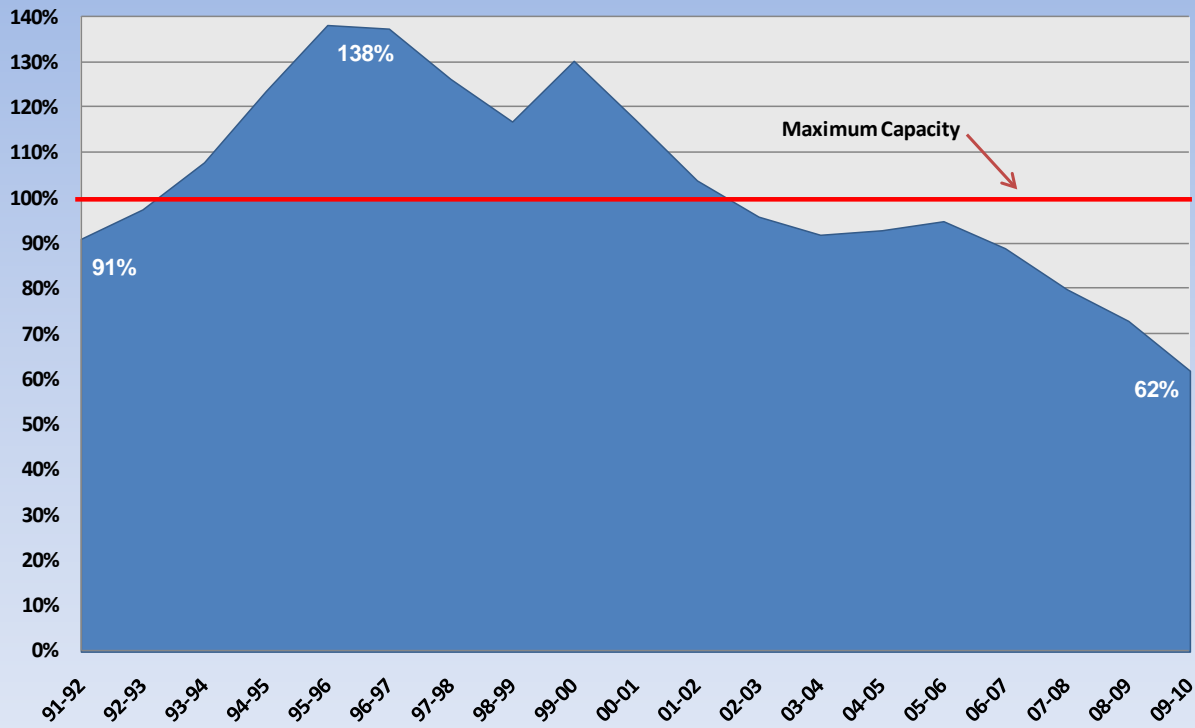
*Team Triumph Hillsborough County, November 2009*



*Pasco Detention Goes Green - This project is an Integrated Thematic Unit, teaching students the health benefits of good nutrition, learning to graph plant growth, and physical exercise.*



### Secure Detention Utilization (FY 1991-92 to FY 2009-10)



Source: Florida Department of Juvenile Justice Bureau of Research & Planning

# Residential Services

\$253.6 million / 9,266 youth served

Delinquent youth in Florida can be ordered by the court to serve time in a juvenile residential or detention facility depending on the severity of their crime and their behavior. In residential programs they receive educational and vocational services and complete an individually designed treatment plan, based on their rehabilitative needs. The Department either contracts for or directly operates more than 116 residential programs with a total of approximately 4,200 beds. The Department provides mental health, substance abuse, and sex offender treatment to committed youth who have been identified as in need of these specialized services.

Residential programs provide differing levels of programming and security to address the supervision, custody, care, and treatment needs of committed children.

The restrictiveness levels of commitment are as follows:

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

Residential programs offer educational services through local school districts serving approximately 4,200 in residential commitment programs each day. In addition, all residential programs/facilities provide quality and timely medical, mental health, substance abuse and developmental disability services.

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

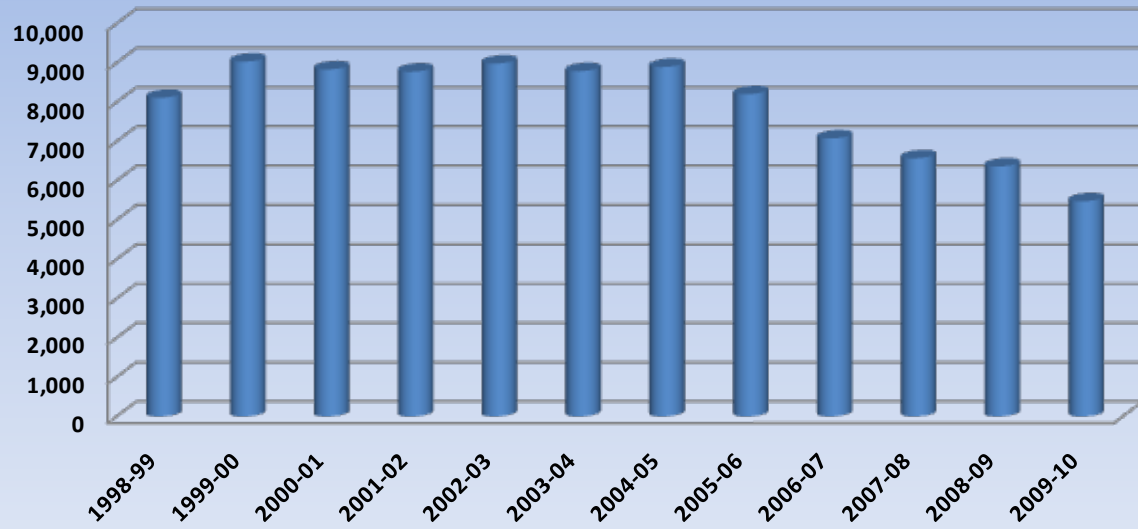


*Residential Central employees at Team Triumph Hillsborough County, November 2009*



*DJJ food service employees recognized during School Nutrition Employee Week, May 3 – 7, 2010*

## Individual Youth Assigned to Residential Commitment (1998-99 through 2009-10)



# Probation and Community Intervention

\$145.8 million / 33,880 youth served through direct probation

Probation and Community Intervention is responsible for assessing youth referred to the Department by law enforcement. The primary tool used in assessing youth is the Positive Achievement Change Tool (PACT), an evidenced based comprehensive assessment and case management process that addresses both criminogenic needs and protective factors, from the moment a youth enters the system to the moment they exit.

