

**Florida Department of Juvenile Justice**

## **Roadmap to System Excellence**

*Transforming Florida into a  
National Model for Juvenile Justice*

### **Our Philosophy**

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

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

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

Dear Stakeholder,

We at the Florida Department of Juvenile Justice (DJJ) are strategically evaluating and reforming our approach to juvenile justice. We are focusing our practices and services on **preventing** and **diverting** youth who do not belong in our system; finding appropriate **alternatives to** holding them in costly and **secure detention** facilities that can contribute to negative outcomes; **reducing and redesigning residential** bed capacity; and **putting our resources where they are most needed**. Each of these elements is critical to ensuring we have the right combination of services and sanctions, in the right place, at the right time, as we care for each youth and keep the public safe.

Youth who commit violent acts and are considered an on-going threat to public safety represent a small portion of DJJ youth. They require the most intensive and expensive services. To use resources effectively, efficiently, and strategically, only serious offenders should be placed in secure detention and residential treatment -- the deeper end of DJJ services. Through outcome-based treatment and services, we will strengthen their chance of success and protect public safety.

Half of youth arrested for a delinquent act will not re-offend and should be diverted from DJJ through innovative practices such as Civil Citation. These are youth who made a mistake. Their initial experience with the juvenile justice system is sufficient to deter them from further offenses. Community-based intervention is more effective in diverting these youth from further delinquency without the negative consequences or expense of entering a juvenile justice system.

Adolescents and children routinely "act out" due to issues at home, poor school performance, peer pressure, and mental and emotional problems. Lack of a support system does not justify their commitment. It is our responsibility to make sure that these youth are given preventative assessments and services so that they have the opportunity to stay delinquency-free. Proactive prevention will not only save millions of taxpayer dollars, it can save the futures of these youth.

Finally, we must have the appropriate capacity at every level to identify needs and services when youth exhibit such poor behavior that they are referred to DJJ. Each youth is different and our approach to serving them has to be individualized.

Already, Florida's efforts have yielded many successes and improved outcomes for at-risk and troubled youth. Florida's DJJ will continue to build stronger youth and families who are connected to, and supported by, their community as it builds a stronger state and a juvenile justice system of excellence for at-risk and delinquent youth. This will be done with a unified and dedicated team of DJJ and provider staff and Florida's families and communities.

Sincerely,

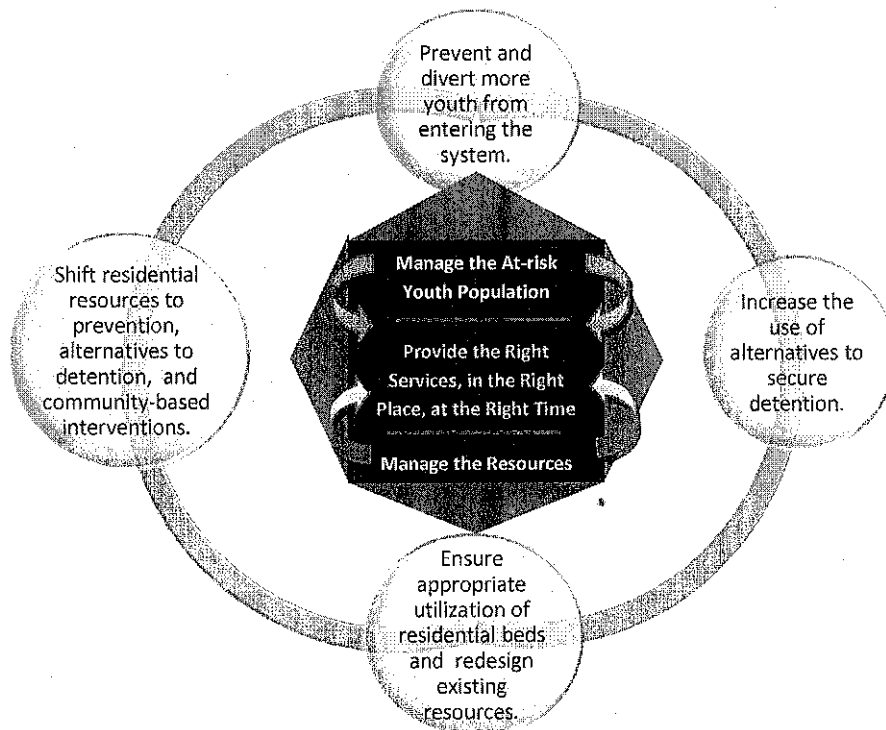
Wansley Walters  
Secretary

### Purpose of the Roadmap to System Excellence (Roadmap)

This document serves as DJJ's Roadmap, explaining the agency's immediate and long-range plans and the rationale for them. To create a comprehensive strategy, DJJ's Executive Leadership Team examined agency practices, services and results; exhaustive analyses and studies by internal and external stakeholders and consultants; recommendations from Governor Scott's Juvenile Justice Transition Team; DJJ's Strategic Plan; and the report of the Blueprint Commission. The result is a roadmap to guide understanding of DJJ's efforts to:

- Reduce juvenile delinquency;
- Redirect youth away from the juvenile justice system;
- Provide appropriate, less restrictive sanctions;
- Reserve serious sanctions for those youth deemed the highest risk to public safety; and
- Focus on the rehabilitation of at-risk and delinquent youth.

Over the next two years, DJJ will build upon its recent, notable achievements to fortify a system of excellence, a model for juvenile justice. The agency will develop its model through strategic decisions supported by data, research-based practices, and measurable outcomes that result in improved results and savings to the state. Enhancements will follow a cycle of continuous improvement as DJJ manages its population and resources to provide the right services, in the right place, and at the right time to best meet the needs of at-risk and delinquent youth.

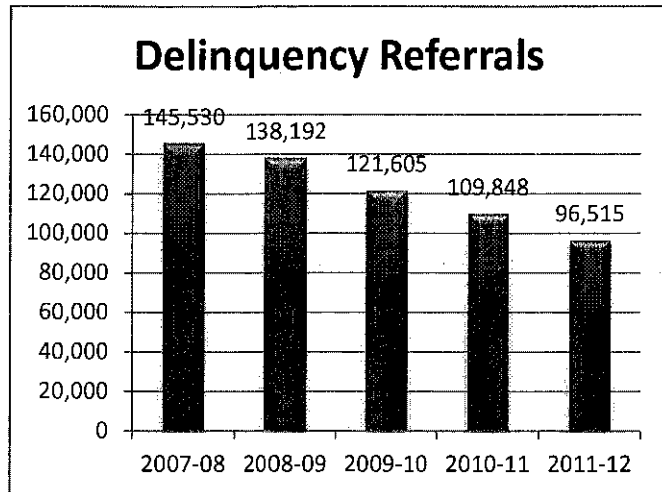


# Manage the At-risk Youth Population

As DJJ adjusts its practices, programs and resources to better meet the needs of at-risk and delinquent youth, careful attention must be paid to which, and at what level, youth need to be involved in our system.

## Diversion

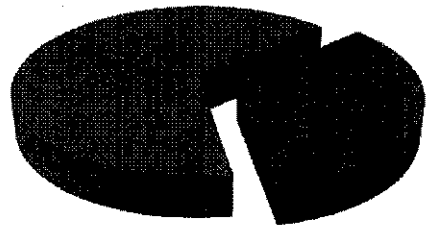
**Too many youth are unnecessarily placed in the juvenile justice system and others are involved at levels that are costly and contribute to negative outcomes, despite a caring and dedicated staff. Youth who pose no risk to public safety or have no need for deeper-end services should be diverted from detention, probation and residential services.**



## Secure Detention

If youth do not pose a risk to public safety and are likely to show up for court, **they should receive appropriate alternatives to secure detention and remain with their families and in their communities.** Instead of serving as a deterrent to future offenses, **research finds that secure detention may increase the likelihood of a youth to re-offend**, particularly those who initially are identified as a low risk to re-offend.<sup>1</sup> The act of removing them from their homes and communities, their support systems, can cause negative unintended consequences. During fiscal year (FY) 2011-2012, a felony offense was the primary reason for being detained by DJJ for only 34% of youth.

