

**The Florida Department of Juvenile Justice's  
Program Accountability Measures:**

**The 2004 PAM Report**  
**A Two-Year Analysis**

**December 2003**

*A Research Report Submitted to the*



**Florida Department of Juvenile Justice**  
Jeb Bush, Governor  
W.G. "Bill" Bankhead, Secretary

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STATE OF FLORIDA

## DEPARTMENT OF JUVENILE JUSTICE

December 31, 2003

Dear Colleague:

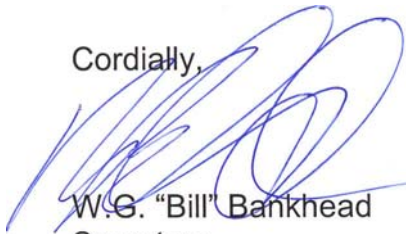
The Department of Juvenile Justice is pleased to present the results of *The 2004 PAM Report: A Two-Year Analysis*. The document summarizes two years of measurement by the Department regarding the cost-effectiveness of programs serving delinquent youth. It was produced under contract and in a cooperative effort between the Bureau of Data and Research and the Justice Research Center.

The report presents measures of cost and effectiveness for comparisons among programs and across levels. Program accountability measures (scores) may be thought of as grades: 70 is average and anything above 85 is outstanding. Simply put, a program gets a high score for having a higher success rate than expected, given the recidivism risk factors of the youth served, and a lower than average cost. The observed two-year success rate is compared to the expected recidivism rate for each program. Programs in each table are rank-ordered based on the resulting scores.

To request additional copies of this report, please contact the Bureau of Data and Research at (850) 487-4097, or visit our web site:

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Cordially,



W.G. "Bill" Bankhead  
Secretary



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## Introduction

The Program Accountability Measure (PAM) Report details Florida's annual assessment and ranking of residential juvenile justice programs based on program costs and effectiveness. Mandated by Florida Statute 985.412(4)(a)(b), the PAM Report is designed to evaluate the performance of juvenile justice programs that provide care, custody, and treatment for youth committed to the Department of Juvenile Justice (DJJ). The methodology employed in the PAM has been recognized by the National Center for Juvenile Justice (NCJJ) as a best practice in the use of juvenile justice data. Since 2001 the Justice Research Center (JRC), Inc., has been under contract with the Florida Department of Juvenile Justice to produce the PAM Report.

The purpose of this report is to evaluate residential commitment programs serving youth in Florida in terms of recidivism outcomes and cost effectiveness. The juvenile court has the discretion to commit a youth who is adjudicated delinquent to the Department under Section 985.231 Florida Statutes. The court designates a restrictiveness level to which the youth will be committed based on the nature of the offense, security concerns, and treatment issues. Subsection 985.03 (45) Florida Statutes, defines residential commitment level as "...the level of custody provided by programs that service the custody and care needs of committed children." The levels include, in ascending order of restrictiveness: low-risk, moderate-risk, high-risk and maximum-risk residential programs.<sup>1</sup>

The desired outcome of juvenile justice programs is to reduce future offending and to accomplish this in a cost-effective manner. However, by legislative and program design, programs serve youth whose risk to re-offend varies widely. These factors affect the likelihood that youth will recidivate. A simple comparison of recidivism rates does not take these factors into account. In fact, such a method would unfairly penalize programs that serve the most challenging youth. It is therefore important that outcome measurement take into consideration the risk factors that influence the likelihood of re-offending for the youth committed to each program.

The PAM model takes into account the risk factors of the youth served by each program and estimates the probability of those youth recidivating. In so doing, it is possible to calculate how well a program is *expected* to do based on the risk of re-offending (expected success) of the youth released by the program, and to compare this to how well those youth actually performed (observed success) after release. This ensures that programs serving more difficult youth are not held to inequitable standards due to the higher risk of re-offending of the youth they serve, and provides a realistic measure of program effectiveness for those programs serving less challenging youth.

A PAM score is calculated for each program to provide a program rank based on its effectiveness and cost relative to other commitment programs. The PAM score is derived from a formula based on: (1) effectiveness as measured by reduced re-offending, and (2) cost per youth who completed the program.

The current report presents results for programs that released at least 15 youth during the two-year period between July 1, 2000 and June 30, 2002. Excluding programs that released fewer than 15 youth ensures that small sample sizes do not threaten the reliability of results. (For a listing of programs that released less than 15 youth during the two-year period, see Appendix 1, Programs Not Included in PAM Score Calculations).

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<sup>1</sup> These restrictiveness levels should not be confused with risk to re-offend, which is also often described in terms of low, moderate, and high levels.

The 2004 PAM Report: A Two-Year Analysis is available on the Department of Juvenile Justice website at <http://www.djj.state.fl.us/statsnresearch>.

## Data and Methodology

### Data Sources

Data were compiled from the Department of Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement's Florida Criminal Information Center (FCIC), and the Florida Department of Corrections (DC). The JJIS system was used to identify 15,598 youth who successfully completed residential programs during the two-year period between July 1, 2000 and June 30, 2002. Demographic data for these youth, as well as their offense histories, were obtained from JJIS. Youth who subsequently re-offended were identified through both juvenile offense records in JJIS and, for those who reached 18 years of age during the follow-up period or had a case handled in adult court, through adult records in FCIC and DC. Recidivism is defined here as *a subsequent juvenile adjudication, adjudication withheld or adult conviction for an offense that occurred within one year of a youth's release to the community or a conditional release program*. A success rate was calculated for each program based on the number of youth who did *not* recidivate.

Program results are presented for the 149 residential programs that released at least 15 youth during the two-year period. Scores are reported on some programs that have closed because PAM scores are now incorporated in past performance criteria used in contracting new programs. Programs that did not release any youth in FY 2001-2002 are not included. For a listing of closed programs see Appendix 2, Programs Not Included in PAM Score Calculations.

### Calculating the PAM Score

The PAM Score is comprised of a program recidivism effectiveness measure and a cost effectiveness measure. Each year, the Department hosts a Common Definitions meeting to outline the methodology for calculating outcome measures for departmental reporting. This methodology is carefully considered and developed by key juvenile justice policymakers and providers including DJJ, the Justice Research Center, the Legislature, the Governor's Office, the Office of Program Planning and Government Accountability (OPPAGA), the Office of Economic and Demographic Research, contracted providers and other juvenile justice stakeholders. In a continual effort to improve measurement and program review, participants at the Common Definition meetings discuss potential additions to analyses and reporting. While consistency in measurement over time is a primary objective, there are times when changes are introduced in a given year's PAM report (e.g., reporting changes stemming from the Department's reorganization whereby non-residential programs were re-classified as probation facilities beginning in 2000). Such changes and improvements to methodology are reported below when applicable.

### Program Effectiveness Measure

Program effectiveness is defined as the difference between the program's expected success (based on the characteristics of the youth in the program) and actual success. An estimate of expected success is calculated for each program based on the risk factors of youth released, plus or minus a margin of error (99% confidence interval). A 99% confidence interval is defined as the range of values that, 99 times out of 100, can be expected to contain the number being estimated. This interval, referred to here as the *expected success range*, is compared to how well the program actually performed, or the *observed success rate*. The size of a confidence interval is related to the number of youth released by



a program. Smaller programs have larger confidence intervals and larger programs have smaller intervals. The difference between a program’s expected success range and its actual success rate provides a measure of the crime reduction effect the program achieved.

Logistic regression analyses were used to determine whether various risk factors available in the JJIS data were associated with recidivism. The following factors were identified as statistically significant predictors of re-offending for the 15,598 youth released from residential programs in Florida, listed in order of their predictive strength:

<b>Risk Factors Identified by the Predictive Model</b>
<ol style="list-style-type: none"> <li>1. Gender</li> <li>2. Race</li> <li>3. Number of prior adjudications</li> <li>4. Region of state where youth resides</li> <li>5. Prior arrest for a person offense</li> <li>6. Age at release from program</li> </ol>

Gender was the most powerful single predictor of the likelihood that a youth would recidivate. Males and non-white offenders were much more likely than females and white youth to recidivate. Age at release from the program was also related to recidivism. Younger offenders were more likely to be recidivists than older youth when controlling for the other variables in the model. Offense history was also a strong predictor. The more adjudications a youth had, the more likely he/she was to recidivate. Youth with a history of crimes against persons<sup>2</sup> were actually *less* likely to be recidivists than those involved with other crimes. Region of the state where the youth resides was also a significant predictor of recidivism. Youth residing in the northwest, northeast, and west were significantly more likely than youth who resided in the south or east to recidivate. It is not clear why these geographic variations exist, although arrest practices, local legal cultures, and rural/urban differences may account for some of the differences.

Hierarchical Linear Modeling (HLM) was used to calculate the probability of success (no subsequent adjudications or convictions) for the 149 residential programs that released 15 or more youth in FY 2000-2001 and FY 2001-2002. HLM is the appropriate statistical technique for effectively predicting recidivism at the program level while controlling for the individual characteristics of the youth in each program.

The confidence interval for expected success (expected success range) was used to answer the following question: “How large a difference between the expected rate and actual success rate is necessary to be 99 percent confident that the difference is not due to random error?”

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<sup>2</sup> This variable is measured in terms of whether a youth’s most serious prior referral involved a crime against a person. The following offenses are categorized as crimes against a person: murder/manslaughter, attempted murder/manslaughter, sexual battery, kidnapping, other felony sex offenses, robbery, obstruction of justice with violence, misdemeanor assault and/or battery, and misdemeanor sex offenses.

The expected success range allows a comparison between expected and observed success taking into account an estimate of random error in the measure of expected success. Subtracting a program's observed success rate from the upper or lower limits of the confidence interval for expected success allows an assessment of the effect of each program in reducing re-offending.

For definitions of all terms used in the analyses, see Appendix 2. In addition, for a breakdown of identified risk factors of the youth released for each program, see Appendix 3.

### **Program Cost Measure**

Program cost per completion is calculated by dividing total expenditures for each program by the number of youth completing the program during fiscal years 2000-2001 and 2001-2002. This year two sets of calculations were conducted in response to a request made at the 2003 Common Definitions meeting. A number of participants argued that program costs should not include school funding. It was argued that school monies would be allocated to youth regardless of their incarceration in a juvenile justice facility and, therefore, should not be included as an element of the costs incurred to serve these youth. PAM scores, two-year expenditures and cost per completion based upon total expenditures including school funding are presented in Tables 1-13. In calculating these PAM scores, each program's cost per completion is compared to the average cost per completion of \$38,690.