Juvenile Probation Officers prepare predisposition reports for the court, make referrals for diversion and follow-up services, supervise youth, and work with families to develop effective intervention plans designed to help youth make better choices and develop into positive, successful young adults. Probation is also responsible for aftercare services when the youth is released from a commitment facility including assisting with community, family support systems preparation for the return of the youth to their homes. Local school districts provide educational services to students in community intervention/day-treatment programs. Health services (including medical, mental health, substance abuse, and developmental disability) are provided to youth in facility-based day-treatment programs.



There were 6 new internal initiatives developed during FY 2009-10:

- Enhanced coordination and case planning leading to improved outcomes for dually involved youth;
- Dismantle the pipeline to prison... effective transitional services, dramatically reducing recidivism on aftercare;
- Provide leadership and collaborative support to reducing disproportionate minority contact, recognizing Prevention's lead role and actively supporting the agency vision;
- Champion and re-energize community involvement in the Department's programs and efforts on a community-based level, including Circuit Board activism as local voices for youth and the community; and
- Promote and continue to improve inter-departmental communication and coordination, ensure **ONE DJJ** in every action, word, and deed we execute.

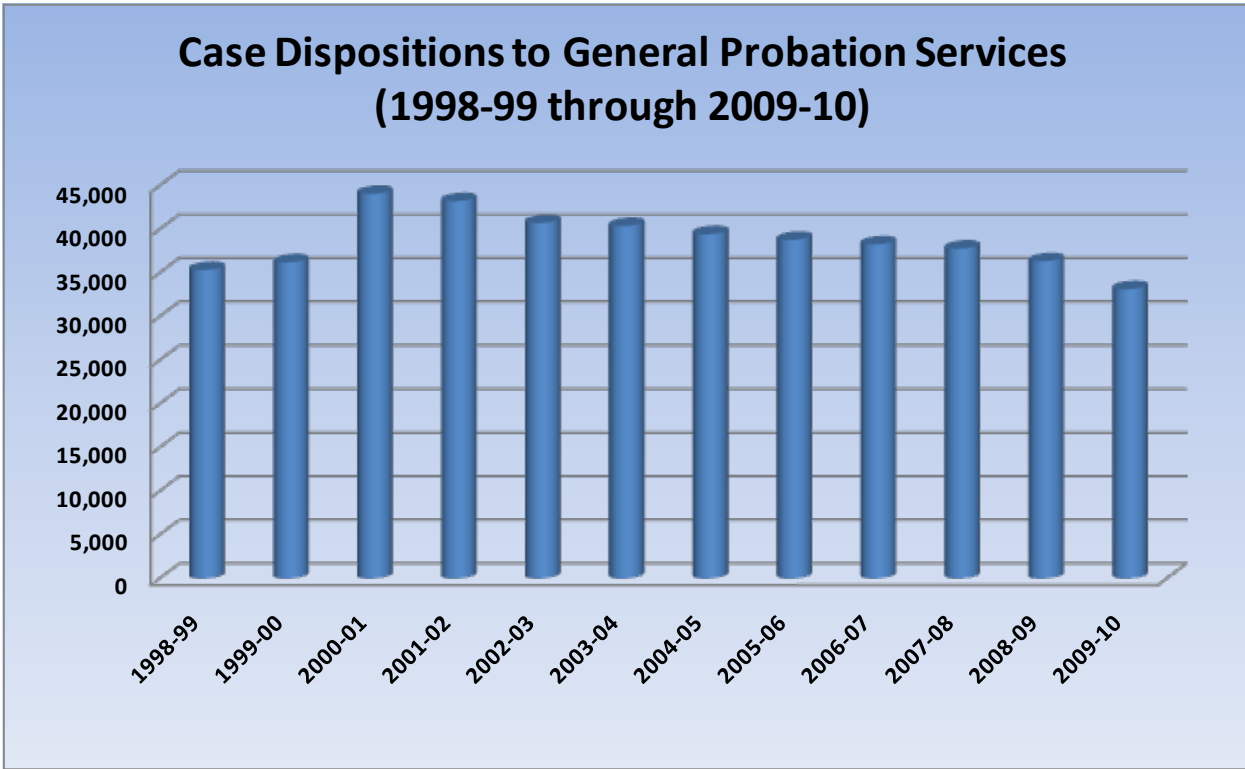
*The mission of Probation and Community Intervention is to turn around the lives of troubled youth by working closely with community partners, such as schools, law enforcement and the court system to;*

- *assess the risk to the community of youth referred;*
- *provide informed recommendations concerning diversion, community supervision, or facility placement;*
- *supervise youth court ordered into probation or aftercare; and*
- *refer youth and the family to effective community services.*



*Dorian Mathis, Miami-Dade Clerk of the Court, along with Senior JPO Regina Washington and Regional Probation Director Isabel Afanador reschedule a court date for a youth turning himself in during the Miami Peace Festival, who otherwise would have been subject to arrest on an outstanding warrant, August 2009*

- Focus on the basics and do them spectacularly well, emphasizing evidence-based practices.



*Note: The bar graph above excludes placements in other probation services like day-treatment and aftercare services.*

# Educational Services

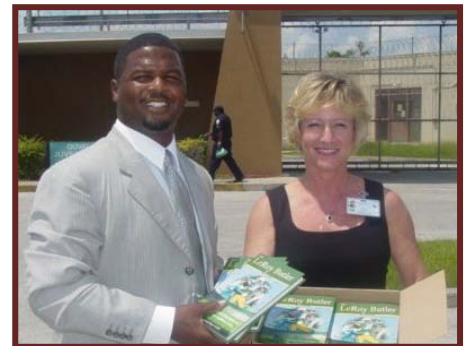
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The Florida Department of Juvenile Justice works with the Florida Department of Education, school boards, educational contract providers, and juvenile justice providers, both state-operated and contracted, with the shared goals of continuity of educational programming, academic and vocational success for students of shared responsibility. This past year the Office of Education has focused on maximizing youth academic success and preparation for employability. Partnerships with Workforce Florida, Inc. have resulted in over \$4 million in funds specific to the needs of court-involved youth including academic remediation, pre-employability skill development, resume completion, and workplace readiness. Partnerships with the Banner Center of CAPE Secondary Career Academies have resulted in 71 students earning OSHA certification at a value of \$23,075 and the self-confidence of completing a credential resulting in reduced liability and workers' compensation costs to the prospective hiring employer. VSA arts of Florida also once again provided for the Artists in Residence.