Offenses for Youth Securely Detained, FY 2011-12

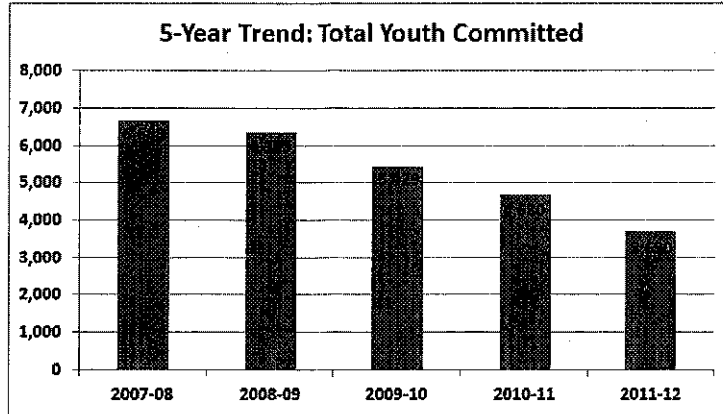


■ Misdemeanors and Other Offenses   ■ Felonies

<sup>1</sup> The Justice Policy Institute, "The Dangers of Detention: The Impact of Incarcerating Youth in Detention and Other Secure Facilities."

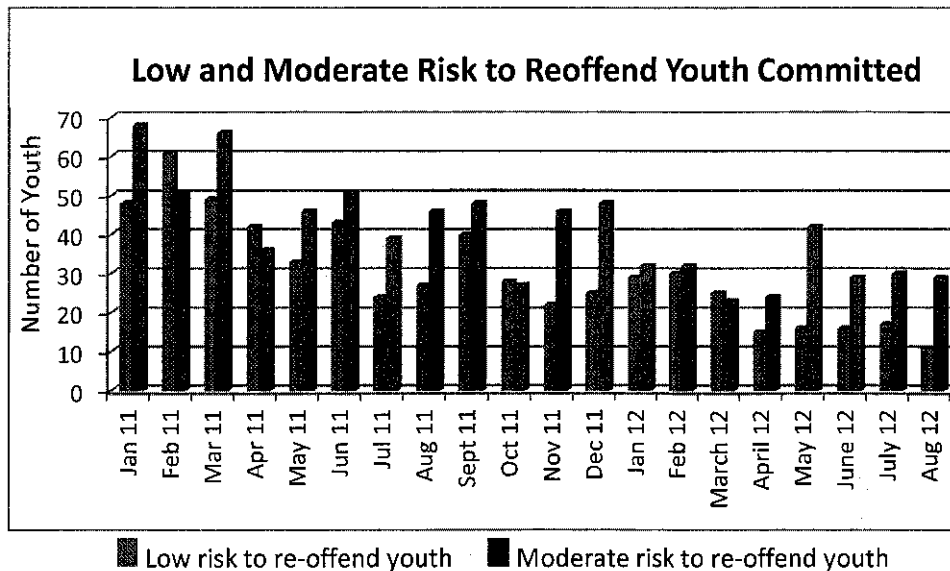
### Residential Commitment

Declining delinquency referral rates have reduced the number of youth referred for residential placement. As noted in the chart, **that number has decreased by 44% in the past five years.**



Although the number of youth committed to residential placement has declined, the issue of managing resources to best meet the needs of youth is still an important consideration. In FY 2011-12, almost half (47%) of the DJJ youth were committed to a residential program for misdemeanors or because of non-law probation violations.

In addition, a number of youth who are identified as low or moderate risk to re-offend may be inappropriately placed in residential programs. Research shows that for youth, particularly those who are a low-risk to re-offend, **residential commitment actually may increase the likelihood of future offending.**<sup>2</sup>



Also, the recidivism rate for youth leaving these programs has remained basically unchanged for the past several years. More needs to be done while a youth is in residential placement and while transitioning back to the community to lower the recidivism rate.

<sup>2</sup> Christopher T. Lowenkamp, Edward J. Latessa, and Alexander M. Holsinger, "The risk principle in action: What we have learned from 13,676 offenders and 97 correctional programs," *Crime & Delinquency*, volume 52, pages 77-93, 2006.

To better serve the youth in our care and achieve improvements in the areas outlined in the Roadmap, DJJ has identified these goals:

- Prevent more youth from entering the juvenile justice system.
- Divert more youth from involvement with the juvenile justice system.
- Use secure detention only when necessary.
- Ensure appropriate utilization of residential beds and re-design existing resources.
- Improve staff skills.
- Strengthen procurement, contract monitoring, and quality improvement practices and processes.
- Conduct effective resource realignment.

## **Goal: Prevent More Youth from Entering the Juvenile Justice System**

DJJ provides delinquency prevention services and programs designed to reduce juvenile crime and protect public safety through contracts and grants to local providers throughout the state. Programs target at-risk juveniles and those who exhibit problematic behaviors such as skipping school, running away from home and other pre-delinquent behaviors. With Florida ranking the second largest jurisdiction in the nation for the number and rate per 100,000 of youth incarcerated, DJJ must develop, promote and invest in more prevention programs.<sup>3</sup>

### **Administer the Prevention Positive Achievement Change Tool (P-PACT) to every youth identified as needing prevention services.**

The P-PACT was created to assess the needs and major risk factors of at-risk youth, allowing DJJ to better individually serve them. This assessment assists in connecting youth and families in various prevention programs with the right services, in the right place, at the right time, thus increasing the youth's chance for success and avoiding their involvement with the juvenile justice system. It is anticipated that the P-PACT will be the uniform assessment tool administered to all youth entering into DJJ prevention programs. Additionally, we will start a prevention initiative that will assist children who are not yet enrolled in any programs but are exhibiting warning factors that could lead to system involvement. In most cases, those referrals would not be from law enforcement, but from a concerned party such as a parent/guardian, school staff member or other adult. The P-PACT will be the tool used to assess those youth and refer them to the services that best address their needs.

### **Serve a minimum of 21,300 youth (2% increase from the previous year) through delinquency prevention programs during FY 2012-2013.**

Prevention programs serve at-risk youth ages 10 to 17 who may be experiencing behavior, school and family difficulties. DJJ will increase preventative involvement in communities and provide dedicated sources for children and families to gain access to needed services.

*Crossover Youth Practice Model* - The Crossover Youth Practice Model (CYPM) is a collaboration between the Departments of Juvenile Justice and Children and Families, led by Georgetown University. Dually served youth, those in both the child welfare system and the delinquency system need careful and competent joint case management. This high risk population does not have the family structure to rely upon for support in their court involvement, thereby reducing the youth's risk to re-offend and recidivism rates.

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<sup>3</sup> "Juvenile Offenders and Victims: National Report Series," Office of Juvenile Justice and Delinquency Prevention, July 2011.

The project provides communication, joint case management, shared early intervention and comprehensive services for foster care youth involved in the juvenile justice system. The result will be fewer delinquent events and better outcomes as these youth move to young adulthood. The CYPM has been implemented in Judicial Circuits 4, 7, 10, 11, and 17. We will spread CYPM throughout the state by launching a cluster of sites in each region.

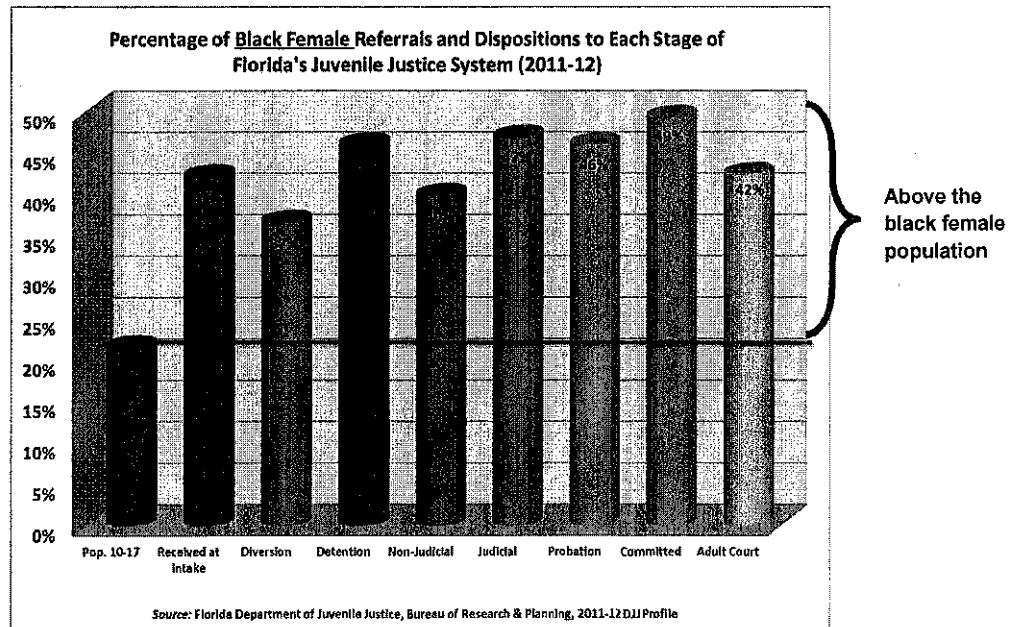
- Expand statewide .....Beginning January 2013-2014

**Reduce the percentage of minority youth referrals and dispositions at each stage of Florida's juvenile justice system by 5% during FY 2012-13.**

Disparities exist in the racial make-up of youth that come into contact with juvenile justice authorities. Currently, minority youth are overrepresented relative to their white counterparts. This is known as Disproportionate Minority Contact (DMC) and represents a hurdle to the agency's mission of providing services that strengthen families and turn around the lives of troubled youth.