Separate analyses with expenditures *excluding* school costs were also conducted and are presented in Tables 14-26. Expected recidivism and difference scores were not affected in these computations, but between the two methodologies the PAM scores shifted slightly in about 35 cases. In only five cases was that change by more than one point. Cost categories also shifted, but only six programs moved from one category to another. Both sets of figures are presented in Appendix 5 for easy comparison.

### **The PAM Score: Combining Cost and Effectiveness Measures**

The PAM score combines the cost and effectiveness measures, as defined above. The PAM score is the sum of the program effectiveness measure weighted by a factor of two-thirds and the program cost measure weighted by a factor of one-third.<sup>3</sup> This year's scores range from 24 to 100. By standardizing the scores on a scale from 1 to 100, the PAM scores are comparable to academic grades. A score between 90 and 100, for example, could be considered an "A," below 60, an "F" and so forth. For more information on PAM calculations including a step-by-step computation of the PAM score, refer to Appendix 4.

### **Limitations**

The expected success measure developed in this study explains only a portion of the variation in recidivism. The remainder of the difference between observed success and expected success is due to program effects and to the effects of unmeasured factors. In addition to the predictors identified in this year's model, other factors were examined but failed to remain statistically significant in the final models. These factors included the percentage of youth transferred into the program from another program and prior referrals for felony sex offenses. A number of measures were used to

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<sup>3</sup> These weights were developed by DJJ and the Juvenile Justice Advisory Board in consultation with the Legislature, the Governor's Office, OPPAGA, the Office of Economic and Demographic Research, contracted providers and other juvenile justice stakeholders.

gauge the relative seriousness of youths' prior offending. In addition to prior referrals for felony sex offenses, an additive index of offense seriousness was created for both prior referrals and prior adjudications. Various indicators such as prior felony and misdemeanor referrals and adjudications were also included in preliminary models. Each of these measures was ultimately excluded from the final model as a history of arrest for a person offense and the number of prior adjudications proved the most influential predictors representing prior offending. Age was also a factor measured two ways: age at first referral and age at release. Age at release proved to be statistically significant, while age at first referral dropped out of the analysis. In the future, data on additional risk factors will be available in JJIS and will be examined to determine whether they further improve the predictive accuracy of the model. History of abuse, mental health problems, and substance abuse are among the factors identified in the research literature as being predictive of recidivism.

Expected success measures are designed to assist in evaluating program outcomes and not for predicting outcomes for specific youth, as they explain only a portion of the variation in recidivism rates among individuals. They are not intended for individual prediction, and are not valid for that purpose.

## Findings

The findings discussed below refer to PAM scores calculated with school costs included in total expenditures. Program Accountability Measures scores are presented in three ways:

- 1) By restrictiveness level in descending order of PAM score;
- 2) By restrictiveness level in descending order of program effectiveness; and,
- 3) By program effectiveness categories in ascending order of cost.

### Program Effectiveness Categories

Programs are divided into one of five categories based on the standardized difference between their expected success range and their observed success rates as follows:

- **Highly Effective Programs:** These programs are defined as having observed success rates that are greater than the upper limit of the expected success range by more than one standard deviation. Thirteen percent (n=19) of the programs fall in to this category.
- **Effective Programs:** These programs are defined as having observed success rates that exceed the upper limit of the expected success range by up to one standard deviation. Six percent (n=9) programs fall in to this category.
- **Average Programs:** These programs are defined as having actual observed success rates that are within the expected success range. Sixty-two percent (n=92) of the programs and fall in to this category.
- **Below Average Programs:** These programs are defined as having observed success rates that are up to one standard deviation below the lower limit of the expected success range. Sixteen percent (n=24) of the programs fall in to this category.
- **Least Effective Programs:** These programs are defined as having observed success rates that are more than one standard deviation below the lower limit of the expected success range. Three percent (n=5) of the programs fall in to this category.

### Cost Categories

Each program's cost per completion is compared to the average cost per completion of \$38,690. Programs are divided into one of the following cost per completion categories.

- **Low Cost Programs:** One-third (n=50) of programs are grouped into this category. The cost per successful completion for these residential programs is less than \$28,337.
- **Moderate Cost Programs:** One-third (n=49) of programs are grouped into this category. The cost per successful completion for these residential programs is between \$28,337 and \$48,979.
- **High Cost Programs:** One-third (n=50) of programs are grouped into this category. The cost per successful completion for these residential programs is \$48,979 or greater.

## **PAM Scores by Restrictiveness Level**

Tables 1 through 4 provide a summary of the PAM scores for the 149 programs within the four restrictiveness levels. PAM scores are presented in descending order within commitment level, along with the percent difference (i.e., percent above or below expected success range) and program cost per completion.

**Table 1. Low-Risk Residential Programs Ranked by PAM Score**

Program Name	N	Percent Difference *	Cost per Completion	PAM Score
Liberty Crossroads Independent Living (Closed)	17	10%	\$7,399	100
Camp E-Nini-Hassee-Female-MH	26	3%	\$70,516	80
Visionary Adolescent Services GTH-Female	32	1%	\$23,142	77
STEP (North and South)	474	0%	\$5,747	75
Blackwater Short-Term Offender Program Camp	217	0%	\$6,579	75
Alligator Short-Term Offender Program Camp	193	0%	\$7,970	75
Withlacoochee Short-Term Offender (Closed)	113	0%	\$13,750	74
Jonathan Dickinson Short-Term Offender	90	0%	\$14,636	74
Manatee Wilderness Camp	143	0%	\$20,187	73
Project Star GTH-Female (Closed)	68	0%	\$25,718	72
Florida Youth Academy	57	0%	\$26,553	72
Space Coast Residential	81	0%	\$27,631	72
Dade GTH	17	0%	\$36,486	70
Leaf GTH-Female	35	0%	\$38,776	70
Eckerd Youth Conservation Academy	122	0%	\$39,113	70
Vision Quest-Female	82	0%	\$39,689	70
Perspective GTH (Closed)	27	0%	\$40,820	70
Myakka Short-Term Offender (Closed)	126	-1%	\$11,719	70
Camp E-Tu-Makee-MH	47	0%	\$54,836	68
Rilla White Foundation Family Homes	101	-1%	\$32,331	66
Brevard GTH	32	0%	\$65,698	66
Forestry Youth Academy	54	0%	\$66,967	66
Camp E-Kel-Etu-MH	52	0%	\$70,764	65
Escambia River Outward Bound	112	-2%	\$25,425	62
Peace River Outward Bound	90	-2%	\$27,218	62
Camp E-Ma-Chamee-MH	53	-2%	\$64,476	56
Camp E-How-Kee-MH	35	-4%	\$53,465	48
Hillsborough GTH (Closed)	56	-6%	\$28,109	43

\* Percent difference: the percent above or below the expected success range.

GTH = Group Treatment Home

MH = Mental Health

**Table 2. Moderate-Risk Residential Programs Ranked by PAM Score**

Program Name	N	Percent Difference *	Cost per Completion	PAM Score
Deborahs Way-Female (Closed)	39	7%	\$74,327	99
Alachua HWH-Female	68	4%	\$28,333	91
Wings-Female	36	4%	\$30,883	91
Francis Walker HWH-Female	54	4%	\$33,324	90
YMCA Character HWH-Female-Pregnancy	44	4%	\$40,953	89
Florida Youth Academy-Female	47	3%	\$33,432	86
Bay Behavioral Hope-Female-MH	34	5%	\$97,388	85
Sawmill Academy-Female	27	3%	\$38,436	85
Bridges Academy-Female	68	2%	\$31,628	81
Leaf Recovery-Female-Substance Abuse	46	2%	\$39,334	80
Lake Academy-Female-MH	43	4%	\$109,872	78
Pines HWH-Female	97	1%	\$17,720	78
Kelly Hall HWH	73	1%	\$45,606	74
Duval HWH	109	0%	\$18,537	73
Nassau HWH	99	0%	\$18,644	73
Leaf HWH-Female (Closed)	95	0%	\$19,197	73
Timberline Acad. (Stewart Marchman)-Female	168	0%	\$20,098	73
Terrace HWH	91	0%	\$20,175	73
Panther Success Center HWH	161	0%	\$20,629	73
Collier Drill Academy	109	0%	\$21,338	73
Okeechobee Redirection Camp	156	0%	\$22,047	73
Pensacola Boys Base	104	0%	\$22,714	73
Marion YDC (Career Systems)	284	0%	\$23,327	73
Seminole Work and Learn Center	82	0%	\$23,430	73
Polk HWH	92	0%	\$23,475	73
Falkenberg Academy	281	0%	\$25,450	72
Youth Development Academy (Closed)	103	0%	\$25,669	72
Greenville Hills Academy	402	0%	\$25,798	72
Leslie Peters HWH	88	0%	\$26,263	72
West Florida Wilderness Institute	94	0%	\$26,822	72
Wilson Academy-Female	100	0%	\$27,461	72
Hastings Youth Academy	336	0%	\$27,793	72
Crossroads Wilderness Institute	88	0%	\$27,901	72
Price HWH	83	0%	\$28,104	72
Liberty Juvenile Residential Facility	98	0%	\$28,264	72
Miami HWH	90	0%	\$30,004	72
Okaloosa Youth Academy	300	0%	\$30,204	71
Gulf Coast Youth Academy (Ramsey)	288	0%	\$31,293	71
Martin Boot Camp	68	1%	\$64,095	71
Bay Point Schools-North	64	0%	\$33,185	71
Vision Quest-Female	33	1%	\$64,179	71
Bay Point Schools-West	225	0%	\$33,457	71
Southern Glades Youth Camp	169	0%	\$34,830	71

\* Percent difference: the percent above or below the expected success range.