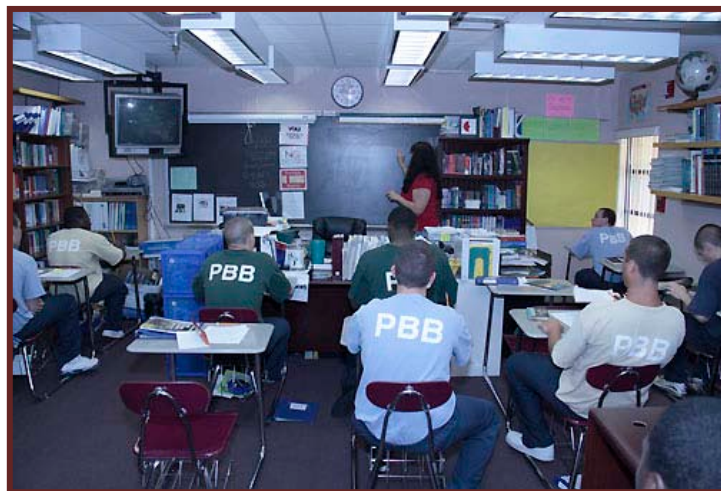
An annual juvenile justice education survey conducted in June 2010 will indicate diplomas earned by students in juvenile justice education programs in addition to other assets developed by students in the 147 juvenile justice education programs statewide.

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

*The Office of Education participates in training, collaborating, and coordinating all aspects of education programming, including roles of personnel and collaboration strategies ... in its mission to reduce juvenile delinquency through effective prevention, intervention and treatment services.*



*Terri Eggers & LeRoy Butler at Duval Regional Juvenile Detention Center*



*Youth in class at Pensacola Boys Base, October 2009*

# Health Services

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

The Office of Health Services (OHS) was established in February 2005. As Florida is the fourth most populous state with currently 121,000 delinquency referrals annually, it was critical that the Department have a Chief Medical Director and an organizational unit dedicated to the health, mental health, substance abuse and developmental disability needs of delinquent youth.

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

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

1. Ensure medical, mental health, substance abuse and developmental disability services provided in DJJ facilities and programs are rendered in accordance with state and federal health care regulations and rules, and professional standards of care;
2. Promote delivery of high quality health care services for delinquent youth under DJJ custody or supervision; and
3. Assist healthcare staff in developing and consistently implementing necessary and appropriate medical, mental health, substance abuse and developmental disability services in DJJ facilities and programs.

*The mission of the Office of Health Services is to ensure that the Department and our stakeholders provide professional, high quality, comprehensive and timely health, mental health, substance abuse and developmental disability services to our children.*



*The Office of Health Services, in collaboration with the Department of Health, held the first ever free H1N1 vaccine clinic for DJJ staff, families and friends, February 2010*

OHS does not have specific program areas, but instead collaborates with nearly every other branch in the Department. The Office strives to ensure quality and timely care to our youth within the Department's: youth shelters administrated by Prevention and Victim Services; facility-based day treatment centers administrated by Probation and Community Interventions; 25 state-operated detention centers; and 100+ Residential programs/facilities. The vast majority of health care services provided in DJJ facilities and programs are procured through contracted providers. To adequately fulfill its responsibilities to the Department and the youth in its care and custody, OHS must provide technical assistance, contract standardization and enhancement, contract compliance and monitoring, youth placement reviews, medical investigations, policy, rule and decision making, training of medical, mental health and direct care staff, and the support of interagency collaborations.

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

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

### **Trauma Informed Care**

Trauma informed practice is a way of providing the foundation for a basic understanding of the psychological, neurological, biological, and social



impact that trauma and violence has on many of the youth in our care. Its purpose is to incorporate proven practices into current operations to deliver services that acknowledge the role that violence and victimization play in the lives of most of the youth entering our system. The state has received technical assistance from the National Association of State Mental Health Program Directors. OHS is an active participant in the Interagency Trauma Informed Care Workgroup.

### **Effective Programming and Services for Girls**

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

# Executive Direction and Support

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

## Chief of Staff

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



*DJJ staff donates school supplies to Nims Middle School, September 2009*

## Deputy Secretary



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

*DJJ Leadership Breakfast for the Florida State Employee Charitable Campaign (FSECC), September 2009*

## Office of General Counsel

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

## Office of the Inspector General

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

## Administrative Services

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



*DJJ Annual Bring Your Daughters and Sons to Work Day, April 2010*

## Staff Development and Training

The mission of Staff Development and Training is to provide the most effective and up-to-date training and evaluation for all Department of Juvenile Justice staff. The Office is responsible for directing, planning, developing, and implementing juvenile justice training programs statewide, including Basic Certification Academy training for Juvenile Justice Residential, Detention, and Probation Officers that are certified as direct-care staff. Training is also provided online through the CORE Learning Management System that tracks the records and histories for all DJJ staff and private provider staff. Advanced and specialized training includes supervisory training, specialized training for staff already certified as instructors, and Protective Action Response (PAR) Train the Trainer.



## Program Accountability

The mission of Program Accountability is to provide research, quality assurance, and technical assistance to ensure that high quality, effective, and efficient prevention, intervention, and treatment services are delivered to youth in support of the Department's mission. The Research and Planning unit gathers and analyzes juvenile justice data for policy and decision-makers. As mandated by Florida Statutes, the Bureau of Quality Assurance evaluates each state and privately run program of the Department against established quality standards. The Programming and Technical Assistance unit ensures the fidelity of evidence-based, best practices, and effective behavior management strategies. The Administrative Review Unit conducts reviews of programs as a result of calls received by the Department's Central Communications Center.



*Quality Assurance staff at training session in Orlando, June 2010*

## Legislative Affairs

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

## Communications

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



*Secretary Peterman signs interagency agreement with DCF, AWI, APD and DOE to coordinate services for children served by the Florida child welfare system, July 2009*

# Goals and Key Outcomes

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## THE RESULTS

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

The Department has conducted a comparison of actual to projected results for FY2009-10. If the actual result was less than anticipated, the Department will assess what caused the difference and ascertain what can be done to improve the results in upcoming years. Where results were in excess of what was anticipated, the Department will work to continue such improvements. Each year, as the Department completes a review of performance to determine whether the projected result was achieved, it also will make adjustments as necessary to the next year's projections.

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

In addition to this Annual Report, each December the Department produces a Comprehensive Accountability Report (CAR) that contains agency performance data. At the production time of this Annual Report, the Department continues to refine its FY2009-10 data to be reported in the CAR. The projected numbers on the following pages may vary slightly for some of the key outcomes when reported in the CAR. Department research staff continues to work with the numbers, performing analysis and ensuring data integrity, for the final statistics to be reported in December. The variations will be minimal, if they exist at all.