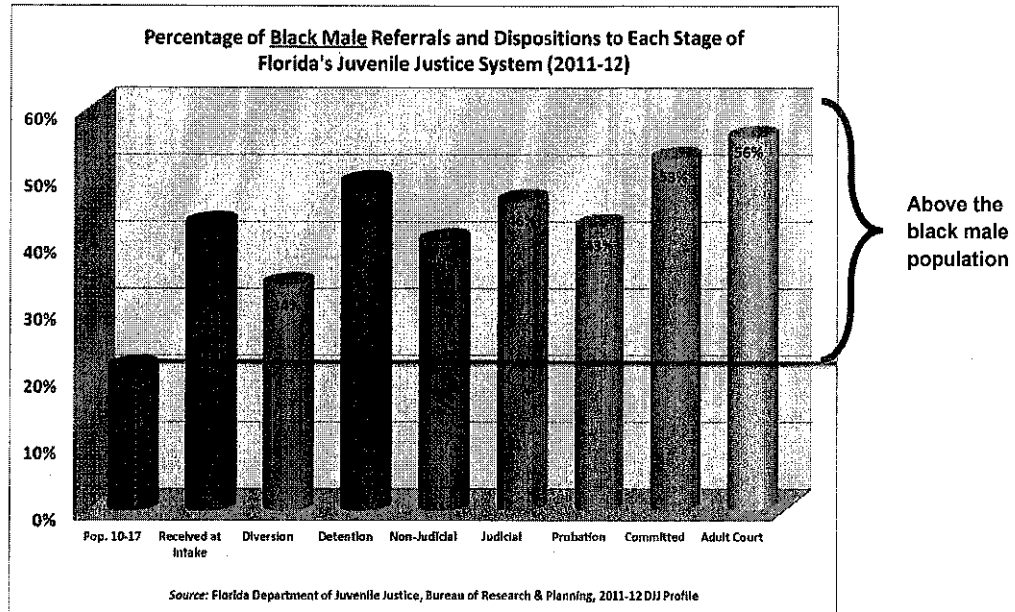
There are roughly 1.84 million youth between the ages of 10-17 in Florida. Of this population, 21.4% are black. Black youth are overrepresented at every stage of judicial processing, from arrest/intake to adult court transfer.

Black females account for 22% of the female youth population in Florida. If there were no overrepresentation of black youth, black girls would account for approximately 22% of girls at all stages of the juvenile system. Rather, among girls with juvenile justice involvement, black girls account for: 42% at intake, 37% diverted, 46% detained, 40% with non-judicial dispositions, 47% with judicial dispositions, 46% placed on probation, 49% committed, and 42% transferred to adult court.





Black males account for 21% of the male youth population in Florida. If there were no overrepresentation of black youth, black boys would account for approximately 21% of boys at all stages of the juvenile system. Rather, among boys with juvenile justice involvement, black boys account for: 43% at intake, 34% diverted, 49% detained, 40% with non-judicial dispositions, 46% with judicial dispositions, 43% placed on probation, 53% committed, and 56% transferred to adult court.



The primary goal of the agency's DMC initiative is to reduce the number of minority youth who come into contact with the juvenile justice system. To this end, the agency will engage in numerous efforts, as follows:

- Promote the appropriate and increased use of Civil Citations to reduce the number of minority youth formally entering the juvenile justice system. .... Ongoing, starting October 2012
- Develop and implement a curriculum to train law enforcement, and other officials who work with minority youth, on effective strategies to reduce DMC. .... Ongoing, starting October 2012
- Work with the State Advisory Group, Circuit Boards, County Councils, and colleges and universities across the state to generate and strengthen participation among juvenile justice and community stakeholders. .... Ongoing, starting October 2012
- Collaborate with Workforce Development and Florida Ready to Work to develop employment training programs for underserved minority/high-risk areas. .... Ongoing, starting October 2012.
- Initiate collaborations with schools to develop teacher/youth summits that will foster a greater understanding of diversity issues that contribute to increased disproportionate minority contact (DMC) referral rates. .... Ongoing, starting October 2012
- Conduct forums throughout the state that enhance positive relationships between minority youth and law enforcement. .... Ongoing, starting November 2012
- Identify DMC community liaisons that will support the agency's goal by working to strengthen partnerships between the agency and the law enforcement community. .... Ongoing, starting January 2013

## **Goal: Divert More Youth from Involvement with the Juvenile Justice System**

Youth who commit minor offenses can receive alternative sanctions that still hold them accountable for their actions. If they are not arrested, they can receive a Civil Citation and be diverted from the juvenile justice system without a formal arrest record. If they are arrested, DJJ can recommend a program to divert them from further involvement in the juvenile justice system but still impose sanctions and provide services.

**Increase the number of youth issued a Civil Citation during FY 2012-2013 by 10% (from 6,964 in FY 2011-12 to 7,760).**

Many youth who are arrested have committed minor, first-time misdemeanor offenses. Their behavior can be characterized as youthful indiscretion and include offenses such as vandalism, misdemeanor drug possession, disorderly conduct or misdemeanor battery. They will likely outgrow their poor behavior choices, as they develop better reasoning, judgment and decision making skills, with little or no intervention required by the juvenile justice system.

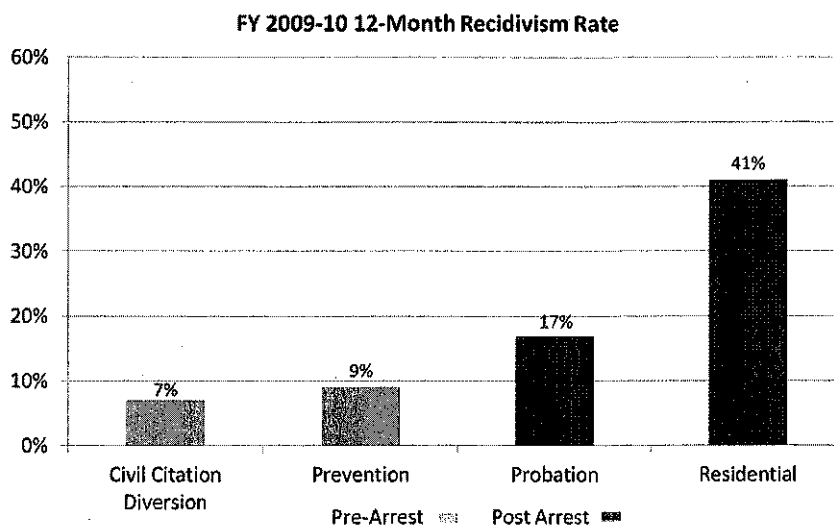
They should be held accountable for their actions but in a way that will increase their opportunity to become successful adults. A criminal record resulting from an arrest can harm their future educational, employment and military service opportunities. Even cases that are formally processed but diverted or dismissed can hinder future opportunities.

Civil Citation is an appropriate sanction for these youth that commit first-time, non-violent misdemeanors. The juvenile Civil Citation process diverts them from formal arrest, avoids them having an arrest record and effectively discourages future offending. The youth's needs are assessed, and they are given appropriate sanctions and services, such as restitution, counseling, victim awareness and accountability (including letters of apology), community service, anger management classes and counseling. The use of Civil Citation holds youth immediately accountable for their poor behavior without harming their long-term prospects to become productive citizens. However, if sanctions are not completed successfully, youth will be processed through the formal juvenile justice system.

A five-year analysis shows that two-thirds of youth arrested for a first-time misdemeanor are not arrested again during an 18-month follow up period.<sup>4</sup> Most of these youth are not at risk of becoming chronic or serious offenders. As illustrated in the following chart, youth who receive a Civil Citation and are diverted from entering DJJ have very low rates for subsequent offenses.