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

**Table 2, Continued. Moderate-Risk Residential Programs Ranked by PAM Score**

Program Name	N	Percent Difference *	Cost per Completion	PAM Score
Polk Boot Camp-Female	43	0%	\$35,848	71
Pinellas Boot Camp	108	0%	\$35,985	71
Avon Park Youth Academy	385	0%	\$36,277	71
Polk Boot Camp-Male	151	0%	\$36,580	70
Bristol Youth Academy	132	0%	\$37,145	70
Youth Environmental Services	69	0%	\$37,919	70
Cannon Point Youth Academy (Closed)	76	0%	\$38,026	70
Eckerd Youth Challenge Program	132	0%	\$38,715	70
ATC Boys HWH	125	0%	\$38,939	70
Kingsley Center-Female	148	0%	\$39,836	70
ARC HWH	192	0%	\$41,019	70
Adolescent Therapeutic Center-Female	90	0%	\$42,416	70
Mandala ATC HWH-Dual Diagnosis	60	0%	\$43,606	69
Grove Unique Youth Services (GUYS)	60	0%	\$45,649	69
ATC Substance Abuse HWH	84	0%	\$47,825	69
Goals Program	49	0%	\$48,979	69
First Step II HWH-Female	38	0%	\$50,823	68
Britt HWH	92	-1%	\$19,914	68
Robert E. Lee, Jr Hall HWH	91	-1%	\$20,271	68
CSC HWH (Bartow) (Closed)	78	-1%	\$22,946	68
Impact HWH	98	-1%	\$23,501	68
Bay Boot Camp	79	-1%	\$25,730	67
Volusia HWH	95	-1%	\$28,251	67
San Antonio Boys Village HWH	78	-1%	\$28,306	67
Duval START Center	75	-1%	\$29,530	67
Palm Beach Youth Academy (Closed)	27	0%	\$62,169	66
Florida Environmental Institute	35	0%	\$65,651	66
Thompson Academy	39	0%	\$67,010	66
Okaloosa HWH	43	0%	\$68,899	65
Big Cypress Wilderness Institute	69	-1%	\$39,616	65
Eckerd "Intensive" HWH	43	0%	\$79,516	64
JUST Program-MH	27	0%	\$82,145	63
Manatee Boot Camp	88	-2%	\$23,568	63
MATS HWH (Ramsey)	84	-1%	\$55,532	63
Hendry HWH (Closed)	97	-2%	\$28,335	62
Eckerd Comprehensive Trt. MH (Closed)	28	0%	\$94,269	61
Palm Beach HWH (Closed)	62	-2%	\$37,700	61
Blackwater Career Development Center	55	-2%	\$41,265	60
Gulf Academy-MH	46	0%	\$103,202	60
RAMC Mentally Challenged	42	-1%	\$81,762	58
Riverside Academy-Substance Abuse	63	0%	\$114,006	58
Bassin House-Substance Abuse	26	-4%	\$19,074	54

\* Percent difference: the percent above or below the expected success range.

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health



**Table 3. High-Risk Residential Programs Ranked by PAM Score**

Program Name	N	Percent Difference *	Cost per Completion	PAM Score
Elaine Gordon Trt. Center (SOP)	41	10%	\$112,848	93
Orange Intensive HWH-Female	32	6%	\$76,792	93
Manatee Adolescent Trt. (SOP) (Ramsey)	51	5%	\$86,732	87
Monticello New Life-Female	60	3%	\$49,901	83
South Florida Intensive HWH-Female	49	3%	\$50,267	83
Jackson (JOCC) (SOP)	17	6%	\$207,768	81
Three Springs (SOP)	41	4%	\$102,182	80
Vernon Place-Female	68	2%	\$70,794	75
Okeechobee (JOCC) (SOP)	54	3%	\$103,216	75
Polk Youth Development Center	650	0%	\$31,843	71
CSC Intensive HWH (Bartow)	50	0%	\$35,126	71
NAFI Intensive HWH	39	0%	\$36,982	70
Sago Palms Youth Development Center	380	0%	\$44,871	69
Jackson (JOCC)	108	0%	\$46,438	69
Marion Intensive Treatment Facility	86	0%	\$46,667	69
NAFI Serious Habitual Offender Program	58	0%	\$47,172	69
Broward Intensive HWH	58	0%	\$47,886	69
Sago Palms Pathfinders-Substance Abuse	79	0%	\$51,242	68
Tiger Success Serious Habitual Offender	42	0%	\$56,132	67
Hastings Youth Academy	198	-1%	\$25,220	67
Everglades YDC (Ramsey)	141	0%	\$60,512	67
Florida Youth Academy-Female	156	0%	\$64,161	66
ARC Serious Habitual Offender Program	42	0%	\$65,245	66
Eckerd Youth Development Center	242	0%	\$72,512	65
Palm Beach Youth Center (Closed)	37	0%	\$77,150	64
Florida Institute for Girls-MH	49	2%	\$179,275	61
Manatee Youth Academy	60	-2%	\$34,951	61
Dozier Training School	186	-1%	\$75,828	59
Dozier (SOP)	82	0%	\$130,904	56
CSC Serious Habitual Offender Program	58	-3%	\$53,785	53
Sago Palms (SOP)	31	0%	\$216,032	52
Okaloosa Intensive HWH	32	-2%	\$114,866	48
Hillsborough IRT	21	-11%	\$129,645	24

\* Percent difference: the percent above or below the expected success range.

HWH = Halfway House

MH = Mental Health

(SOP) = Sex Offender Program

(JOCC) = Juvenile Offender Correctional Center

**Table 4. Maximum-Risk Residential Programs Ranked by PAM Score**

<b>Program Name</b>	<b>N</b>	<b>Percent Difference *</b>	<b>Cost per Completion</b>	<b>PAM Score</b>
Cypress Creek (JOCC)	113	0%	\$74,708	64
Okeechobee (JOCC)	38	0%	\$135,804	55
Omega (JOCC)	39	0%	\$137,795	55

\* Percent difference: the percent above or below the expected success range.

(JOCC) = Juvenile Offender Correctional Center

## **PAM Scores by Restrictiveness Level and Effectiveness Categories**

Tables 5 through 8 present programs classified into the five effectiveness categories by program restrictiveness levels. For each program, the tables provide the observed success rate, expected success range, percent above or below expected success rate, two-year program expenditures, program cost per completion, and PAM score for each program. This allows a comparison of program success rates within program restrictiveness levels. Some restrictiveness levels had no programs within a given effectiveness category.

**Table 5. Low-Risk Residential Programs Ranked by Program Effectiveness**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Highly Effective Programs</b>							
Liberty Crossroads Independent Living (Closed)	17	88%	69% - 78%	10%	\$125,775	\$7,399	100
Camp E-Nini-Hassee-Female-MH	26	77%	67% - 74%	3%	\$1,833,411	\$70,516	80
<b>Effective Programs</b>							
Visionary Adolescent Services GTH-Female	32	72%	65% - 71%	1%	\$740,559	\$23,142	77
<b>Average Programs</b>							
STEP (North and South)	474	61%	61% - 62%	0%	\$2,724,115	\$5,747	75
Blackwater Short-Term Offender Program Camp	217	53%	54% - 55%	0%	\$1,427,571	\$6,579	75
Alligator Short-Term Offender Program Camp	193	50%	51% - 52%	0%	\$1,538,249	\$7,970	75
Withlacoochee Short-Term Offender (Closed)	113	66%	65% - 67%	0%	\$1,553,698	\$13,750	74
Jonathan Dickinson Short-Term Offender	90	67%	65% - 68%	0%	\$1,317,247	\$14,636	74
Manatee Wilderness Camp	143	52%	53% - 55%	0%	\$2,886,767	\$20,187	73
Project Star GTH-Female (Closed)	68	69%	66% - 69%	0%	\$1,748,841	\$25,718	72
Florida Youth Academy	57	53%	53% - 57%	0%	\$1,513,496	\$26,553	72
Space Coast Residential	81	68%	66% - 69%	0%	\$2,238,125	\$27,631	72
Dade GTH	17	71%	60% - 71%	0%	\$620,269	\$36,486	70
Leaf GTH-Female	35	71%	65% - 71%	0%	\$1,357,177	\$38,776	70
Eckerd Youth Conservation Academy	122	57%	57% - 59%	0%	\$4,771,732	\$39,113	70
Vision Quest-Female	82	66%	64% - 67%	0%	\$3,254,518	\$39,689	70
Perspective GTH (Closed)	27	56%	55% - 62%	0%	\$1,102,128	\$40,820	70
Camp E-Tu-Makee-MH	47	53%	54% - 58%	0%	\$2,577,274	\$54,836	68
Brevard GTH	32	59%	57% - 64%	0%	\$2,102,321	\$65,698	66
Forestry Youth Academy	54	56%	55% - 60%	0%	\$3,616,210	\$66,967	66
Camp E-Kel-Etu-MH	52	58%	57% - 61%	0%	\$3,679,727	\$70,764	65
<b>Below Average Programs</b>							
Myakka Short-Term Offender (Closed)	126	48%	49% - 50%	-1%	\$1,476,624	\$11,719	70
Rilla White Foundation Family Homes	101	56%	57% - 60%	-1%	\$3,265,433	\$32,331	66
Escambia River Outward Bound	112	42%	44% - 46%	-2%	\$2,847,546	\$25,425	62
Peace River Outward Bound	90	41%	43% - 46%	-2%	\$2,449,664	\$27,218	62
Camp E-Ma-Chamee-MH	53	45%	48% - 52%	-2%	\$3,417,247	\$64,476	56
<b>Least Effective Programs</b>							
Camp E-How-Kee-MH	35	43%	47% - 53%	-4%	\$1,871,266	\$53,465	48
Hillsborough GTH (Closed)	56	30%	36% - 40%	-6%	\$1,574,115	\$28,109	43