*DJJ wins Gold Award of Distinction for Loss Prevention, May 2010*

**Goal 1: Strengthen Prevention and Intervention Services**

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

<b>Baseline FY2007-08</b>	<b>FY2008-09 Actual</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
93%	93%	95%	96%	97%

Success rates are based on a period of time after services are provided. The success rates for 2008-09 are based on youth served by the Department during 2007-08. The actual percentage of youth who remained crime-free six months after receiving prevention services from the Department during 2008-09 was 92 percent. The Department will continue its efforts in Prevention and Intervention Services in an effort to increase this percentage in upcoming years.

**Goal 2: Promote School-Based Prevention and Intervention Efforts**

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

<b>Baseline FY2007-08</b>	<b>FY2008-09 Actual</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
21,289	20,912	19,213	17,498	16,623

The number of youth referred as a result of school-related incidents during 2009-10 was 18,419. Because of the implementation of the Zero Tolerance bill, the Department far exceeded projected numbers in FY2009-10. Adjustments were made to future projections for this measure to allow for increased success in school based prevention.

**Goal 3: Provide Alternative Detention Settings**

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

<b>Baseline FY2007-08</b>	<b>FY2008-09 Actual</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
51,071	46,956	49,049	48,068	47,107

During FY2009-10 there were 42,069 youth admitted to secure detention. It is important to understand that the number captured in the outcome reflects individual youth admitted to detention and not the total number of admissions to detention. The admissions number would count a youth multiple times for each separate admission. The youth count reflected here only counts the youth one time despite multiple admissions. The number for 2009-10 is significantly lower than the projected outcome and can in part be attributed to use of the automated detention risk- assessment instrument. As the Department continues to work with community stakeholders to create alternative programs for dealing with youth who would otherwise be placed in detention, the figures should continue to decline as projected.

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

Baseline FY2007-08	FY2008-09 Actual	FY2009-10 Projection	FY2010-11 Projection	FY2011-12 Projection
673	527	750	800	850

During FY2009-10, 408 youth were served by detention alternative programs. The funding allocated to the Alternatives to Secure Detention Program allowed only a limited number of staff to supervise youth. In April 2009 the funding for the program expired. In FY2009-10, funding was re-allocated, but the implementation process required new staff to be trained at new program sites. The program began serving youth half way through the fiscal year in January of 2010. The program itself was very successful, as indicated by the letters of praise from judges and their desire to expand the program. Detention alternatives are currently not funded by the Legislature, requiring the Department to seek alternative funding sources. The Department will continue to develop community partnerships that provide more alternatives for youth who would otherwise be sent to secure detention.

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

*Key Outcome:* Number of first-time misdemeanors placed in secure detention.

Baseline FY2007-08	FY2008-09 Actual	FY2009-10 Projection	FY2010-11 Projection	FY2011-12 Projection
1,024	990	900	850	800

The number of first-time misdemeanors placed in secure detention during FY2009-10 was 1,132. It is important to note that the ability to manage this outcome is not completely within the Department’s control. Of the 1,132 youth counted in this statistic, 57 percent of them (642) were detained because their offense was domestic violence related. Statute specifically mandates that those youth are detained unless a viable respite option is available. Unfortunately, there are almost no available respite beds in the state, with the exception of in maybe a handful of the more populous counties.

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

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

Baseline FY2007-08	FY2008-09 Actual	FY2009-10 Projection	FY2010-11 Projection	FY2011-12 Projection
70	69	74	76	78

The 2009-10 average quality assurance mental health score for residential programs was 73. The Department continues to work with providers to ensure quality services are being provided to the youth being served.

**Goal 6: Ensure Gender-Specific Services Are Provided**

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

<b>Baseline FY2007-08</b>	<b>FY2008-09 Actual</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
77%	100%	100%	100%	100%

Gender-specific services were provided at 100 percent of the 25 detention centers throughout the State during 2009-10. This reflects a significant effort by the agency to “lead by example.” During 2009-10 the Department ran 25 detention facilities located in 24 counties.

**Goal 7: End Racial Disparities**

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

<b>Baseline FY2007-08</b>	<b>FY2008-09 Actual</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
2.64	2.52	2.55	2.50	2.40

The racial disparity ratio, often called the relative-rate index for 2009-10 was 2.85. The Department continues to host meetings across the state to communicate with communities about racial disparities, and it is hoped this will help in reaching next year’s projection. The Department also established a juvenile justice research institute at FAMU to focus on the issue of DMC and awarded \$700,000 for direct services to address the issue of DMC. In addition, DMC Community Forums were held in all 20 judicial circuits.

**Goal 9: Moving Away From Large Institutional Models**

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

<b>Baseline FY2007-08</b>	<b>FY2008-09 Actual</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
18%	16%	16%	15%	14%

In FY2009-10 only 15 percent of all Residential commitment beds were located in programs or sites with a capacity of 100 or more, thus exceeding the projection. The Department has made significant strides in reallocating funds within the agency to support smaller programs with fewer beds, thus also ensuring specialized treatment for youth in our custody. The Department exceeded its projection for this year and will work to continue in that direction.

**Goal 10: Enhance Educational and Vocational Programs**

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

<b>Baseline FY2008-09*</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
53%	65%	75%	85%

*Key Outcome:* Vocational Level 3, Certification, in all Residential programs.

<b>Baseline FY2008-09*</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
14%	25%	30%	40%

\*Note: Baseline for these outcome measures is FY08-09 because they were added to this Goal only this year. These were found to be better measures of the agency’s success in the education area than the outcome measure used in last year’s report.

The Department exceeded projections in the first category due to local school district support, partnerships with the Department of Education, Workforce Florida, Inc., and the Eckerd Family Foundation. Projections fell short in the second category due to educational and juvenile justice budget reductions and lack of local partnership development. §985.622 requires DJJ to participate in Florida’s Multiagency Vocational Plan for Juvenile Justice Programs. Under this statute vocational programs offered in DJJ facilities are divided into three (3) specific categories contingent upon their pre-employability training capacity. The Department of Education contributed to the development of Type 3 programs with annual awards of Carl D. Perkins grants submitted by responsible school districts. During the 2009-10 CY approximately 2,945 students received vocational training, with 1,251 earning vocational certificates. 13 youth were awarded industry certification by Twin Oaks Juvenile Development, Inc. and 214 awarded by Home Builders Inc. Approximately 100 vocational teachers, of which 67 were teachers with industry certifications, were employed in DJJ facilities.