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<sup>4</sup> Don A. Andrews and James Bonta, "The Psychology of Criminal Conduct," 3rd edition, Cincinnati, OH: Anderson Pub. Co., 2003.



The best way to impact recidivism is to reach youth before they penetrate the system. In addition, for those who need residential placement, it is critical that they get the targeted services they need to address issues that will impact their risk to re-offend.

Furthermore, arrests for first-time misdemeanors are costly to taxpayers. According to the American Bar Association, each such arrest costs \$5,000 to process a youth in the juvenile justice system (court costs; salaries for law enforcement, judges, public defenders, state attorneys and support staff, etc.). Civil Citation costs only \$386 per case.<sup>5</sup>

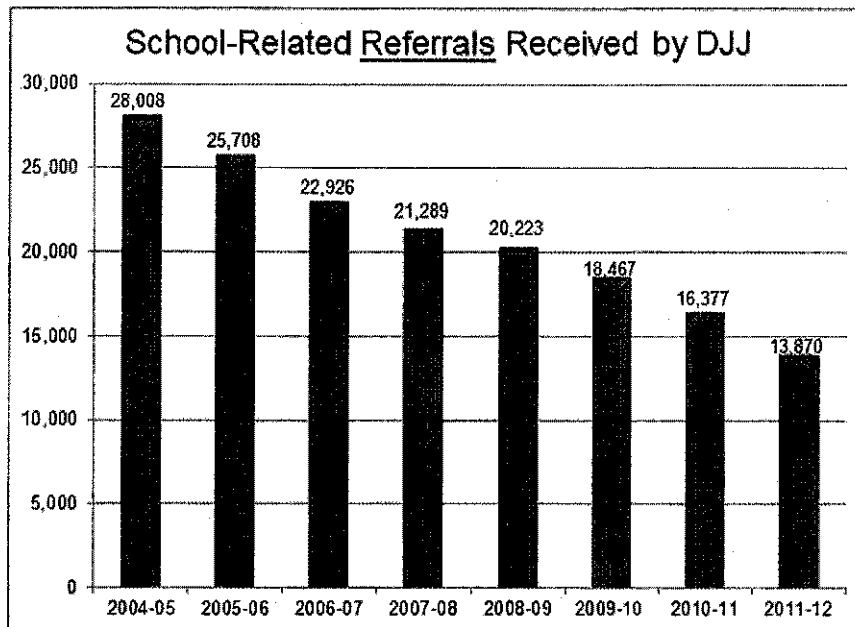
Prior to 2011, Civil Citation was a diversion option available at the local level. In 2011, the Legislature revised the Civil Citation statute to require each community to provide Civil Citation or other similar diversion opportunities. As communities move forward to meet these requirements, DJJ is tasked to encourage and assist with development of Civil Citation initiatives. In FY 2011-12, the first full year of the initiative, Civil Citation opportunities were available in most counties, and 25% of eligible youth (6,964 first-time misdemeanants) were issued a civil citation. This represents a 33% increase over FY 2009-10. Although the Civil Citation process is available for most juveniles throughout Florida, it is currently underutilized. DJJ will continue to reach out to its partners throughout the state to promote the process and gain the essential support needed. The Civil Citation process will be enhanced by:

- **Investing a portion of funds** shifted from the reduced residential bed capacity and contracting with local providers in areas without a Civil Citation provider ..... **Ongoing**
- **Providing appropriate services** when a mental health, substance abuse or a family related problem is the underlying cause of the youthful offense as part of Civil Citation requirements so that youth behavior can be addressed before it escalates. .... **Ongoing**
- **Promoting the process to courts, law enforcement and prosecutors.** In the coming year, DJJ will work with a strategic planner provided by the Eckerd Family Foundation to focus on two counties (Escambia and Duval) targeting their high number of eligible youth not served by Civil Citation ..... **Ongoing**

<sup>5</sup> American Bar Association, "Florida: Cost-Effective means to Increasing Public Safety in Juvenile Justice," presented during "Strategies to Save States Money, Reform Criminal Justice and Keep Public Safe" dialog, Washington, DC, May 6, 2011.

**Reduce the number of school referrals by 10% during FY 2012-13 (from 13,870 in FY 2011-2012 to 12,483).**

Too often youth who act up at school are referred to DJJ for "punishment," forcing the youth to enter the juvenile justice system needlessly instead of being diverted to more productive alternative sanctions. DJJ will partner with schools, superintendents, and Parent Teacher Associations to educate them about effective alternatives, including Civil Citation and other similar diversion programs like Teen Court, Intensive Delinquency Diversion Services (IDDS) and Drug Courts.



**Divert 10% more youth from court during FY 2012-13 than FY 2011-12 (from 24,284 to 26,712).**

Once referred to DJJ, all youth receive screening and assessment, and DJJ provides a recommendation to the state attorney regarding appropriate handling of the case that includes sanctions and services for the youth. When making a recommendation, DJJ has several options that divert youth from further involvement with the formal juvenile justice system and allow them to remain in their home and community. Alternative diversion programs offer an array of services such as community arbitration; oversight of community service and restitution collection; drug assessments; counseling; case management; education, therapeutic, and supportive services; Teen Court; Civil Citation; and mentoring programs. We will work with state attorneys to identify meaningful and appropriate alternatives.

## Goal: Use Secure Detention Only When Necessary

Unnecessary use of secure detention is costly and inappropriate, despite a caring and dedicated staff. Secure detention is suitable for some youth but is not appropriate for the majority of DJJ youth. Many Florida communities can meet the needs of their at-risk youth safely without this most restrictive option. By addressing youth needs in the community, an opportunity exists to decrease the number of youth admitted to secure detention, be fiscally responsible and realize better outcomes for the youth.

The purpose of secure detention is to provide a safe place for youth who are a risk to public safety or who may not show up for their scheduled court dates. If they are not a risk in either situation, alternatives, such as home detention, electronic monitoring, and respite care—which allow them to remain in their homes and in their communities—should be considered.

Secure detention poses a substantial fiscal burden for both the state and counties. With a cost of approximately \$300 per calendar day and \$600 for an overnight stay per youth, these funds could be better utilized elsewhere in the juvenile justice system.

Secure detention should **not** be used as a punishment under any circumstances, regardless if there has been a finding of delinquency (guilt). When detention is used inappropriately, it can cause a number of negative unintended consequences.

- *Secure detention is associated with increased recidivism, not deterring youth from crime.<sup>6</sup>*
- *Detained youth go “deeper” into the system—specifically, they are more likely to have charges filed and more likely to get harsher disposition outcomes.<sup>7</sup>*
- *“Peer deviancy training” occurs when youth are exposed to other delinquent youth and learn from their behaviors.<sup>8</sup>*
- *Detention has been shown to interrupt the natural process of “aging out” (youth are less likely to commit crime as they get older).<sup>9</sup> Instead, detention negatively interferes with community, family, school and employment participation, all of which have been shown to help youth “age out” of crime.*

Secure detention can be used inappropriately when youth are detained for missing a court date—which may have been out of their control—or for being non-compliant with an aspect of their probation, such as missing curfew. Effective, progressive incentives (actions or rewards used to reinforce positive behavior) and sanctions can help them succeed, instead of pushing them further and further into the system through unnecessary secure detention.

<sup>6</sup> D. Bezruki, D. Varana, and C. Hill, “An Evaluation of Secure Juvenile Detention,” Madison WI: Legislative Audit Bureau, 1999.

<sup>7</sup> C. Frazier, and C. Cochran, “Detention of Juveniles: Its Effects on Subsequent Juvenile Court Processing Decisions.” *Youth Society* Vol. 17No. 3 286-305, 1986.

<sup>8</sup> T.J. Dishion, J. McCord, and F. Poulin, “When Interventions Harm: Peer Groups and Problem Behavior,” *American Psychologist* Vol. 54, No. 9 755-764, 1999.

<sup>9</sup> A. Golub, “The Termination Rate of Adult Criminal Careers,” Pittsburgh: Carnegie Mellon, 1990.

To ensure that secure detention is used only when necessary, DJJ participates in the Juvenile Detention Alternatives Initiative (JDAI). This is a comprehensive reform program that helps the agency make data-driven decisions, safely reduce unnecessary detention and ensure that youth are supervised in the right place, at the right time and with the right combination of supervision, services and sanctions. JDAI provides a time-tested framework and is a project of the Annie E. Casey Foundation that has been successfully implemented in more than 150 jurisdictions across the country. While local JDAI efforts are being piloted in four Florida circuits (4, 13, 15 and 17), DJJ also is pursuing detention reform at the state level. (NOTE: A map of Florida judicial circuits can be found on the final page of this document.)