\* Percentages have been rounded to the nearest whole percent

MH = Mental Health

GTH = Group Treatment Home

**Table 6. Moderate-Risk Residential Programs Ranked by Program Effectiveness**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Highly Effective Programs</b>							
Deborahs Way-Female (Closed)	39	87%	76% - 80%	7%	\$2,898,771	\$74,327	99
Alachua HWH-Female	68	84%	77% - 80%	4%	\$1,926,660	\$28,333	91
Wings-Female	36	81%	71% - 77%	4%	\$1,111,803	\$30,883	91
Francis Walker HWH-Female	54	81%	74% - 78%	4%	\$1,799,484	\$33,324	90
YMCA Character HWH-Female-Pregnancy	44	82%	73% - 78%	4%	\$1,801,938	\$40,953	89
Florida Youth Academy-Female	47	81%	73% - 77%	3%	\$1,571,298	\$33,432	86
Bay Behavioral Hope-Female-MH	34	82%	72% - 77%	5%	\$3,311,198	\$97,388	85
Sawmill Academy-Female	27	78%	68% - 74%	3%	\$1,037,783	\$38,436	85
Lake Academy-Female-MH	43	81%	73% - 78%	4%	\$4,724,491	\$109,872	78
<b>Effective Programs</b>							
Bridges Academy-Female	68	78%	73% - 76%	2%	\$2,150,672	\$31,628	81
Leaf Recovery-Female-Substance Abuse	46	76%	70% - 74%	2%	\$1,809,382	\$39,334	80
Pines HWH-Female	97	77%	74% - 76%	1%	\$1,718,798	\$17,720	78
Kelly Hall HWH	73	75%	71% - 74%	1%	\$3,329,211	\$45,606	74
Martin Boot Camp	68	75%	71% - 74%	1%	\$4,358,440	\$64,095	71
Vision Quest-Female	33	73%	66% - 72%	1%	\$2,117,910	\$64,179	71
<b>Average Programs</b>							
Duval HWH	109	56%	56% - 58%	0%	\$2,020,531	\$18,537	73
Nassau HWH	99	60%	59% - 62%	0%	\$1,845,713	\$18,644	73
Leaf HWH-Female (Closed)	95	69%	67% - 70%	0%	\$1,823,745	\$19,197	73
Timberline Acad. (Stewart Marchman)-Female	168	68%	68% - 69%	0%	\$3,376,407	\$20,098	73
Terrace HWH	91	62%	61% - 64%	0%	\$1,835,905	\$20,175	73
Panther Success Center HWH	161	58%	58% - 60%	0%	\$3,321,216	\$20,629	73
Collier Drill Academy	109	67%	65% - 68%	0%	\$2,325,837	\$21,338	73
Okeechobee Redirection Camp	156	62%	61% - 63%	0%	\$3,439,341	\$22,047	73
Pensacola Boys Base	104	66%	65% - 67%	0%	\$2,362,251	\$22,714	73
Marion YDC (Career Systems)	284	52%	53% - 54%	0%	\$6,624,784	\$23,327	73
Seminole Work and Learn Center	82	56%	56% - 59%	0%	\$1,921,221	\$23,430	73
Polk HWH	92	54%	55% - 57%	0%	\$2,159,676	\$23,475	73
Falkenberg Academy	281	47%	47% - 48%	0%	\$7,151,556	\$25,450	72
Youth Development Academy (Closed)	103	57%	57% - 59%	0%	\$2,643,936	\$25,669	72
Greenville Hills Academy	402	50%	50% - 50%	0%	\$10,370,825	\$25,798	72
Leslie Peters HWH	88	55%	55% - 58%	0%	\$2,311,162	\$26,263	72
West Florida Wilderness Institute	94	70%	68% - 70%	0%	\$2,521,304	\$26,822	72
Wilson Academy-Female	100	71%	69% - 71%	0%	\$2,746,101	\$27,461	72
Hastings Youth Academy	336	51%	51% - 52%	0%	\$9,338,281	\$27,793	72
Crossroads Wilderness Institute	88	64%	62% - 65%	0%	\$2,455,265	\$27,901	72
Price HWH	83	57%	56% - 59%	0%	\$2,332,615	\$28,104	72
Liberty Juvenile Residential Facility	98	59%	59% - 61%	0%	\$2,769,860	\$28,264	72
Miami HWH	90	67%	65% - 68%	0%	\$2,700,341	\$30,004	72
Okaloosa Youth Academy	300	49%	49% - 50%	0%	\$9,061,302	\$30,204	71
Gulf Coast Youth Academy (Ramsey)	288	56%	56% - 57%	0%	\$9,012,258	\$31,293	71
Bay Point Schools-North	64	64%	62% - 66%	0%	\$2,123,856	\$33,185	71
Bay Point Schools-West	225	70%	70% - 71%	0%	\$7,527,807	\$33,457	71
Southern Glades Youth Camp	169	64%	63% - 65%	0%	\$5,886,245	\$34,830	71

\* Percentages have been rounded to the nearest whole percent  
 HWH = Halfway House  
 MH = Mental Health

**Table 6, Continued. Moderate-Risk Residential Programs  
Ranked by Program Effectiveness**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Average Programs</b>							
Polk Boot Camp-Female	43	53%	54% - 59%	0%	\$1,541,478	\$35,848	71
Pinellas Boot Camp	108	60%	60% - 62%	0%	\$3,886,351	\$35,985	71
Avon Park Youth Academy	385	70%	70% - 71%	0%	\$13,966,711	\$36,277	71
Polk Boot Camp-Male	151	58%	58% - 60%	0%	\$5,523,626	\$36,580	70
Bristol Youth Academy	132	65%	64% - 66%	0%	\$4,903,171	\$37,145	70
Youth Environmental Services	69	59%	58% - 62%	0%	\$2,616,415	\$37,919	70
Cannon Point Youth Academy (Closed)	76	57%	56% - 60%	0%	\$2,889,952	\$38,026	70
Eckerd Youth Challenge Program	132	54%	54% - 56%	0%	\$5,110,339	\$38,715	70
ATC Boys HWH	125	52%	52% - 54%	0%	\$4,867,415	\$38,939	70
Kingsley Center-Female	148	67%	66% - 68%	0%	\$5,895,697	\$39,836	70
ARC HWH	192	57%	57% - 58%	0%	\$7,875,727	\$41,019	70
Adolescent Therapeutic Center-Female	90	73%	71% - 73%	0%	\$3,817,458	\$42,416	70
Mandala ATC HWH-Dual Diagnosis	60	58%	58% - 62%	0%	\$2,616,333	\$43,606	69
Grove Unique Youth Services (GUYS)	60	68%	65% - 69%	0%	\$2,738,967	\$45,649	69
ATC Substance Abuse HWH	84	60%	59% - 62%	0%	\$4,017,334	\$47,825	69
Goals Program	49	63%	61% - 66%	0%	\$2,399,958	\$48,979	69
First Step II HWH-Female	38	66%	62% - 67%	0%	\$1,931,268	\$50,823	68
Palm Beach Youth Academy (Closed)	27	56%	55% - 62%	0%	\$1,678,560	\$62,169	66
Florida Environmental Institute	35	69%	64% - 69%	0%	\$2,297,789	\$65,651	66
Thompson Academy	39	62%	59% - 65%	0%	\$2,613,408	\$67,010	66
Okaloosa HWH	43	65%	62% - 67%	0%	\$2,962,639	\$68,899	65
Eckerd "Intensive" HWH	43	67%	64% - 69%	0%	\$3,419,187	\$79,516	64
JUST Program-MH	27	70%	64% - 71%	0%	\$2,217,907	\$82,145	63
Eckerd Comprehensive Trt. MH (Closed)	28	71%	64% - 71%	0%	\$2,639,522	\$94,269	61
Gulf Academy-MH	46	67%	64% - 69%	0%	\$4,747,300	\$103,202	60
Riverside Academy-Substance Abuse	63	52%	53% - 56%	0%	\$7,182,375	\$114,006	58
<b>Below Average Programs</b>							
Britt HWH	92	48%	49% - 52%	-1%	\$1,832,083	\$19,914	68
Robert E. Lee, Jr Hall HWH	91	47%	48% - 51%	-1%	\$1,844,663	\$20,271	68
CSC HWH (Bartow) (Closed)	78	53%	53% - 56%	-1%	\$1,789,799	\$22,946	68
Impact HWH	98	48%	49% - 52%	-1%	\$2,303,082	\$23,501	68
Bay Boot Camp	79	52%	53% - 56%	-1%	\$2,032,706	\$25,730	67
Volusia HWH	95	52%	52% - 55%	-1%	\$2,683,877	\$28,251	67
San Antonio Boys Village HWH	78	50%	51% - 54%	-1%	\$2,207,905	\$28,306	67
Duval START Center	75	51%	52% - 55%	-1%	\$2,214,783	\$29,530	67
Big Cypress Wilderness Institute	69	49%	50% - 54%	-1%	\$2,733,503	\$39,616	65
Manatee Boot Camp	88	45%	47% - 50%	-2%	\$2,074,018	\$23,568	63
MATS HWH (Ramsey)	84	51%	52% - 55%	-1%	\$4,664,710	\$55,532	63
Hendry HWH (Closed)	97	44%	46% - 48%	-2%	\$2,748,533	\$28,335	62
Palm Beach HWH (Closed)	62	45%	47% - 51%	-2%	\$2,337,374	\$37,700	61
Blackwater Career Development Center	55	47%	49% - 53%	-2%	\$2,269,576	\$41,265	60
RAMC Mentally Challenged	42	50%	51% - 57%	-1%	\$3,433,985	\$81,762	58
<b>Least Effective Programs</b>							
Bassin House-Substance Abuse	26	42%	47% - 55%	-4%	\$495,922	\$19,074	54

\* Percentages have been rounded to the nearest whole percent

HWH = Halfway House

MH = Mental Health

**Table 7. High-Risk Residential Programs Ranked by Program Effectiveness**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Highly Effective Programs</b>							
Elaine Gordon Trt. Center (SOP)	41	95%	81% - 85%	10%	\$4,626,769	\$112,848	93
Orange Intensive HWH-Female	32	84%	73% - 78%	6%	\$2,457,358	\$76,792	93
Manatee Adolescent Trt. (SOP) (Ramsey)	51	84%	76% - 80%	5%	\$4,423,324	\$86,732	87
Monticello New Life-Female	60	80%	74% - 77%	3%	\$2,994,031	\$49,901	83
South Florida Intensive HWH-Female	49	80%	73% - 77%	3%	\$2,463,083	\$50,267	83
Jackson (JOCC) (SOP)	17	82%	66% - 76%	6%	\$3,532,061	\$207,768	81
Three Springs (SOP)	41	80%	72% - 77%	4%	\$4,189,480	\$102,182	80
Okeechobee (JOCC) (SOP)	54	81%	75% - 78%	3%	\$5,573,671	\$103,216	75
<b>Effective Programs</b>							
Vernon Place-Female	68	79%	74% - 77%	2%	\$4,813,967	\$70,794	75
Florida Institute for Girls-MH	49	76%	70% - 74%	2%	\$8,784,484	\$179,275	61
<b>Average Programs</b>							
Polk Youth Development Center	650	52%	52% - 53%	0%	\$20,697,762	\$31,843	71
CSC Intensive HWH (Bartow)	50	60%	59% - 63%	0%	\$1,756,284	\$35,126	71
NAFI Intensive HWH	39	54%	54% - 60%	0%	\$1,442,292	\$36,982	70
Sago Palms Youth Development Center	380	53%	53% - 54%	0%	\$17,050,986	\$44,871	69
Jackson (JOCC)	108	58%	58% - 60%	0%	\$5,015,320	\$46,438	69
Marion Intensive Treatment Facility	86	65%	64% - 66%	0%	\$4,013,323	\$46,667	69
NAFI Serious Habitual Offender Program	58	60%	59% - 63%	0%	\$2,735,987	\$47,172	69
Broward Intensive HWH	58	53%	54% - 58%	0%	\$2,777,369	\$47,886	69
Sago Palms Pathfinders-Substance Abuse	79	63%	62% - 65%	0%	\$4,048,119	\$51,242	68
Tiger Success Serious Habitual Offender	42	60%	58% - 63%	0%	\$2,357,550	\$56,132	67
Everglades YDC (Ramsey)	141	62%	62% - 64%	0%	\$8,532,186	\$60,512	67
Florida Youth Academy-Female	156	65%	65% - 66%	0%	\$10,009,082	\$64,161	66
ARC Serious Habitual Offender Program	42	57%	56% - 62%	0%	\$2,740,270	\$65,245	66
Eckerd Youth Development Center	242	60%	60% - 61%	0%	\$17,547,844	\$72,512	65
Palm Beach Youth Center (Closed)	37	59%	58% - 64%	0%	\$2,854,532	\$77,150	64
Dozier (SOP)	82	70%	67% - 70%	0%	\$10,734,087	\$130,904	56
Sago Palms (SOP)	31	65%	60% - 67%	0%	\$6,696,994	\$216,032	52
<b>Below Average Programs</b>							
Hastings Youth Academy	198	47%	47% - 49%	-1%	\$4,993,638	\$25,220	67
Manatee Youth Academy	60	45%	47% - 51%	-2%	\$2,097,062	\$34,951	61
Dozier Training School	186	49%	50% - 51%	-1%	\$14,104,070	\$75,828	59
Okaloosa Intensive HWH	32	47%	49% - 56%	-2%	\$3,675,726	\$114,866	48
<b>Least Effective Programs</b>							
CSC Serious Habitual Offender Program	58	41%	44% - 48%	-3%	\$3,119,523	\$53,785	53
Hillsborough IRT	21	29%	39% - 49%	-11%	\$2,722,547	\$129,645	24