While the Ready to Work certificate program is not considered an industry-recognized credential by Workforce Florida, Inc., it is designed to provide students with a credential that demonstrates his/her ability to enter the workforce with the skills needed to succeed. Pre and post instruction assessments are used to identify specific skills that indicate a competence level to enter the workforce at an entry level position or above. It also provides targeted instruction in the specific employability skill(s) for which mastery has not been demonstrated. 1,207 students took a Ready to Work assessment, with 289 credentials earned: 106 Bronze, 162 Silver and 21 Gold.

As of June 2010:

- All 25 regional juvenile detention centers education programs were reported as Level 1 programs teaching personal accountability skills and behaviors appropriate for youth in all age groups and ability levels that lead to work habits that help maintain employment and living standards, also referred to as Soft Skills.
- 113 programs, constituting 81% of the Department's Juvenile Justice Education Programs and exceeding the Department's projection by 16%, incorporate Level 1 and 2 programming adding orientation to career choices, based upon personal abilities, aptitudes, and interest. These programs offer youth the opportunity to explore and gain knowledge of occupation options and understanding of the level of effort required to achieve success in such occupations. 95 of these are currently limited to Type 2, not yet developed to the degree of offering industry-recognized certification.
- 18 or 15% of 112 residential commitment programs achieved Level 3 program status including Type 1 and 2 content and vocational competencies or prerequisites needed for entry into a specific occupation. These programs offer industry recognized occupational completion points and/or articulation agreements in place of continuity of educational initiatives. Due to varying ages, degrees of readiness and increasing specializations of juvenile justice programs, it is recommended this goal be adjusted to the percent of youth earning credentials rather than the percent of programs achieving the capacity. This is the first year's baseline of actual certificates earned by youth in juvenile justice education programs statewide.

Partnerships with Workforce Florida, Inc. have resulted in over \$4 million in funds specific to the needs of court-involved youth including academic remediation, pre-employability skill development, resume completion and workplace readiness. Approximately 559 students received services from regional workforce boards or Workforce Florida, Inc grants during 2009-10.

Partnerships with the Banner Center of CAPE Secondary Career Academies also resulted in 71 students earning OSHA certification at a value of \$23,075 and the self-confidence of completing a credential resulting in reduced liability and workman's compensation costs to the prospective hiring employer. 34 facilities participated in the program with 69 youth completing the training and receiving their 10 hour OSHA certification. As a follow-up to the success of the OSHA program, DJJ in partnership with Workforce Florida, Inc., and the Employ Florida Banner Center of Secondary Career Academies at the Learning Systems Institute of Florida State University began offering programs the opportunity to become Career and Professional Education Act (CAPE) Career Academies. Fifteen programs were invited to register to become CAPE Career Academies by the FSU/LSI Banner Center which will allow students to earn an industry recognized credential while he or she is also pursuing a high school diploma. Students who successfully graduate with both a high school diploma and an industry recognized credential receive 3 college credits for every industry recognized certificate completed while at the CAPE Career Academy.

**Goal 11: Stabilize and Professionalize the Juvenile Justice Workforce**

*Key Outcome:* Agency turnover rate

<b>Baseline FY2007-08</b>	<b>FY2008-09 Actual</b>	<b>FY2009-10 Projection</b>	<b>FY2010-11 Projection</b>	<b>FY2011-12 Projection</b>
<b>23.9%</b>	<b>16%</b>	<b>21%</b>	<b>20%</b>	<b>19%</b>

The 2009-10 average turnover rates for direct-care workers in the Department were 13.76 percent. Direct-care positions (3,324) make up approximately 70 percent of the Department’s workforce for fiscal year 2009-10. While the turnover figure is significantly below the projected percentage, caution should be taken when interpreting the Department’s implied success for this outcome. It is believed that the turnover rate is significantly impacted by the current economy, reduction in hiring throughout state government, and the hesitation employees have of seeking other employment with the uncertainty that positions may be impacted by further budget reductions. While work has been done in the area of this goal and its objectives, the major influence on the reduction is believed to be outside factors outlined here, thus having an artificial effect on the “success” of this outcome.

# Achievements and Highlights

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## SECOND-YEAR STRATEGIC PLAN SUCCESSES

During FY2009-10, the Department continued to work on and initiate action on many of the objectives outlined in its Strategic Plan. Captured below are some of the highlights of the efforts made this year to achieve our goals across the areas and programs. As stated by Secretary Peterman's message in the Strategic Plan report, "This Plan emphasizes our efforts aimed at stopping children from entering the juvenile justice system at the front end." The achievements below represent highlights of the successes in FY2009-10.

### **Goal 1: Strengthen Prevention and Intervention Services**

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

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

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

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

#### **Achievements/Highlights:**

- Advertised a Request for Information (RFI) for prevention based programming through Federal OJJDP funds.
- Develop contracts for a period of one year to providers that have historically provided successful programming to eliminate youth association with gangs.
- Developed and provided training to assist in the implementation of gang prevention services.
- Conducted a biopsy of current prevention services, resources and funding, for those services available for at-risk and justice-involved youth on a statewide basis. Evaluated report outcomes and the needs of the communities to ensure that high crime zip code areas are being served in the most effective manner.
- Engaged providers and community partners to support community-based prevention services. Conducted a search for funding to include federal grant opportunities. Developed and advertised an RFP for programs with specific community-based prevention services.
- Received and implemented a grant from the Annie E. Casey Foundation for \$150,000 to be used to provide training on how to assist youth in avoiding placement in secure detention.
- Received and implemented a grant from the Statewide Advisory Group for \$400,000 to provide services designed to keep youth out of secure detention. Program is being piloted in four sites, Duval, Hillsborough, Broward, and Palm Beach Counties.

- Received a Federal Stimulus grant for \$800,000 to provide services designed to keep youth out of secure detention. A portion of these funds has been used to implement a supervised home detention program in four sites, Duval, Hillsborough, Broward, and Palm Beach Counties. The remaining funds were used to implement programming designed to assist girls in avoiding secure detention. This program has been implemented in three detention centers, Orange, Palm Beach, and Southwest.

## **Goal 2: Promote School-Based Prevention and Intervention Efforts**

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

*Objective 6:* Amend Florida Statutes 1006.13 to prevent overuse and inappropriate application of zero tolerance.

### **Achievements/Highlights:**

- Collaborated with the Department of Education to deliver seven regional workshops on the new Zero Tolerance Policy.
- DOE reviewed the SESIR definitions with Zero Tolerance Task Force Members in August, 2009.
- School referral rate for fiscal year 09-10 is down 9% compared to the prior fiscal year.