**Decrease the number of youth who are a low risk to re-offend and placed in secure detention by 5% during FY 2012-13. (More than 30% of youth stay less than 48 hours in detention — at a cost of \$600 each which could have been better spent elsewhere.)**

The number of low-risk youth in secure detention will be reduced through modification of DJJ's risk assessment instrument and providing respite beds.

- *Detention Risk Assessment Instrument (DRAI) analysis* -- DJJ's partners and stakeholders (law enforcement, prosecutors, courts and service providers) must have tools and information to help decide the risks and needs of youth in order to respond objectively and effectively when youth violate the law. An evaluation of the DRAI will determine whether the instrument is appropriately identifying youth in need of secure detention, is gender-neutral, etc..... **Ongoing**
- *DRAI scoring adjustment* -- To further explore alternatives to detention, the Juvenile Assessment Centers in Miami-Dade, Hillsborough and Alachua counties are participating in a pilot project which adjusts the use of underlying offenses. Currently, youth referred for offense(s) that are not detainable are scored on their most serious underlying offense, no matter how long ago he/she was placed on a supervision status for the offense. In the pilot, screeners will only score for the underlying offense within the first:
  - Year of the youth's placement for a violent offense, or
  - Ninety (90) days for non-violent offenses.

An underlying offense is one for which the youth is currently on any form of supervision (probation, home detention, non-secure detention, conditional release, post-commitment probation or commitment status).

- **Conduct pilot testing**.....**August-October, 2012**
- **Review and analyze results** .....**November and December, 2012**
- **Implement adjusted DRAI statewide**.....**Spring 2013**

- *Respite beds and family services for youth charged solely with misdemeanor domestic violence -- (Almost 4,000 youth are in secure detention per year—nearly 30,000 days—solely because they had a misdemeanor domestic violence offense and had no other place to go.)* Often youth with domestic violence charges have underlying issues such as substance abuse, violence in the home or other risk factors that must be addressed. Community safety can still be assured and the negative consequences of secure detention can be avoided if an alternative setting can be found for the youth that allows a “cooling off” period and family intervention, if needed.
  - **Develop an Invitation to Negotiate (ITN) for respite services** ..... **In Progress**  
 Through the ITN process, DJJ will seek a vendor to manage respite services for delinquent youth up to 18 years of age who have been involved in domestic violence in the home. Services will include basic care and well-being; 24-hour “awake” or continuous supervision; face-to-face assessment; and case management, mental health, substance abuse, and counseling services. The services shall be provided, at a minimum, in Brevard, Hillsborough, Duval, St. Johns, Clay, Nassau, Orange, Seminole, Osceola, Palm Beach and Broward counties.
  - **ITN Posting**..... **October 2012**
  - **Beds available**..... **February/March 2013**

**Increase the statewide daily use of electronic monitoring units by 20% during FY 2012-2013 (from 170 in 2011-12 to 213).**

Electronic Monitoring (EM) was implemented statewide in January 2012 as a community-based alternative to secure detention. Specifically, the Department of Juvenile Justice (DJJ) utilizes EM as a non-secure alternative for youth pending disposition, as a progressive response for youth on court-ordered supervision, and as an alternative to secure detention for youth who have been committed and are awaiting placement in a DJJ residential facility. Global Positioning Satellite (GPS) devices alert the monitoring company and then the JPO, as appropriate, when youth are not complying with restrictions to their movements, such as leaving home other than to attend school. This type of alternative is cost-effective while providing the supervision necessary to ensure community safety.

**Decrease the number of youth admitted into secure detention for Failure to Appear by 15% during FY 2012-13 (from 5,058 in 2011-12 to 4,299).**

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

- *Auto-dialers* -- The auto-dialer system reminds youth of pending court dates and has been installed in detention centers in every county except Palm Beach (see Expeditors below) and Monroe. During FY 2011-12, 16,458 calls were made from auto-dialer systems in secure detention.
  - **Assess effect** ..... **December 2012**

- *Expeditors* – Palm Beach County uses individuals to directly contact youth regarding their court date instead of an auto-dialer system.
  - **Assess effect** .....December 2012
- *Transportation* -- Transportation is often cited by youth, parents and staff as a much needed community resource. Without reliable transportation youth are hindered from attending court hearings, community service worksites, counseling sessions, etc. As a result, many youth end up violating the terms and conditions of their court-ordered supervision. To address this concern, DJJ is identifying transportation options for youth and families. Options will vary from community to community based on need and available resources.
  - **Transfer vans from Detention and Residential Services to Probation** ..... October 2012
  - **Create plan to support transportation efforts** .....February 2013

**Decrease the number of youth admitted into secure detention for Violations of Probation by 15% during FY 2012-13 (from 2,049 in 2011-12 to 1,742).**

Probation is developing an improved, more uniform Effective Response System. The system provides probation staff with a number of alternative community sanctions, such as additional community service hours, more restrictive curfews, or placement on electronic monitoring, to address probation violations effectively in the community (see Effective Response System, page 19).

- **Develop improved system** ..... November 2012
- **Implement statewide**..... March 2013

**Fully implement the Model Juvenile Community Resource Center in Alachua County by July 1, 2013.**

The Alachua Regional Juvenile Detention Center will strengthen youth, families and communities as youth move through the juvenile justice system by identifying needs and establishing partnerships with service providers. The facility will provide an extended array of services.

- **Screening and pre-disposition** ..... Currently Offered
- **Civil Citation**..... Currently Offered
- **Respite care** .....December 2012
- **Community programs**..... January 2013
- **Family engagement** .....February 2013

Once fully implemented successfully, the Alachua model will be replicated statewide.



**Expand the services and number of Juvenile Assessment Centers (JACs), as identified by needs.**

JACs provide critical intake and screening services for many of the youth and families referred to DJJ. In November 2011, DJJ began an analysis of current JAC contracts to ensure that an adequate number of staff (DJJ or contracted provider) were located at each JAC to perform the functions of detention screening, initiation of the intake process and enhancement of the statewide Civil Citation initiative. As a result of this analysis, DJJ has executed the following amendments to our current JAC contracts. (NOTE: A map of Florida judicial circuits can be found on the final page of this document.)

- Dedicated a position to serve as a statewide Civil Citation Coordinator.
- Added detention screening staff and services, to include the completion of Community PACT Pre-Screen assessments for Civil Citation youth in Circuit 2 (Gadsden County), Circuit 6 (Pinellas County), Circuit 9 (Orange County), Circuit 10 (Polk County), Circuit 11 (Miami-Dade County), Circuit 13 (Hillsborough County), Circuit 17 (Broward County) and Circuit 18 (Brevard County).
- Expanded current JAC/Detention Screening contracts into Circuit 9 (added Osceola County, as well as detention screening staff and services to include the completion of PACT Pre-Screen assessments for Civil Citation youth) and Circuit 12 (added Manatee County and added detention screening/intake services).

DJJ will begin a secondary analysis to determine which communities are still in need of JAC services and the feasibility of expansion.

- Additional expansion analysis .....Winter 2012

**Expand the services and number of Youth Reporting Centers (YRC), as identified by needs.**

In 2008, DJJ collaborated with community stakeholders to establish Youth Reporting Centers (YRC) in every judicial circuit. This was done to ensure that a safe and convenient location is available in each community for youth and parents to contact a JPO and receive services. Locations for the YRC include schools, churches, community centers, recreation centers, municipal parks, neighborhood policing facilities, probation offices, etc.

DJJ will enhance the YRCs' functionality by collaborating to establish additional centers and expanding the type of services delivered. They will serve as a location for the delivery of evidence-based interventions, such as LifeSkills Training (LST), Thinking for a Change (T4C), and Aggression Replacement Training (ART) as well as other services such as mentoring and after school tutoring.

- Expansion and improvement of YRCs .....Ongoing through 2013

## **Goal: Ensure Appropriate Utilization of Residential Beds and Redesign Existing Resources**

Residential commitment is the “deepest” end of the juvenile justice system. As such, it should be used only when less restrictive, community-based services have been exhausted or cannot meet the needs of a youth. The placement of any youth into residential commitment should be done with the focus on both providing for the specific treatment needs of the youth and decreasing the risk of the youth to re-offend. The progress and success of youth in meeting treatment and performance goals should be the primary factors for how long a youth remains in a residential program.