\* Percentages have been rounded to the nearest whole percent

HWH = Halfway House

MH = Mental Health

(SOP) = Sex Offender Program

(JOCC) = Juvenile Offender Correctional Center

**Table 8. Maximum-Risk Residential Programs Ranked by Program Effectiveness**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Average Programs</b>							
Cypress Creek (JOCC)	113	66%	65% - 68%	0%	\$8,441,957	\$74,708	64
Okeechobee (JOCC)	38	63%	61% - 66%	0%	\$5,160,549	\$135,804	55
Omega (JOCC)	39	64%	61% - 67%	0%	\$5,373,998	\$137,795	55

\* Percentages have been rounded to the nearest whole percent  
(JOCC) = Juvenile Offender Correctional Center



## **PAM Scores by Effectiveness and Cost**

Tables 9 through 13 compare program PAM scores and effectiveness groupings in relation to the three cost categories. This allows for a comparison of program effectiveness relative to cost effectiveness.

**Table 9. Highly Effective Residential Programs Ranked by Program Effectiveness and Cost Categories**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	Liberty Crossroads Independent Living (Closed)	17	88%	69% - 78%	10%	\$125,775	\$7,399	100
Mod	Alachua HWH-Female	68	84%	77% - 80%	4%	\$1,926,660	\$28,333	91
<b>Moderate Cost</b>								
Mod	Wings-Female	36	81%	71% - 77%	4%	\$1,111,803	\$30,883	91
Mod	Francis Walker HWH-Female	54	81%	74% - 78%	4%	\$1,799,484	\$33,324	90
Mod	YMCA Character HWH-Female-Pregnancy	44	82%	73% - 78%	4%	\$1,801,938	\$40,953	89
Mod	Florida Youth Academy-Female	47	81%	73% - 77%	3%	\$1,571,298	\$33,432	86
Mod	Sawmill Academy-Female	27	78%	68% - 74%	3%	\$1,037,783	\$38,436	85
<b>High Cost</b>								
Low	Camp E-Nini-Hassee-Female-MH	26	77%	67% - 74%	3%	\$1,833,411	\$70,516	80
Mod	Deborahs Way-Female (Closed)	39	87%	76% - 80%	7%	\$2,898,771	\$74,327	99
Mod	Bay Behavioral Hope-Female-MH	34	82%	72% - 77%	5%	\$3,311,198	\$97,388	85
Mod	Lake Academy-Female-MH	43	81%	73% - 78%	4%	\$4,724,491	\$109,872	78
High	Elaine Gordon Trt. Center (SOP)	41	95%	81% - 85%	10%	\$4,626,769	\$112,848	93
High	Orange Intensive HWH-Female	32	84%	73% - 78%	6%	\$2,457,358	\$76,792	93
High	Manatee Adolescent Trt. (SOP) (Ramsey)	51	84%	76% - 80%	5%	\$4,423,324	\$86,732	87
High	Monticello New Life-Female	60	80%	74% - 77%	3%	\$2,994,031	\$49,901	83
High	South Florida Intensive HWH-Female	49	80%	73% - 77%	3%	\$2,463,083	\$50,267	83
High	Jackson (JOCC) (SOP)	17	82%	66% - 76%	6%	\$3,532,061	\$207,768	81
High	Three Springs (SOP)	41	80%	72% - 77%	4%	\$4,189,480	\$102,182	80
High	Okeechobee (JOCC) (SOP)	54	81%	75% - 78%	3%	\$5,573,671	\$103,216	75

\* Percentages have been rounded to the nearest whole percent

HWH = Halfway House

MH = Mental Health

(SOP) = Sex Offender Program

(JOCC) = Juvenile Offender Correctional Center

**Table 10. Effective Residential Programs Ranked by  
Program Effectiveness and Cost Categories**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	Visionary Adolescent Services GTH-Female	32	72%	65% - 71%	1%	\$740,559	\$23,142	77
Mod	Pines HWH-Female	97	77%	74% - 76%	1%	\$1,718,798	\$17,720	78
<b>Moderate Cost</b>								
Mod	Bridges Academy-Female	68	78%	73% - 76%	2%	\$2,150,672	\$31,628	81
Mod	Leaf Recovery-Female-Substance Abuse	46	76%	70% - 74%	2%	\$1,809,382	\$39,334	80
Mod	Kelly Hall HWH	73	75%	71% - 74%	1%	\$3,329,211	\$45,606	74
<b>High Cost</b>								
Mod	Martin Boot Camp	68	75%	71% - 74%	1%	\$4,358,440	\$64,095	71
Mod	Vision Quest-Female	33	73%	66% - 72%	1%	\$2,117,910	\$64,179	71
High	Vernon Place-Female	68	79%	74% - 77%	2%	\$4,813,967	\$70,794	75
High	Florida Institute for Girls-MH	49	76%	70% - 74%	2%	\$8,784,484	\$179,275	61

\* Percentages have been rounded to the nearest whole percent

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

**Table 11. Average Residential Programs Ranked by Program Effectiveness and Cost Categories**

Level	Program Name	N	Observed Success Rate	Expected Success Rate	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	STEP (North and South)	474	61%	61% - 62%	0%	\$2,724,115	\$5,747	75
Low	Blackwater Short-Term Offender Program Camp	217	53%	54% - 55%	0%	\$1,427,571	\$6,579	75
Low	Alligator Short-Term Offender Program Camp	193	50%	51% - 52%	0%	\$1,538,249	\$7,970	75
Low	Withlacoochee Short-Term Offender (Closed)	113	66%	65% - 67%	0%	\$1,553,698	\$13,750	74
Low	Jonathan Dickinson Short-Term Offender	90	67%	65% - 68%	0%	\$1,317,247	\$14,636	74
Low	Manatee Wilderness Camp	143	52%	53% - 55%	0%	\$2,886,767	\$20,187	73
Low	Project Star GTH-Female (Closed)	68	69%	66% - 69%	0%	\$1,748,841	\$25,718	72
Low	Florida Youth Academy	57	53%	53% - 57%	0%	\$1,513,496	\$26,553	72
Low	Space Coast Residential	81	68%	66% - 69%	0%	\$2,238,125	\$27,631	72
Mod	Duval HWH	109	56%	56% - 58%	0%	\$2,020,531	\$18,537	73
Mod	Nassau HWH	99	60%	59% - 62%	0%	\$1,845,713	\$18,644	73
Mod	Leaf HWH-Female (Closed)	95	69%	67% - 70%	0%	\$1,823,745	\$19,197	73
Mod	Timberline Acad. (Stewart Marchman)-Female	168	68%	68% - 69%	0%	\$3,376,407	\$20,098	73
Mod	Terrace HWH	91	62%	61% - 64%	0%	\$1,835,905	\$20,175	73
Mod	Panther Success Center HWH	161	58%	58% - 60%	0%	\$3,321,216	\$20,629	73
Mod	Collier Drill Academy	109	67%	65% - 68%	0%	\$2,325,837	\$21,338	73
Mod	Okeechobee Redirection Camp	156	62%	61% - 63%	0%	\$3,439,341	\$22,047	73
Mod	Pensacola Boys Base	104	66%	65% - 67%	0%	\$2,362,251	\$22,714	73
Mod	Marion YDC (Career Systems)	284	52%	53% - 54%	0%	\$6,624,784	\$23,327	73
Mod	Seminole Work and Learn Center	82	56%	56% - 59%	0%	\$1,921,221	\$23,430	73
Mod	Polk HWH	92	54%	55% - 57%	0%	\$2,159,676	\$23,475	73
Mod	Falkenberg Academy	281	47%	47% - 48%	0%	\$7,151,556	\$25,450	72
Mod	Youth Development Academy (Closed)	103	57%	57% - 59%	0%	\$2,643,936	\$25,669	72
Mod	Greenville Hills Academy	402	50%	50% - 50%	0%	\$10,370,825	\$25,798	72
Mod	Leslie Peters HWH	88	55%	55% - 58%	0%	\$2,311,162	\$26,263	72
Mod	West Florida Wilderness Institute	94	70%	68% - 70%	0%	\$2,521,304	\$26,822	72
Mod	Wilson Academy-Female	100	71%	69% - 71%	0%	\$2,746,101	\$27,461	72
Mod	Crossroads Wilderness Institute	88	64%	62% - 65%	0%	\$2,455,265	\$27,901	72
Mod	Price HWH	83	57%	56% - 59%	0%	\$2,332,615	\$28,104	72
Mod	Liberty Juvenile Residential Facility	98	59%	59% - 61%	0%	\$2,769,860	\$28,264	72
Mod	Miami HWH	90	67%	65% - 68%	0%	\$2,700,341	\$30,004	72
<b>Moderate Cost</b>								
Mod	Hastings Youth Academy	336	51%	51% - 52%	0%	\$9,338,281	\$27,793	72
Low	Dade GTH	17	71%	60% - 71%	0%	\$620,269	\$36,486	70
Low	Leaf GTH-Female	35	71%	65% - 71%	0%	\$1,357,177	\$38,776	70
Low	Eckerd Youth Conservation Academy	122	57%	57% - 59%	0%	\$4,771,732	\$39,113	70
Low	Vision Quest-Female	82	66%	64% - 67%	0%	\$3,254,518	\$39,689	70
Low	Perspective GTH (Closed)	27	56%	55% - 62%	0%	\$1,102,128	\$40,820	70
Mod	Okaloosa Youth Academy	300	49%	49% - 50%	0%	\$9,061,302	\$30,204	71
Mod	Gulf Coast Youth Academy (Ramsey)	288	56%	56% - 57%	0%	\$9,012,258	\$31,293	71