## **Goal 3: Provide Alternative Detention Settings**

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

### **Achievements/Highlights:**

- Continued to meet with stakeholders to develop and implement detention alternatives in the least restrictive environment for youth meeting detention criteria.
- Conducted JDAI Core Strategies training.
- Coordinated national conferences with JDAI and Nova University.
- Established the Alternative Detention Programs at four sites in the State. Recruited, hired and trained seven OPS positions. Collecting statistical data on selected program sites.
- Using funds provided by the Annie E. Casey Foundation, a training program has been implemented to educate local and state entities about how to keep youth out of secure detention.
- Using funds provided by the Statewide Advisory Group, services designed to keep youth out of secure detention are being developed. The program is being piloted in four sites, Duval, Hillsborough, Broward, and Palm Beach Counties.
- Using funds provided through a Federal Stimulus grant, a supervised home detention program has been implemented in four sites, Duval, Hillsborough, Broward, and Palm Beach Counties. 192 youth have completed the program with

93% of them complying with the conditions of release. The remaining funds were used to implement programming designed to assist girls in avoiding secure detention. This program has been implemented in three detention centers, Orange, Palm Beach, and Southwest. The program served 969 girls.

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

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

*Objective 9:* Increase the use of Unified Family Courts.

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

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

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

##### **Achievements/Highlights:**

- Funded nine (9) civil citation programs throughout the state.
- Legislative proposals submitted but not approved. Will seek again during next session.

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

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

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

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

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

##### **Achievements/Highlights:**

- DJJ Health Services and Mental Health/Substance Abuse Services administrative rule authority was approved by the Florida Legislature and signed by Governor Crist. Draft administrative rules being developed.
- Electronic Commitment Package, which includes the most updated youth-specific medical history and physical examination, is uploaded for all DJJ youth committed to a residential program.
- Health Services and Mental Health and Substance Abuse Services desktop guide templates were drafted by the University of South Florida. OHS will utilize the templates to develop desktop guides for the Health Services and Mental Health and Substance Abuse Services Rule.

- Revisions to the Health Services Manual were posted for review and comment in April 2010.
- Development of standardized contracts for delivery of comprehensive medical, mental health and substance abuse assessment and treatment services.
- Provided technical assistance for detention centers and residential commitment programs to improve the delivery of health, mental health, and substance abuse services in DJJ facilities.
- OHS has met with Staff Development and Training to discuss the development of the CORE new employee training for health, mental health, substance abuse and developmental disability clinical providers. Developing a resource handout which can be provided by Probation staff to youth who lack health insurance.
- Reinstigate the MAYSI-2 in Probation.
- Clinical technical assistance site-visits were conducted by headquarters clinical staff to train detention center and residential program clinical staff in the most effective and efficient medical, mental health, substance abuse and developmental disability treatment services based on the Department Health Services Manual and Mental Health and Substance Abuse Services Manual.
- Training conducted on gender specific services. The trainings included attending conferences to bring national best practices back to the state level.
- OHS/QA training was provided for 63 health and mental health certified QA peer reviewers on the medical and mental health and substance abuse services quality assurance standards from July 21-24, 2009 in Orlando, FL.
- OHS/Detention Forms Management (DFMS) and Juvenile Justice Information System (JJIS) Training was provided for contracted and state employed medical and mental health professionals in Tampa and Orlando in August, 2009.
- Conducted video tele-conference training for Residential contract monitors on mental health disorders, January 2009.
- OHA launched its Technical Assistance Bulletin. Each issue contains practical applications of medical, mental health, and substance abuse policies and procedures to help improve the quality of health care services provided to the youth in our care.
- Florida has been chosen by the National Association of State Mental Health Program Directors as a flagship state for implementing Trauma-Informed Care.
- DJJ policy and contracts modified to require that all youth receive physical health screening upon admission to a secure detention center or residential commitment program, and each youth receives a comprehensive physical health assessment within 7 days of admission, unless the youth has a current physical health assessment on file in the facility/program. Youth identified with health care needs must be referred for appropriate treatment.
- DJJ is currently developing contract requirements specifically for health screening and referral of youths in facility-based day treatment programs.

- Health education requirements are included in every DJJ residential commitment program contract.
- Medicaid continues to be utilized in low and moderate risk residential commitment programs designated by DJJ and the Florida Agency for Healthcare Administration (AHCA) to provide behavioral health overlay services (BHOS).
- Recent changes in Florida law allow AHCA to utilize Medicaid for reimbursement of claims for inpatient hospital services for youth who were Medicaid eligible prior to placement in a DJJ secure detention center or residential commitment program.
- DJJ provides a broad array of specialized treatment services and programs for committed youth such as programs designated specifically for delivery of intensive mental health treatment, residential substance abuse treatment, dual diagnosis treatment, mental health overlay services, substance abuse treatment overlay services and behavioral health overlay services. DJJ contracts require mental health and substance abuse treatment be based on evidenced-based or promising treatment models.
- DJJ provides a broad array of evidenced-based mental health treatment for youth placed in conditional release programs such as functional family therapy, multi-systemic therapy and brief strategic family therapy.
- The DJJ Gender Specific, Trauma-Informed Care Steering Committee was developed to provide all of the Department's programmatic areas with a common source of information, guidance and resources as it relates to the Gender Specific Services Initiative and the Trauma-Informed Care Initiative.
- DJJ is a member of the Interagency Trauma Informed Care Work Group which includes state agencies, stakeholders and consumers. DJJ staff and Interagency Trauma Informed Care Work Group members made a presentation on Trauma Informed Care to the Florida Children and Youth Cabinet in July 2009.
- DJJ provided a train-the-trainer course on the Girl Matters Curriculum for DJJ residential commitment program providers and staff.
- Trauma informed care training is provided in DJJ training academies for all new juvenile probation officers and direct care staff working in state operated facilities.
- Developed contract language regarding trauma informed care for inclusion in DJJ contracts.
- Working with AHCA to establish electronic medical records in DJJ facilities.
- Ensure that the treatment plans for all youth with body mass indices in the obese and overweight range include and address this as a medical priority.

**Goal 6: Ensure Gender-Specific Services Are Provided**

*Objective 17:* Develop and implement a train-the-trainer program for Residential programs that serve girls to include training on behavioral, medical, and mental health services.