Improving the management of the residential population requires strategic decision making in the areas of residential capacity and program design; placement of youth in residential facilities versus at home with community services and treatment; and transition services.

### **Reduce residential bed capacity in phases between July 1, 2012 and October 1, 2013.**

Along with the steady decline of delinquency in Florida, the number of youth committed to residential programs has decreased by 44% during the last five years. At the end of FY 2011-12, residential capacity was 3,177 for all program types and the utilization rate was an average of 86%. This is a daily average of 445 unfilled beds. The decline in residential commitments, and the efforts to ensure residential placement is only used for youth who are assessed as being at a higher risk to re-offend, will lessen the need for residential commitment beds. To ensure youth receive needed services in the least restrictive environment possible and to modify current bed capacity to account for the reduction in commitments and unfilled beds, DJJ will implement a phased-in reduction and reallocation in commitment capacity between July 2012 and October 2013. Reductions in residential capacity will be appropriate as reforms to the juvenile justice system are implemented. *Throughout the process of the reduction of residential beds, public safety will remain a priority.*

### **Redesign and expand community alternatives for youth who can be more effectively served in a community-based setting.**

As residential commitment contracts expire, DJJ will assess needs and issue Invitations to Negotiate to procure services based on projected needs with consideration given to specialized services, geographic distribution and utilization of capacity. DJJ will seek quality community-based programs for youth who do not need commitment services through competitive procurement that provides the best value for the state. Procurements will be for programs

located strategically in areas of geographical need. This shifting of resources will enable DJJ to enhance the capacity of community-based services to better serve those youth who do not need a residential commitment placement. DJJ will maintain sufficient bed capacity to meet the needs of youth throughout the state at varying levels of restrictiveness and with the ability to provide the needed specialized mental health, substance abuse, sex offender, educational and vocational training, gender responsive and developmentally disabled services (both in non-secure and secure commitment placement). *Again, public safety will remain a priority.*

**Improve strategic decision making in the placement of committed youth through the use of a dispositional matrix.**

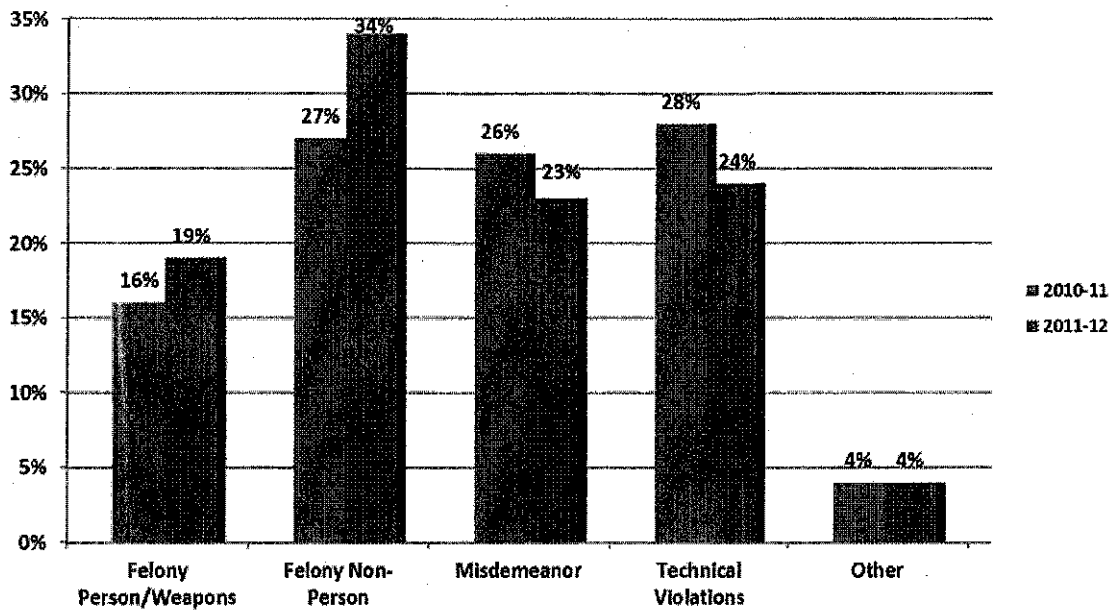
Juvenile justice systems are challenged to find the right balance between holding youth accountable for their misbehavior and offering services and supervision that both keep the community safe and provide appropriate behavioral modification. Research shows that many youth in DJJ's residential programs could be served better in the community, while maintaining public safety and providing effective programming and treatment at a reduced cost to the Florida taxpayer. Youth who are identified as low-risk to reoffend can—and should—be safely and effectively served by non-residential, community-based service providers. Out-of-home placement for these youth at higher levels of care than needed can increase the likelihood of recidivism, damage future prospects for educational and career successes, and may cause youth unintended negative consequences.<sup>10</sup>

The following chart shows that in FY 2011-12, although the number of youth committed for misdemeanors or technical violations (e.g., missed curfews) was down from the previous year (54%), 47% were still committed to a residential program. Keeping those 47% of youth out of the system would allow them to be safely and more effectively served in their community. Resources could then be used more productively for front-end services to better serve delinquent youth and identify and serve more at-risk youth.

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<sup>10</sup> Dowden and Andrews meta-analysis and D.A. Andrews and James Bonta, "The psychology of Criminal Conduct" (3<sup>rd</sup> edition), Cincinnati, Anderson Publishing Company, p.260, 2003.

### Youth Disposed to Commitment by Offense Category



Efforts to improve placement decision making and reduce the number of youth committed to non-secure placement include:

- *Juvenile Justice System Improvement Plan (JJSIP)* – DJJ, with assistance from Georgetown University’s Center for Juvenile Justice Reform, will implement the JJSIP statewide. The JJIS provides a framework for implementing best practices throughout the juvenile justice system utilizing a system of graduated sanctions (a “structured decision making matrix”) which better targets a delinquent youth’s needs and risk. One feature is a tool for evaluating how closely services provided match the most effective interventions, based upon the risk and needs and in line with research. (NOTE: A map of Florida judicial circuits can be found on the final page of this document.)
  - Complete implementation in Circuit 6 .....February 2013
  - Expand into Circuit 7..... January 2013
  - Train and implement statewide (in stages) by ..... January 2014
  
- *Effective Response System* -- The improved system uses graduated responses, as well as incentives (explained below), to effectively address youth performance on probation. The goals of the plan are to provide consistency across the state in JPO responses to violations and to select the priority needs to be addressed to help youth complete probation. Handling violations without formal court involvement by identifying and quickly responding to a youth’s behavioral problems with community based interventions will reduce the number of youth being formally processed by the court for technical violations of probation.

The response system takes into account several key elements to identify an appropriate response within a matrix: the seriousness of the violation (victim impact, duration of the violation, frequency of the violation, effect on the youth and family, and community impact) and the youth's risk to re-offend level. The matrix may not include all options, but it will serve as a guide for the JPO.

Incentives are an important new component to the plan. They are individualized actions or material rewards in recognition of a youth's success used to reinforce positive behavior and encourage completion of court-ordered sanctions. Rewards and support encourage continued positive behavior and promote long-term change. When a youth has an important success during supervision, incentives may include verbal praise, letters of recognition, extended curfew, reduced drug testing, certificates of accomplishment, release from electronic monitoring, etc.