\* Percentages have been rounded to the nearest whole percent

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

**Table 11, Continued. Average Residential Programs Ranked by Program Effectiveness and Cost Categories**

Level	Program Name	N	Observed Success Rate	Expected Success Rate	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Moderate Cost, Continued.</b>								
Mod	Bay Point Schools-North	64	64%	62% - 66%	0%	\$2,123,856	\$33,185	71
Mod	Bay Point Schools-West	225	70%	70% - 71%	0%	\$7,527,807	\$33,457	71
Mod	Southern Glades Youth Camp	169	64%	63% - 65%	0%	\$5,886,245	\$34,830	71
Mod	Polk Boot Camp-Female	43	53%	54% - 59%	0%	\$1,541,478	\$35,848	71
Mod	Pinellas Boot Camp	108	60%	60% - 62%	0%	\$3,886,351	\$35,985	71
Mod	Avon Park Youth Academy	385	70%	70% - 71%	0%	\$13,966,711	\$36,277	71
Mod	Polk Boot Camp-Male	151	58%	58% - 60%	0%	\$5,523,626	\$36,580	70
Mod	Bristol Youth Academy	132	65%	64% - 66%	0%	\$4,903,171	\$37,145	70
Mod	Youth Environmental Services	69	59%	58% - 62%	0%	\$2,616,415	\$37,919	70
Mod	Cannon Point Youth Academy (Closed)	76	57%	56% - 60%	0%	\$2,889,952	\$38,026	70
Mod	Eckerd Youth Challenge Program	132	54%	54% - 56%	0%	\$5,110,339	\$38,715	70
Mod	ATC Boys HWH	125	52%	52% - 54%	0%	\$4,867,415	\$38,939	70
Mod	Kingsley Center-Female	148	67%	66% - 68%	0%	\$5,895,697	\$39,836	70
Mod	ARC HWH	192	57%	57% - 58%	0%	\$7,875,727	\$41,019	70
Mod	Adolescent Therapeutic Center-Female	90	73%	71% - 73%	0%	\$3,817,458	\$42,416	70
Mod	Mandala ATC HWH-Dual Diagnosis	60	58%	58% - 62%	0%	\$2,616,333	\$43,606	69
Mod	Grove Unique Youth Services (GUYS)	60	68%	65% - 69%	0%	\$2,738,967	\$45,649	69
Mod	Goals Program	49	63%	61% - 66%	0%	\$2,399,958	\$48,979	69
High	Polk Youth Development Center	650	52%	52% - 53%	0%	\$20,697,762	\$31,843	71
High	CSC Intensive HWH (Bartow)	50	60%	59% - 63%	0%	\$1,756,284	\$35,126	71
High	NAFI Intensive HWH	39	54%	54% - 60%	0%	\$1,442,292	\$36,982	70
High	Sago Palms Youth Development Center	380	53%	53% - 54%	0%	\$17,050,986	\$44,871	69
High	Jackson JOCC	108	58%	58% - 60%	0%	\$5,015,320	\$46,438	69
High	Marion Intensive Treatment Facility	86	65%	64% - 66%	0%	\$4,013,323	\$46,667	69
High	NAFI Serious Habitual Offender Program	58	60%	59% - 63%	0%	\$2,735,987	\$47,172	69
High	Broward Intensive HWH	58	53%	54% - 58%	0%	\$2,777,369	\$47,886	69
High	Sago Palms Pathfinders-Substance Abuse	79	63%	62% - 65%	0%	\$4,048,119	\$51,242	68
<b>High Cost</b>								
Mod	ATC Substance Abuse HWH	84	60%	59% - 62%	0%	\$4,017,334	\$47,825	69
Low	Camp E-Tu-Makee-MH	47	53%	54% - 58%	0%	\$2,577,274	\$54,836	68
Low	Brevard GTH	32	59%	57% - 64%	0%	\$2,102,321	\$65,698	66
Low	Forestry Youth Academy	54	56%	55% - 60%	0%	\$3,616,210	\$66,967	66
Low	Camp E-Kel-Etu-MH	52	58%	57% - 61%	0%	\$3,679,727	\$70,764	65
Mod	First Step II HWH-Female	38	66%	62% - 67%	0%	\$1,931,268	\$50,823	68
Mod	Palm Beach Youth Academy (Closed)	27	56%	55% - 62%	0%	\$1,678,560	\$62,169	66
Mod	Florida Environmental Institute	35	69%	64% - 69%	0%	\$2,297,789	\$65,651	66
Mod	Thompson Academy	39	62%	59% - 65%	0%	\$2,613,408	\$67,010	66
Mod	Ocala HWH	43	65%	62% - 67%	0%	\$2,962,639	\$68,899	65
Mod	Eckerd "Intensive" HWH	43	67%	64% - 69%	0%	\$3,419,187	\$79,516	64
Mod	JUST Program-MH	27	70%	64% - 71%	0%	\$2,217,907	\$82,145	63
Mod	Eckerd Comprehensive Trt. MH (Closed)	28	71%	64% - 71%	0%	\$2,639,522	\$94,269	61
Mod	Gulf Academy-MH	46	67%	64% - 69%	0%	\$4,747,300	\$103,202	60
Mod	Riverside Academy-Substance Abuse	63	52%	53% - 56%	0%	\$7,182,375	\$114,006	58

\* Percentages have been rounded to the nearest whole percent

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

(SOP) = Sex Offender Program

(JOCC) = Juvenile Offender Correctional Center

**Table 11, Continued. Average Residential Programs Ranked by Program Effectiveness and Cost Categories**

Level	Program Name	N	Observed Success Rate	Expected Success Rate	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>High Cost, Continued.</b>								
High	Tiger Success Serious Habitual Offender	42	60%	58% - 63%	0%	\$2,357,550	\$56,132	67
High	Everglades YDC (Ramsey)	141	62%	62% - 64%	0%	\$8,532,186	\$60,512	67
High	Florida Youth Academy-Female	156	65%	65% - 66%	0%	\$10,009,082	\$64,161	66
High	ARC Serious Habitual Offender Program	42	57%	56% - 62%	0%	\$2,740,270	\$65,245	66
High	Eckerd Youth Development Center	242	60%	60% - 61%	0%	\$17,547,844	\$72,512	65
High	Palm Beach Youth Center (Closed)	37	59%	58% - 64%	0%	\$2,854,532	\$77,150	64
High	Dozier (SOP)	82	70%	67% - 70%	0%	\$10,734,087	\$130,904	56
High	Sago Palms (SOP)	31	65%	60% - 67%	0%	\$6,696,994	\$216,032	52
Max	Cypress Creek (JOCC)	113	66%	65% - 68%	0%	\$8,441,957	\$74,708	64
Max	Okeechobee (JOCC)	38	63%	61% - 66%	0%	\$5,160,549	\$135,804	55
Max	Omega (JOCC)	39	64%	61% - 67%	0%	\$5,373,998	\$137,795	55

\* Percentages have been rounded to the nearest whole percent

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

(SOP) = Sex Offender Program

(JOCC) = Juvenile Offender Correctional Center

**Table 12. Below Average Residential Programs Ranked by Program Effectiveness and Cost Categories**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	Myakka Short-Term Offender (Closed)	126	48%	49% - 50%	-1%	\$1,476,624	\$11,719	70
Low	Escambia River Outward Bound	112	42%	44% - 46%	-2%	\$2,847,546	\$25,425	62
Low	Peace River Outward Bound	90	41%	43% - 46%	-2%	\$2,449,664	\$27,218	62
Mod	Britt HWH	92	48%	49% - 52%	-1%	\$1,832,083	\$19,914	68
Mod	Robert E. Lee, Jr Hall HWH	91	47%	48% - 51%	-1%	\$1,844,663	\$20,271	68
Mod	CSC HWH (Bartow) (Closed)	78	53%	53% - 56%	-1%	\$1,789,799	\$22,946	68
Mod	Impact HWH	98	48%	49% - 52%	-1%	\$2,303,082	\$23,501	68
Mod	Bay Boot Camp	79	52%	53% - 56%	-1%	\$2,032,706	\$25,730	67
Mod	Volusia HWH	95	52%	52% - 55%	-1%	\$2,683,877	\$28,251	67
Mod	San Antonio Boys Village HWH	78	50%	51% - 54%	-1%	\$2,207,905	\$28,306	67
Mod	Manatee Boot Camp	88	45%	47% - 50%	-2%	\$2,074,018	\$23,568	63
Mod	Hendry HWH (Closed)	97	44%	46% - 48%	-2%	\$2,748,533	\$28,335	62
High	Hastings Youth Academy	198	47%	47% - 49%	-1%	\$4,993,638	\$25,220	67
<b>Moderate Cost</b>								
Mod	Duval START Center	75	51%	52% - 55%	-1%	\$2,214,783	\$29,530	67
Low	Rilla White Foundation Family Homes	101	56%	57% - 60%	-1%	\$3,265,433	\$32,331	66
Mod	Big Cypress Wilderness Institute	69	49%	50% - 54%	-1%	\$2,733,503	\$39,616	65
Mod	Palm Beach HWH (Closed)	62	45%	47% - 51%	-2%	\$2,337,374	\$37,700	61
Mod	Blackwater Career Development Center	55	47%	49% - 53%	-2%	\$2,269,576	\$41,265	60
High	Manatee Youth Academy	60	45%	47% - 51%	-2%	\$2,097,062	\$34,951	61
<b>High Cost</b>								
Low	Camp E-Ma-Chamee-MH	53	45%	48% - 52%	-2%	\$3,417,247	\$64,476	56
Mod	MATS HWH (Ramsey)	84	51%	52% - 55%	-1%	\$4,664,710	\$55,532	63
Mod	RAMC Mentally Challenged	42	50%	51% - 57%	-1%	\$3,433,985	\$81,762	58
High	Dozier Training School	186	49%	50% - 51%	-1%	\$14,104,070	\$75,828	59
High	Okaloosa Intensive HWH	32	47%	49% - 56%	-2%	\$3,675,726	\$114,866	48

\* Percentages have been rounded to the nearest whole percent

HWH = Halfway House

MH = Mental Health

**Table 13. Least Effective Residential Programs Ranked by Program Effectiveness and Cost Categories**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	Hillsborough GTH (Closed)	56	30%	36% - 40%	-6%	\$1,574,115	\$28,109	43
Mod	Bassin House-Substance Abuse	26	42%	47% - 55%	-4%	\$495,922	\$19,074	54
<b>High Cost</b>								
Low	Camp E-How-Kee-MH	35	43%	47% - 53%	-4%	\$1,871,266	\$53,465	48
High	CSC Serious Habitual Offender Program	58	41%	44% - 48%	-3%	\$3,119,523	\$53,785	53
High	Hillsborough IRT	21	29%	39% - 49%	-11%	\$2,722,547	\$129,645	24

\* Percentages have been rounded to the nearest whole percent

GTH = Group Treatment Home

MH = Mental Health



## **Alternative PAM Calculations with School Costs Excluded**

This year it was requested that PAM scores be computed both with and without school costs. Expected recidivism and difference scores were not affected in these computations, but between the two methodologies the PAM scores shifted slightly in about 35 cases. In only five cases was that change by more than one point. Cost categories also shifted, but only six programs moved from one category to another. The following tables are duplicates of the preceding tables, but the cost figures are computed excluding school costs. Dialogue about the inclusion of school costs in the PAM model will continue at the next Common Definitions conference scheduled for Spring 2004.