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

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

**Objective 20:** Develop and implement alternatives to arrest for noncompliant behavior.

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

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

**Achievements/Highlights:**

- Conducted “Girls Matter” train-the-trainer training.
- Developed a Behavior Management System training curriculum.
- Hosted a Girls Circle pilot program in Miami.
- Awarded over a million dollars statewide for gender specific programming.
- Using funds provided by a Federal Stimulus grant, programming designed to assist girls in avoiding secure detention has been implemented. This program has been implemented in three detention centers, Orange, Palm Beach, and Southwest. The program has served 969 girls.
- Participated on statewide trauma task force. The current Trauma-Informed Care Initiative represents an effort to coordinate this effort across agencies since the children and families we serve are often involved in multiple systems.
- The Florida Interagency Trauma-Informed Care Workgroup generated a list of strategies that could be employed immediately in order to increase trauma-informed care in their agencies or organizations. Trauma-Informed Care was presented to the Florida Children and Youth Cabinet on July 29th. Representatives from all of the state agencies participating in the Interagency Trauma-Informed Care Workgroup were present.
- The Interagency Trauma-Informed Care Workgroup continues to meet on a quarterly schedule and while not all attend, there are 98 individuals from over 20 different agencies and organizations on the e-mail distribution list.
- Trauma-informed care was presented to the DJJ Executive Leadership Team; convened a Trauma-Informed Care Workgroup at DJJ Headquarters; identified ‘Trauma Champions’ in all program areas (Prevention, Probation and Community Intervention, Detention, and Residential Services).
- The *Effects of Childhood Trauma* was presented to the Governor’s Office, Drug Policy Advisory Council; integrated Trauma-Informed Care training into DJJ’s training academies for all new probation and direct care staff in state-operated facilities; Trauma-Informed Care was presented at the Re-Investing in Youth Success Orlando Community Forum.
- A “Soft Room” was created at Marion Regional Juvenile Detention Center. The atmosphere of the room is immediately calming and is a positive environment to

talk with youth and get them to calm down. Staff are able to utilize a variety of calming strategies such as music, games, journaling, and talking with the child. It is also a place for DJJ youth to visit with their children in an environment that is not traumatic for children of incarcerated children.

- The ACE Study was instituted at the Dove Academy (The ACE Study uses a simple scoring method to determine the extent of exposure to childhood trauma).
- Assessment of confinement policies and procedures in Detention Services resulted in proposing to eliminate mandatory confinement in the Department's detention draft rule.
- Trauma-Informed Care language has been placed in DJJ contracts.
- Copies of "Behind Closed Doors" (the story of four women struggling to reconcile violence within the psychiatric system) was distributed to the 25 Regional Detention Centers;
- Contact was made with the State of Florida Employee Assistance Program (EAP) representative. A representative for EAP attended the TIC training in Tampa on 1/29/10. The EAP contact information has been incorporated in all of the Department's Trauma-Informed Care Training information.
- DJJ submitted a grant application to the OJJDP Safe Start Grant. The purpose of the grant is to foster the prevention and reduction of negative consequences of exposure to violence. DJJ proposed to provide Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) to children and their parents/guardians, with the inception of Positive Paths to Healing Trauma and Violence (PPHTVV) program, which will be housed within an existing prevention program that offers residential and non-residential services to children/families in crisis.
- DJJ Hosted Trauma-Informed Care Training for over 350 individuals in Tampa on January 29<sup>th</sup>. Provided Trauma-Informed DJJ training to over 175 DJJ Headquarters personnel in Tallahassee, Florida and an additional 46 employees and stakeholders in Tampa, Florida during the months of June and July 2010. Developed a Trauma-Informed DJJ webpage for employees and stakeholders. Upon completion of the initial Trauma-Informed Care training, Department employees will be provided additional trauma training that will address the practical application of trauma-informed practices.
- The next step in the Department's Trauma-Informed Care initiative will be to teach the children about triggers, help them to identify their triggers, and assist them in developing calming and self soothing strategies when triggered. All children will participate in developing a safety plan prior to their discharge to the community.

### **Goal 7: End Racial Disparities**

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

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

**Objective 25:** Aggressively reduce disproportionate minority contact.

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

**Achievements/Highlights:**

- Prepared for PACT validation study to roll out in July 2010. Funds secured and language for RFP exclusionary criteria being written to competitively bid to have PACT tool validated.
- Efforts underway to have the Casey Foundation provide technical assistance in the Department's DRAI validation efforts.
- Conducted a law enforcement symposium.
- Developed a high-risk zip code targeting policy to be used for targeting DMC priorities.
- Identified the degree of DMC throughout the department's continuum of services.
- Established a juvenile justice research institute at FAMU to focus on the issue of DMC.
- Awarded \$700,000 for direct services to address the issue of DMC.
- DMC Community Forums were held in all 20 judicial circuits.
- Media attention given to DMC.

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

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

**Achievements/Highlights:**

- Continue to work in collaboration with judicial and law enforcement entities to address legal representation.

**Goal 9: Moving Away From Large Institutional Models**

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

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

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

**Achievements/Highlights:**

- Developed a community based treatment model for youth who are low/moderate risk to reoffend but are residentially committed because they are high need.
- Continue to contract with community-based alternatives to residential placement.

- Continue to reengineering bed capacity to accommodate special youth needs within small community-based programs.
- Applied for grant to supply funding for pilot site

**Goal 10: Enhance Educational and Vocational Programs**

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

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

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

**Achievements/Highlights:**

- DJJ is working with DOE to update quality assurance process
- \$450,000 in Perkins grants awarded to 7 programs for educational resource development.
- 156 Standard HS Diplomas earned; 653 FHS Diplomas; 24 Special Diplomas
- 18 Level 3 Programs, 33 DJJ Programs approved as GED test sites
- 289 Ready to Work credentials were earned by DJJ students in 09-10
- 16% off DJJ youth scored at level 3 or above on FCAT
- Students in all DJJ programs are administered the Basic Achievement Skills Inventory (BASI). The BASI is a multi-level assessment that is norm referenced and was developed to help identify a student’s academic strengths and weaknesses. The BASI covers grades 3-12 and content areas of reading, language arts, and math. During the 2009-2010 CY 44 students were enrolled in college education with 180 credits being earned while in a DJJ facility.
- During the 2009-2010 academic year DJJ worked in collaboration with 43 counties to provide quality education for DJJ involved youth. Of the 151 educational programs, 25 were housed in a detention center, approximately 100 were in a residential facility and 42 were day treatment.
- Office of Education personnel have provided on-site training to youth and faculty in topics ranging from use of technology, vocational certification, accessing regional workforce board services, mentoring services, Youth Investment Awards, the Transition Education Network, interagency collaboration and Ready to Work at over 35 sites during 2009-10. Alan Crotzer also spoke to over 3,000 DJJ youth in 80 programs and at the 2010 Juvenile Justice Education Institute about his decisions as a youth which contributed to his 24 year long wrongful incarceration.
- DOE/DJJ Technical Assistance paper published on “Offering Career Education Courses in Department of Juvenile Justice Education Programs.”