- **Develop improved system** ..... **November 2012**
  - **Implement statewide** ..... **March 2013**
- **Redirections Program** -- This community alternative, for youth facing residential commitment or youth on conditional release who may otherwise be transferred back into a residential program, can be used by JPOs as an intervention service when youth are not complying with their supervision or are in need of intensive services. It keeps youth from being placed in a residential program to get such services. The Redirections program will be expanded during FY 2013-14 by approximately 84% (1,749 in 2011-12 to 3,213 youth served) through an Invitation to Negotiate process.
  - **Issue ITN** ..... **August 2012**
  - **Begin services** ..... **January 2013**
- **Probation Enhancement Services (PES)** – Youth under DJJ's supervision may be referred to additional services. When in a PES placement, the youth is also either on probation, on post-commitment probation, under probation day treatment or on conditional-release status. PES may include electronic monitoring, mental health and/or substance abuse counseling, mentoring, career and education enhancement activities, parent and youth support groups/counseling and respite services. PES placements are often short-term programs that target specific, identified youth needs. The youth's JPO will continue to monitor progress while he/she participates in PES. .... **Ongoing**
- **Day Treatment** -- Youth on probation in need of a higher level of supervision and service may participate in day treatment programs which provide delinquency intervention services during the day, as well as during evenings and weekends. JPOs or counselors monitor the youth's progress and compliance with court sanctions at home, school, and work. Individual, family, and small group counseling also may be provided. Due to a recent evaluation of recidivism rates and assessment of needs, contracts for these services were restructured to deliver more services effectively, including during peak offending hours in the afternoon and evening. This was procured through an ITN and contracts were effective July 1, 2012. .... **Ongoing**

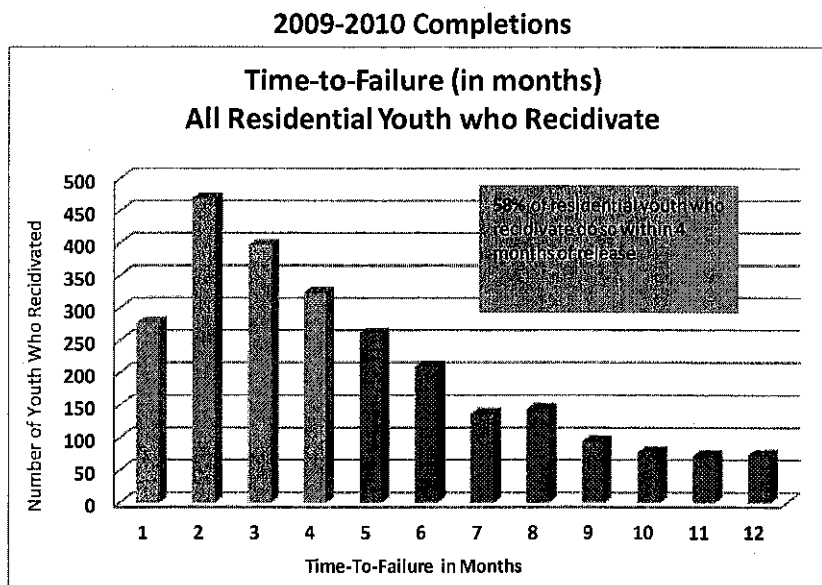
**Reduce recidivism of youth who complete residential placement by 5% over the next three years through transition and re-entry services.**

The recidivism rate among youth who complete residential commitment programs is unacceptably high. Although the number of delinquency referrals is in a sharp, multi-year decline, residential commitment recidivism rates have dropped only 2% since FY 2006-07.

There are multiple measures of recidivism. DJJ's official recidivism measure -- youth adjudicated by the court for a new law violation committed within 12 months of completion of a residential program -- was 41% for FY 2009-10 program completers. If adjudications for violations of probation are also considered, the recidivism rate rises to 44%. If arrests for new offenses (that are not necessarily adjudicated by the court) are considered, the recidivism rate rises to 62%.

Reducing the official recidivism rate by 5% over the next three years is an ambitious goal. As DJJ reforms policies and procedures to reduce or eliminate residential placement for youth who are determined to be at a low or moderate risk of reoffending, the average seriousness level of youth released from residential commitment will increase. Youth assessed as moderate-high and high-risk to re-offend typically face a number of personal challenges and will require intensive services if the goal of reducing recidivism is to be met. To achieve this goal, DJJ is focusing resources on providing high-quality, comprehensive services tailored to the specific needs of transitioning youth and families. Additionally, DJJ will continue to enhance specialized services, such as mental health and substance abuse, to youth in residential placement.

For those residential youth who recidivate, 58% do so within four months of release. This demonstrates that youth are at greatest risk of re-offending almost immediately after being released (see following chart). DJJ's transition strategies must include best practices that target this critical time, and youth must be connected to appropriate services upon returning to their home and community following a residential commitment.



As part of DJJ's transition initiative, the needs of youth returning home following residential placement have been identified through a validated needs assessment. DJJ is also in the final stages of surveying youth, parents, community stakeholders and providers to determine the needed services within communities that will help ensure successful outcomes for these youth. The information will be used to develop an Invitation(s) to Negotiate for those services.

Circuit liaisons have been identified and Community Re-entry Teams have been established to provide support to youth and families throughout the state. The teams have recently begun operating in each judicial circuit and work to connect youth and families with established resources in their area. These teams will be instrumental in ensuring that youth receive the right services, in the right place, at the right time.

To provide youth returning home with critical services that will result in more opportunities for success while ensuring public safety, DJJ will:

- **Conduct surveys of communities, stakeholders, families, and youth statewide to determine local needs..... September 2012**
- **Develop specifications for a Request for Information (RFI) based on the validated needs assessment instrument (PACT) and the results of the surveys..... October 2012**
- **Conduct a question-and-answer meeting for stakeholders.....October-November 2012**
- **Develop an ITN based on the responses to the RFI and information gathered from the question and answer session. .... November-December 2012**
- **Implement new service contracts .....July 1, 2013**

As a whole, the transition and re-entry initiatives provide a model program for statewide implementation.

# Manage the Resources

DJJ must make the best decisions and provide the most appropriate services to effectively and efficiently serve youth, their families and the community. The agency also must manage its resources well and be fiscally responsible to the public. Efforts to improve resource management will include strengthening procurement, contract monitoring and quality improvement practices and processes; improving staff skills; and conducting effective resource realignment.

## Goal: Improve Staff Skills

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

**By February 2013, test and train all detention direct-care employees to ensure their suitability for working with delinquent youth.**

With turnover rates that consume scarce resources and a commitment to ensuring staff exhibit appropriate behavior toward youth, DJJ will utilize a validated assessment to gauge staff behavior toward youth in eight domains. The assessment will be followed by a six-hour training session on these same domains to reinforce behavioral expectations and remediate areas of weakness, if needed. Additional coaching and mentoring may also be used..... **Ongoing**

**Develop a database of employee exit interviews to track concerns and implement solutions to reduce turnover and improve employee job satisfaction by June 30, 2013.**

DJJ currently conducts exit surveys with employees to identify the reasons for their choice to leave DJJ. Exit surveys are mailed within 30 days of separation. Those questionnaires are forwarded to the applicable program office for review and action as appropriate. To improve the usefulness of the information received, the Bureau of Personnel will enter all results into a database. An agency wide analysis will be conducted semi-annually and provided to DJJ's Executive Leadership Team so that concerns will be addressed..... **Ongoing**



**Refine and strengthen the role of a Juvenile Probation Officer (JPO) by January 1, 2013.**

JPOs play a critical role in promoting Florida's public safety and reducing juvenile crime. They are the front-line staff responsible for coordinating effective intervention services and providing support and supervision for youth on diversion, probation and post residential supervision. Effective and efficient case management is vital to providing services to youth while keeping the public safe. As DJJ continues to realign services to the front-end of its system, the role of the JPO will be evolving.

To ensure JPOs effectively assist the youth and families they serve, greater emphasis will be placed on making them more involved within their communities. To strengthen families and help support youth in becoming responsible citizens, JPOs will be fully integrated into the local community and more directly involved in the delivery of evidence-based delinquency intervention services. To affect this change from a compliance-driven, process-centered probation approach to one focused on serving and supporting youth, families and communities, DJJ will:

- **Analyze current JPO tasks and functions and propose changes needed to fulfill redefined roles in areas such as the following:**
  - Hiring practices to yield most suitable candidates.
  - Specialized roles and alternate schedules.
  - Position descriptions and titles.
  - In-home family services.
  - Structured decision making and effective responses to violations of probation.
  - Caseload size/type.
  - Family satisfaction surveys.
  - Delivery of effective, evidence- and research-based interventions.
  - Behavior modification and intensive supervision practices.
  - Youth/family/community-driven strategies. .... **October 2012**
- **Determine the need for policy and procedure changes. .... November 2012**
- **Implement re-defined JPO roles. .... Ongoing**

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

Motivational Interviewing (MI) training provides staff with additional effective communication strategies to use when interacting with youth. These strategies focus on reducing resistance, are non-confrontational and involve less escalation. MI teaches staff to produce positive youth behavior by enhancing youth's motivation and encouraging them to take responsibility for their own actions. A foundation of MI is the Stages of Change, a process by which individuals go through stages of readiness when changing any behavior. The effectiveness of interventions is best when youth are prepared for change. Interactions and interventions with youth are designed to assist them through these "stages of change". This supports the continuous

improvement model by ensuring that the right services are provided, to the right youth, at the right time.