**PAM Scores by Restrictiveness Level (Without School Costs)**

Tables 14 through 17 provide a summary of the PAM scores for the 149 programs within the four restrictiveness levels. PAM scores are presented in descending order within commitment level, along with the percent difference (i.e., percent above or below expected success range) and program cost per completion.

**Table 14. Low-Risk Residential Programs Ranked by PAM Score  
(Without School Costs)**

Program Name	N	Percent Difference *	Cost per Completion	PAM Score
Liberty Crossroads Independent Living (Closed)	17	10%	\$7,399	100
Camp E-Nini-Hassee-Female-MH	26	3%	\$57,230	80
Visionary Adolescent Services GTH-Female	32	1%	\$23,142	77
STEP (North and South)	474	0%	\$5,181	75
Blackwater Short-Term Offender Program Camp	217	0%	\$5,626	75
Alligator Short-Term Offender Program Camp	193	0%	\$7,082	75
Jonathan Dickinson Short-Term Offender Camp	90	0%	\$11,407	74
Withlacoochee Short-Term Offender (Closed)	113	0%	\$11,861	74
Manatee Wilderness Camp	143	0%	\$16,469	73
Project Star GTH-Female (Closed)	68	0%	\$22,335	72
Space Coast Residential	81	0%	\$22,604	72
Florida Youth Academy	57	0%	\$23,671	72
Dade GTH	17	0%	\$31,430	70
Perspective GTH (Closed)	27	0%	\$31,489	70
Leaf GTH-Female	35	0%	\$32,380	70
Eckerd Youth Conservation Academy	122	0%	\$32,566	70
Vision Quest-Female	82	0%	\$35,480	70
Myakka Short-Term Offender (Closed)	126	-1%	\$9,815	69
Camp E-Tu-Makee-MH	47	0%	\$45,291	68
Brevard GTH	32	0%	\$56,017	66
Camp E-Kel-Etu-MH	52	0%	\$58,391	65
Rilla White Foundation Family Homes	101	-1%	\$32,331	65
Forestry Youth Academy	54	0%	\$59,474	65
Escambia River Outward Bound	112	-2%	\$21,334	62
Peace River Outward Bound	90	-2%	\$22,151	62
Camp E-Ma-Chamee-MH	53	-2%	\$52,709	57
Camp E-How-Kee-MH	35	-4%	\$43,393	49
Hillsborough GTH (Closed)	56	-6%	\$19,545	43

\* Percent difference: the percent above or below the expected success range.

GTH = Group Treatment Home

MH = Mental Health

**Table 15. Moderate-Risk Residential Programs Ranked by PAM Score  
(Without School Costs)**

Program Name	N	Percent Difference *	Cost per Completion	PAM Score
Deborahs Way-Female (Closed)	39	7%	\$64,627	98
Alachua HWH-Female	68	4%	\$24,501	91
Wings-Female	36	4%	\$24,647	91
Francis Walker HWH-Female	54	4%	\$27,037	91
YMCA Character HWH-Female-Pregnancy	44	4%	\$33,591	90
Florida Youth Academy-Female	47	3%	\$30,667	85
Bay Behavioral Hope-Female-MH	34	5%	\$89,238	84
Sawmill Academy-Female	27	3%	\$37,398	84
Bridges Academy-Female	68	2%	\$27,378	81
Leaf Recovery-Female-Substance Abuse	46	2%	\$35,701	79
Pines HWH-Female	97	1%	\$14,970	78
Lake Academy-Female-MH	43	4%	\$102,664	77
Nassau HWH	99	0%	\$14,849	73
Kelly Hall HWH	73	1%	\$41,432	73
Duval HWH	109	0%	\$15,010	73
Timberline Acad. (Stewart Marchman)-Female	168	0%	\$15,638	73
Collier Drill Academy	109	0%	\$15,864	73
Terrace HWH	91	0%	\$16,019	73
Leaf HWH-Female (Closed)	95	0%	\$17,028	73
Okeechobee Redirection Camp	156	0%	\$17,040	73
Panther Success Center HWH	161	0%	\$17,071	73
Pensacola Boys Base	104	0%	\$17,895	73
Leslie Peters HWH	88	0%	\$18,016	73
Polk HWH	92	0%	\$19,094	73
Marion YDC (Career Systems)	284	0%	\$19,110	73
Price HWH	83	0%	\$20,302	72
Seminole Work and Learn Center	82	0%	\$20,534	72
Youth Development Academy (Closed)	103	0%	\$20,796	72
Falkenberg Academy	281	0%	\$21,495	72
West Florida Wilderness Institute	94	0%	\$21,714	72
Greenville Hills Academy	402	0%	\$22,814	72
Miami HWH	90	0%	\$23,285	72
Wilson Academy-Female	100	0%	\$23,356	72
Crossroads Wilderness Institute	88	0%	\$23,364	72
Martin Boot Camp	68	1%	\$50,215	72
Liberty Juvenile Residential Facility	98	0%	\$23,960	72
Hastings Youth Academy	336	0%	\$23,999	72
Okaloosa Youth Academy	300	0%	\$24,679	72
Bay Point Schools-North	64	0%	\$24,987	72
Bay Point Schools-West	225	0%	\$26,553	71
Gulf Coast Youth Academy (Ramsey)	288	0%	\$28,300	71
Polk Boot Camp-Female	43	0%	\$29,021	71
Southern Glades Youth Camp	169	0%	\$29,042	71

\* Percent difference: the percent above or below the expected success range.

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

**Table 15, Continued. Moderate-Risk Residential Programs Ranked by PAM Score (Without School Costs)**

Program Name	N	Percent Difference *	Cost per Completion	PAM Score
Polk Boot Camp-Male	151	0%	\$29,614	71
Youth Environmental Services	69	0%	\$30,408	71
Avon Park Youth Academy	385	0%	\$30,823	70
Bristol Youth Academy	132	0%	\$31,604	70
Pinellas Boot Camp	108	0%	\$31,629	70
Vision Quest-Female	33	1%	\$58,803	70
Cannon Point Youth Academy (Closed)	76	0%	\$32,466	70
Eckerd Youth Challenge Program	132	0%	\$32,487	70
ARC HWH	192	0%	\$33,585	70
Kingsley Center-Female	148	0%	\$33,997	70
ATC Boys HWH	125	0%	\$34,788	70
Mandala ATC HWH-Dual Diagnosis	60	0%	\$36,299	69
Adolescent Therapeutic Center-Female	90	0%	\$38,425	69
Goals Program	49	0%	\$40,295	69
Grove Unique Youth Services (GUYS)-MH-SA	60	0%	\$40,449	69
Robert E. Lee, Jr Hall HWH	91	-1%	\$15,857	68
Britt HWH	92	-1%	\$16,165	68
Okaloosa HWH	43	0%	\$42,813	68
ATC Substance Abuse HWH	84	0%	\$43,074	68
CSC HWH (Bartow) (Closed)	78	-1%	\$16,846	68
First Step II HWH-Female	38	0%	\$44,316	68
Palm Beach Youth Academy (Closed)	27	0%	\$45,153	68
Impact HWH	98	-1%	\$19,835	68
Bay Boot Camp	79	-1%	\$21,457	67
San Antonio Boys Village HWH	78	-1%	\$21,584	67
Volusia HWH	95	-1%	\$22,941	67
Duval START Center	75	-1%	\$23,865	67
Florida Environmental Institute	35	0%	\$55,919	66
Big Cypress Wilderness Institute	69	-1%	\$33,418	65
Thompson Academy	39	0%	\$62,538	65
Eckerd "Intensive" HWH	43	0%	\$69,387	63
JUST Program-MH	27	0%	\$71,789	63
Manatee Boot Camp	88	-2%	\$19,532	63
Hendry HWH (Closed)	97	-2%	\$22,146	62
MATS HWH (Ramsey)	84	-1%	\$48,693	62
Eckerd Comprehensive Trt. MH (Closed)	28	0%	\$79,577	61
Palm Beach HWH (Closed)	62	-2%	\$29,736	61
Blackwater Career Development Center	55	-2%	\$35,219	60
Gulf Academy-MH	46	0%	\$92,837	59
RAMC Mentally Challenged	42	-1%	\$74,917	57
Riverside Academy-Substance Abuse	63	0%	\$104,608	57
Bassin House-Substance Abuse	26	-4%	\$17,049	53

\* Percent difference: the percent above or below the expected success range.