- Partnerships with Workforce Florida, Inc. have resulted in over \$4 million in funds specific to the needs of court-involved youth including academic remediation, pre-employability skill development, resume completion and workplace readiness. Approximately 559 students received services from regional workforce boards or Workforce Florida, Inc grants during 2009-10.

**Goal 11: Stabilize and Professionalize the Juvenile Justice Workforce**

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

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

**Objective 36:** Develop a progressive compensation structure.

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

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

**Achievements/Highlights:**

- Implemented the revised Juvenile Justice Detention & Residential officer Certification Program curriculum.
- Developed and implemented the revised Protective Action Response certification Program Curriculum.
- Validated job task analysis and determined program objectives for the Juvenile Probation Academy curriculum. This included identifying existing and needed content, designing instructional strategies, as well as creating and determining delivery methods. Coordinated and conducted Certified Public Manager training through the Florida State University, Center for Professional Development to 20 DJJ employees.
- Conducted statewide trauma-informed care training webinars and live classes for all DJJ employees.
- Worked with the Technology and Professional Programs Department at Tallahassee Community College (TCC) to create a certificate in Juvenile Justice Administration. This is an 18 credit program that includes a Detention/Residential Academy and 5 courses offered through TCC.
- Created an online Trauma Informed Care course for DJJ employees as well as private providers.
- Created and posted the “Promoting a Restraint-Free Environment” booklet on the DJJ Internet.
- Conducted a presentation at the Juvenile Justice Education Institute on how the Department and our private providers are promoting a restraint-free approach.

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

**Objective 39:** Propose performance outcomes that shall be established for all DJJ programs.

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

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

### **Achievements/Highlights:**

- Contract workgroup continues to meet to look at performance measures and past performance for awarding of contracts.
- Revised evidence-based Sourcebook (2010) to incorporate additional qualifying programming services.
- JJIS Evidence-based Practices Delinquency Interventions Module developed; Probation Business Rules Workgroup was established to and draft business rules have been developed.
- Began preparations to combine Tier I and Tier II standards for implementation in FY 11-12.
- During FY 09-10, 85 staff were trained to facilitate Thinking For a Change groups and 50 staff were trained to facilitate LifeSkills Training
- During FY 09-10, 1,433 staff were trained in Motivational Interviewing; Motivational Interviewing curriculum currently delivered in JPO academy since January 2008.
- During FY 09-10, 5 additional provider staff were trained as became certified as DJJ Motivational Interviewing Qualified Trainers bringing the statewide total to 25 staff.
- Completed the Teaching Alternatives to Gangs (TAG) Detention Pilot Project with all North Region Detention Centers. Highlights include a decrease in the rate of level 2 Protective Action Responses (PAR).
- The implementation of the Secretary's Agency Safety Campaign resulted in DJJ earning the Gold Award of Excellence from the Department of Financial Services, Division of Risk Management.
- Implementation of the Agency Safety Campaign resulted in a 14% reduction in Worker's Compensation First Reports of Injury, a 30% reduction of actual claims filed, a 5% reduction of incurred costs (\$70,465.15) and a reduction in work hours lost by returning ill or injured employees to the workplace sooner compared to figures for fiscal year 07-08.

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

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

*Objective 43:* Evaluate on a continual basis how DJJ does what it does to identify innovations and best practices to achieve better results.

**Achievements/Highlights:**

- Began steps to review year's activities and draft Annual Report for 09-10.
- Published the train-the-trainer curriculum that allows providers to have in-house staff available to train JJIS users.
- Central Communications Center administrative rule workshops continued. Anticipated completion July 2010.
- Draft Administrative and Program Review rule developed.
- Contract monitoring integrated into the Quality Assurance review to eliminate duplicative monitoring visits.

# Florida Juvenile Justice Foundation, Inc.

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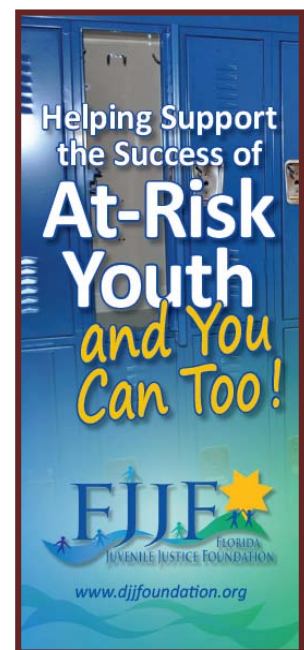
The Florida Juvenile Justice Foundation is a not-for-profit corporation and a direct-support organization for the Florida Department of Juvenile Justice.

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

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

Through a two-year grant with the Eckerd Family Foundation, 183 youth have received a Youth Investment Award for assistance with the next step in his or her transition development when that need could not be met through any other available resource and is essential to the youth's success. The Youth Investment Award is a youth-in-transition initiative to assist youth, ages 16 to 22 years, who are or were served by the Florida Department of Juvenile Justice.

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



*Lt. Governor Jeff Kottkamp, FJFF Board and its Chairman Barney Bishop, and DJJ Secretary Frank Peterman Jr. recognize the winners of the 14th Annual Governor's Community Investment Awards, March 2010*

# The Future

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## NEXT STEPS

Many of the achievements outlined in this report are ongoing. In addition, new tasks and projects will be developed and implemented to continue efforts toward achieving the goals outlined in the Department's four-year Strategic Plan.

The Department is committed to an even larger view of achieving success, one that goes beyond the goals adopted in its Strategic Plan. Our four-year Strategic Plan, and the thinking that it involves, cannot achieve everything that needs to be accomplished as juvenile justice trends, opportunities, and concerns change in future years. By adopting a continual process of strategic planning, the Department of Juvenile Justice ensures that this initial Strategic Plan will be one of many that drive the future delivery of high quality services to our youth, families, and communities. It also demonstrates that disciplined long-range planning is a constant foundation for the Department's response to the changing needs of youth at risk and public safety.

During each year of the strategic planning process, the Secretary and Executive Leadership Team receive timely data on performance and outcomes and adjustments are made as necessary. New situations, trends, and technologies are accounted for in initiating new goals and outcomes for subsequent planning periods.

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

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

Working towards our goals and objectives, the children of the state of Florida will be better served and will therefore have greater success in turning around their lives, resulting in greater public safety for all Florida.



# Key Contacts

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