In continuing with enhancing youth behavior change, DJJ will:

- **Implement the DJJ Basics of MI and the Stages of Change Curriculum into the juvenile probation, residential, and detention officer academies..... Completed**
- **Develop a standardized MI technical-assistance coaching process..... Completed**  
This process is designed for supervisors to coach staff on effective use of MI skills with youth in a variety of settings.
- **Conduct MI booster trainings with MI qualified trainers ..... November 2012 and Ongoing**
- **Train additional MI qualified trainers ..... November 2012**
- **Pilot a “stages of change” assessment process:**
  - **Identify a “stages of change” assessment and pilot site(s) ..... January 2013**
  - **Train pilot site(s) on the assessment and data collection process..... January 2013**
  - **Collect pre/post assessment measures .....July 2013**
  - **Evaluate pilot project results..... January 2014**

**Train 50 DJJ residential and detention program staff on a specialized mental health curriculum by February 2013.**

A Juvenile Justice/Mental Health Training Grant awarded by the National Center for Mental Health and Juvenile Justice (NCMHJJ) provides funding for a train-the-trainer session for fifty DJJ residential, detention and health services staff. The NCMHJJ training will provide a new, specialized training curriculum entitled Mental Health Training Curriculum – Juvenile Justice (MHTC-JJ) and was developed and extensively tested by the Models for Mental Health/Justice Action Network. The MHTC-JJ training curriculum focuses on adolescent development, mental health disorders and treatment, trauma-informed care and practical strategies for engaging and interacting with families and youth.

- **Conduct the train-the-trainer session ..... January 8-9, 2013**

## **Goal: Strengthen Procurement, Contract Monitoring and Quality Improvement Practices and Processes**

Through improvements in procurement, management and monitoring of contracts, DJJ ensures that the best services possible are provided to youth and communities are kept safe. DJJ is currently reviewing its contract management/monitoring policies and procedures to improve methods for the oversight and review of service delivery. Agency-wide contract manager training provides the most up-to-date information so managers can more effectively manage their contracts. Also, in order to positively impact youth, DJJ emphasizes the implementation of evidence-based and promising practices programming. Contracts are awarded to providers who demonstrate the highest impact on youth within a broad continuum of in-home and out-of-home services.

### **Improve the procurement process by implementing the use of the Invitation to Negotiate process for service procurement by August 2012.**

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

DJJ, with an outside consulting firm, is assessing its current procurement, contract monitoring and quality improvement processes. This project is an important step to ensure that these processes are aligned with DJJ's overall strategy and values.

We will:

- Solicit only those services that are needed.
- Open the procurement process to all existing and potential providers/applicants.
- Universally apply fairness, consistency and accountability in procurement and contracting processes.
- Consider geographic distribution in procurement planning.
- Insist on fidelity in the contracting process and adherence to contract terms and conditions.
- Manage contracts and procure services to maintain stability in the service delivery system.
- Hold DJJ and provider staff accountable for their performance and outcomes.
- Prioritize the best value and highest quality of services.
- Ensure contracts are based on data-supported risks, needs and targeted populations.

- Develop economic and operational efficiencies.
- Encourage innovation in program administration and service delivery.
- Incorporate best practices into the delivery of delinquency interventions.

**Assess and improve the quality of evidence-based service delivery and promising delinquency intervention by July 1, 2014.**

A challenge for DJJ is to ensure that programs and policies are effective and developed according to current research. Quality service delivery is critical to the success of our youth. DJJ cannot simply provide services; proof of effectiveness is necessary.

DJJ has recently implemented an Interventions Tracking Module in the Juvenile Justice Information System statewide database. The module will track which youth receive which evidence-based and promising delinquency interventions. Data collected will allow DJJ to determine whether youth are receiving the correct intensity and duration of delinquency interventions.

Also, DJJ has begun to incorporate the Standardized Program Evaluation Protocol (SPEP) as part of the overall Quality Improvement process throughout the continuum of services. The SPEP is an evaluation tool that identifies shortcomings in juvenile programs or services, specifically delinquency intervention services. The SPEP evaluates how closely delinquency interventions, as provided, align with the best criminological and psychological research in the field. Furthermore, the SPEP helps identify concrete recommendations for improvement in order to optimize intervention effectiveness and positive outcomes. The SPEP evaluates:

- Service Type (e.g., cognitive behavioral; group counseling)
- Service Quantity/Dosage (duration and intensity of contact hours)
- Service Quality (e.g., written protocols/manuals; training; fidelity monitoring; corrective action)
- Juvenile Characteristics (e.g., risk to re-offend; level of youth served)

Technical assistance based upon recommendations from the annual Quality Improvement Review and SPEP assessment is also provided.

The Quality Improvement process is the cornerstone by which DJJ better provides the right service, to the right youth, at the right time. Measuring outcomes is the key to successful service delivery, and it results in accountability, implementation consistency and the ability to address problems early and improve results.

- Analyze six months of data.....January 2014
- Identify opportunities for improvements .....February 2014
- Implement improvements. ....April 2014

**Goal: Conduct Effective Resource Re-alignment**

The most costly program area within DJJ is residential. Plans are being made for a redirection of funds from reductions of unused residential beds and the decreasing population in residential placement and secure detention which result from better decision making. This involves shifting resources (budget allocations, procurement opportunities, contracts, staffing, etc.) away from out-of-home residential placements and into front-end prevention, intervention, diversion and intensive home- and community-based services.

**Between July 2012 and October 2013, shift resources resulting from reduced residential beds to ensure adequate funding for the remaining residential programs and to enhance front-end, community-based services.**

Declining delinquency referrals and commitments and the implementation of the dispositional matrix will allow DJJ to strategically reduce the number of residential commitment beds. This reduction in residential beds and its impact on available resources will be tracked closely. It is critical that the remaining residential programs effectively provide services to youth and have the funding to meet the specialized needs of those youth. In addition, some of the savings from residential bed reduction will be applied toward front-end community based programs and save taxpayers money while still maintaining public safety.

With less demand on residential services and as resources become available, DJJ will ensure that contracted services are funded to increase specialized services through new procurements, as well as shift resources from residential to:

- **Community-based sanctions** that hold youth accountable, protect public safety, enhance educational opportunities, create jobs and promote healthy futures for children. .... **Ongoing**
- **Assessment-driven, evidence- and research- based treatment that addresses needs early in a youth's offending career, before he or she escalates to more serious behaviors.** Through early intervention we can further reduce the demand for costly, oftentimes inappropriate residential placements, and create a cycle of tax savings, increased public safety and young lives turned around. .... **Ongoing**

**Shift investments from reduced secure detention populations to alternatives to detention during FY 2012-2013.**

Reducing the number of youth inappropriately placed in secure detention will save money which can be redirected to more effective community-based services. These services will provide judges more options for effective alternatives to secure detention that allow youth and families opportunities to participate in services together, and continue to provide additional, significant cost savings to the public. .... **Ongoing**

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

Realignment of DJJ's budget will provide greater flexibility in front-end, community-based programs. Probation budget entities will be merged. Funds and staffing that are more diversionary in nature will be moved to the prevention budget entity. This will allow resources to be allocated to the most needed services throughout the front-end of the system. By shifting the focus and resources to the front end, youth will be kept out of its deeper end and receive treatment and services in their homes and communities. .... **Ongoing**

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

Federal grant applications are being reviewed to ensure their scope of services supports DJJ's mission to divert youth from the juvenile justice system. Funds will be allocated for diversion, aftercare/re-entry and DMC efforts. Services will focus on youth who may be at risk for arrest due to behaviors such as substance abuse and experimentation, poor academics, negative peer association, family difficulties, environmental challenges, school attendance, anger management, running away and mental health issues: ..... **Ongoing**

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

To increase the opportunities for success for youth who transition from residential placement (see page 23), DJJ will begin posting an Invitation(s) to Negotiate for additional transitional services no later than December 2012. Current contracts for CBIS/Conditional Release services will be replaced with in-house JPO supervision that costs approximately two-thirds less per day. Approximately \$11.7 million in contracted dollars will be reinvested into the private sector to attain needed transitional and re-entry services that will increase successful outcomes for youth returning to the community from residential commitments. .... **December 2012-July 2013**

- Utilize effective prevention services and assessment tools.
- Identify and implement alternatives to secure detention.
- Shift residential resources to community-based interventions.
- Realign existing resources to increase the availability of transitional services, such as services for vocational programming, employment, education, family support, transitional housing, and transportation.
- Strengthen procurement, contract monitoring and quality improvement processes.

# Florida Department of Juvenile Justice Circuits and Counties



For more information on the Florida Department of Juvenile Justice and its Roadmap to System Excellence, please contact:

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