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

**Table 16. High-Risk Residential Programs Ranked by PAM Score  
(Without School Costs)**

Program Name	N	Percent Difference *	Cost per Completion	PAM Score
Elaine Gordon Trt. Center (SOP)	41	10%	\$87,952	95
Orange Intensive HWH-Female	32	6%	\$57,484	95
Manatee Adolescent Trt. (SOP) (Ramsey)	51	5%	\$78,846	86
Monticello New Life-Female	60	3%	\$42,212	83
South Florida Intensive HWH-Female	49	3%	\$42,716	83
Jackson JOCC (SOP)	17	6%	\$175,158	81
Three Springs (SOP)	41	4%	\$88,134	79
Vernon Place-Female	68	2%	\$61,224	75
Okeechobee JOCC (SOP)	54	3%	\$92,142	74
CSC Intensive HWH (Bartow)	50	0%	\$27,740	71
Polk Youth Development Center	650	0%	\$28,127	71
NAFI Intensive HWH	39	0%	\$32,242	70
Sago Palms Youth Development Center	380	0%	\$35,034	70
Broward Intensive HWH	58	0%	\$38,541	69
Jackson (JOCC)	108	0%	\$38,739	69
Marion Intensive Treatment Facility	86	0%	\$38,774	69
NAFI Serious Habitual Offender Program	58	0%	\$41,626	68
Sago Palms Pathfinders-Substance Abuse	79	0%	\$41,948	68
Hastings Youth Academy	198	-1%	\$21,733	67
Tiger Success Serious Habitual Offender	42	0%	\$50,818	67
Everglades YDC (Ramsey)	141	0%	\$51,315	67
Florida Youth Academy-Female	156	0%	\$58,037	65
ARC Serious Habitual Offender Program	42	0%	\$60,493	65
Eckerd Youth Development Center	242	0%	\$64,523	64
Palm Beach Youth Center (Closed)	37	0%	\$66,975	64
Florida Institute for Girls-MH	49	2%	\$161,370	61
Manatee Youth Academy	60	-2%	\$30,017	61
Dozier Training School	186	-1%	\$63,925	59
Dozier (SOP)	82	0%	\$111,618	56
CSC Serious Habitual Offender Program	58	-3%	\$44,234	53
Sago Palms (SOP)	31	0%	\$167,710	52
Okaloosa Intensive HWH	32	-2%	\$79,814	52
Hillsborough IRT	21	-11%	\$106,299	24

\*Percent difference: the percent above or below the expected success range.

HWH = Halfway House

MH = Mental Health

(SOP) = Sex Offender Program

(JOCC) = Juvenile Offender Correctional Center

**Table 17. Maximum-Risk Residential Programs Ranked by PAM Score  
(Without School Costs)**

<b>Program Name</b>	<b>N</b>	<b>Percent Difference *</b>	<b>Cost per Completion</b>	<b>PAM Score</b>
Cypress Creek (JOCC)	113	0%	\$65,760	64
Okeechobee (JOCC)	38	0%	\$120,067	54
Omega (JOCC)	39	0%	\$122,615	54

\* Percent difference: the percent above or below the expected success range.

(JOCC) = Juvenile Offender Correctional Center

## **PAM Scores by Restrictiveness Level and Effectiveness Categories (Without School Costs)**

Tables 18 through 21 present programs classified into the five effectiveness categories by program restrictiveness levels. For each program, the tables provide the observed success rate, expected success range, percent above or below expected success rate, two-year program expenditures, program cost per completion, and PAM score for each program. This allows a comparison of program success rates within program restrictiveness levels. Some restrictiveness levels had no programs within a given effectiveness category.



**Table 18. Low-Risk Residential Programs Ranked by Program Effectiveness  
(Without School Costs)**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Highly Effective Programs</b>							
Liberty Crossroads Independent Living (Closed)	17	88%	69% - 78%	10%	\$125,775	\$7,399	100
Camp E-Nini-Hassee-Female-MH	26	77%	67% - 74%	3%	\$1,487,975	\$57,230	80
<b>Effective Programs</b>							
Visionary Adolescent Services GTH-Female	32	72%	65% - 71%	1%	\$740,559	\$23,142	77
<b>Average Programs</b>							
STEP (North and South)	474	61%	61% - 62%	0%	\$2,455,803	\$5,181	75
Blackwater Short-Term Offender Program Camp	217	53%	54% - 55%	0%	\$1,220,799	\$5,626	75
Alligator Short-Term Offender Program Camp	193	50%	51% - 52%	0%	\$1,366,852	\$7,082	75
Jonathan Dickinson Short-Term Offender	90	67%	65% - 68%	0%	\$1,026,601	\$11,407	74
Withlacoochee Short-Term Offender (Closed)	113	66%	65% - 67%	0%	\$1,340,266	\$11,861	74
Manatee Wilderness Camp	143	52%	53% - 55%	0%	\$2,355,090	\$16,469	73
Project Star GTH-Female (Closed)	68	69%	66% - 69%	0%	\$1,518,803	\$22,335	72
Space Coast Residential	81	68%	66% - 69%	0%	\$1,830,897	\$22,604	72
Florida Youth Academy	57	53%	53% - 57%	0%	\$1,349,267	\$23,671	72
Dade GTH	17	71%	60% - 71%	0%	\$534,310	\$31,430	70
Perspective GTH (Closed)	27	56%	55% - 62%	0%	\$850,203	\$31,489	70
Leaf GTH-Female	35	71%	65% - 71%	0%	\$1,133,295	\$32,380	70
Eckerd Youth Conservation Academy	122	57%	57% - 59%	0%	\$3,973,031	\$32,566	70
Vision Quest-Female	82	66%	64% - 67%	0%	\$2,909,376	\$35,480	70
Camp E-Tu-Makee-MH	47	53%	54% - 58%	0%	\$2,128,660	\$45,291	68
Brevard GTH	32	59%	57% - 64%	0%	\$1,792,556	\$56,017	66
Camp E-Kel-Etu-MH	52	58%	57% - 61%	0%	\$3,036,341	\$58,391	65
Forestry Youth Academy	54	56%	55% - 60%	0%	\$3,211,589	\$59,474	65
<b>Below Average Programs</b>							
Myakka Short-Term Offender (Closed)	126	48%	49% - 50%	-1%	\$1,236,747	\$9,815	69
Rilla White Foundation Family Homes	101	56%	57% - 60%	-1%	\$3,265,433	\$32,331	65
Escambia River Outward Bound	112	42%	44% - 46%	-2%	\$2,389,430	\$21,334	62
Peace River Outward Bound	90	41%	43% - 46%	-2%	\$1,993,551	\$22,151	62
Camp E-Ma-Chamee-MH	53	45%	48% - 52%	-2%	\$2,793,569	\$52,709	57
<b>Least Effective Programs</b>							
Camp E-How-Kee-MH	35	43%	47% - 53%	-4%	\$1,518,761	\$43,393	49
Hillsborough GTH (Closed)	56	30%	36% - 40%	-6%	\$1,094,534	\$19,545	43

\* Percentages have been rounded to the nearest whole percent

MH = Mental Health

GTH = Group Treatment Home

**Table 19. Moderate-Risk Residential Programs Ranked by Program Effectiveness (Without School Costs)**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Highly Effective Programs</b>							
Deborahs Way-Female (Closed)	39	87%	76% - 80%	7%	\$2,520,459	\$64,627	98
Alachua HWH-Female	68	84%	77% - 80%	4%	\$1,666,060	\$24,501	91
Wings-Female	36	81%	71% - 77%	4%	\$887,308	\$24,647	91
Francis Walker HWH-Female	54	81%	74% - 78%	4%	\$1,459,977	\$27,037	91
YMCA Character HWH-Female-Pregnancy	44	82%	73% - 78%	4%	\$1,478,000	\$33,591	90
Florida Youth Academy-Female	47	81%	73% - 77%	3%	\$1,441,352	\$30,667	85
Bay Behavioral Hope-Female-MH	34	82%	72% - 77%	5%	\$3,034,099	\$89,238	84
Sawmill Academy-Female	27	78%	68% - 74%	3%	\$1,009,743	\$37,398	84
Lake Academy-Female-MH	43	81%	73% - 78%	4%	\$4,414,570	\$102,664	77
<b>Effective Programs</b>							
Bridges Academy-Female	68	78%	73% - 76%	2%	\$1,861,719	\$27,378	81
Leaf Recovery-Female-Substance Abuse	46	76%	70% - 74%	2%	\$1,642,268	\$35,701	79
Pines HWH-Female	97	77%	74% - 76%	1%	\$1,452,076	\$14,970	78
Kelly Hall HWH	73	75%	71% - 74%	1%	\$3,024,506	\$41,432	73
Martin Boot Camp	68	75%	71% - 74%	1%	\$3,414,644	\$50,215	72
Vision Quest-Female	33	73%	66% - 72%	1%	\$1,940,485	\$58,803	70
<b>Average Programs</b>							
Nassau HWH	99	60%	59% - 62%	0%	\$1,470,095	\$14,849	73
Duval HWH	109	56%	56% - 58%	0%	\$1,636,067	\$15,010	73
Timberline Acad. (Stewart Marchman)-Female	168	68%	68% - 69%	0%	\$2,627,111	\$15,638	73
Collier Drill Academy	109	67%	65% - 68%	0%	\$1,729,185	\$15,864	73
Terrace HWH	91	62%	61% - 64%	0%	\$1,457,774	\$16,019	73
Leaf HWH-Female (Closed)	95	69%	67% - 70%	0%	\$1,617,688	\$17,028	73
Okeechobee Redirection Camp	156	62%	61% - 63%	0%	\$2,658,187	\$17,040	73
Panther Success Center HWH	161	58%	58% - 60%	0%	\$2,748,450	\$17,071	73
Pensacola Boys Base	104	66%	65% - 67%	0%	\$1,861,098	\$17,895	73
Leslie Peters HWH	88	55%	55% - 58%	0%	\$1,585,433	\$18,016	73
Polk HWH	92	54%	55% - 57%	0%	\$1,756,631	\$19,094	73
Marion YDC (Career Systems)	284	52%	53% - 54%	0%	\$5,427,130	\$19,110	73
Price HWH	83	57%	56% - 59%	0%	\$1,685,038	\$20,302	72
Seminole Work and Learn Center	82	56%	56% - 59%	0%	\$1,683,815	\$20,534	72
Youth Development Academy (Closed)	103	57%	57% - 59%	0%	\$2,141,969	\$20,796	72
Falkenberg Academy	281	47%	47% - 48%	0%	\$6,040,162	\$21,495	72
West Florida Wilderness Institute	94	70%	68% - 70%	0%	\$2,041,076	\$21,714	72
Greenville Hills Academy	402	50%	50% - 50%	0%	\$9,171,311	\$22,814	72
Miami HWH	90	67%	65% - 68%	0%	\$2,095,673	\$23,285	72
Wilson Academy-Female	100	71%	69% - 71%	0%	\$2,335,623	\$23,356	72
Crossroads Wilderness Institute	88	64%	62% - 65%	0%	\$2,056,027	\$23,364	72
Liberty Juvenile Residential Facility	98	59%	59% - 61%	0%	\$2,348,098	\$23,960	72
Hastings Youth Academy	336	51%	51% - 52%	0%	\$8,063,632	\$23,999	72
Okaloosa Youth Academy	300	49%	49% - 50%	0%	\$7,403,739	\$24,679	72
Bay Point Schools-North	64	64%	62% - 66%	0%	\$1,599,180	\$24,987	72
Bay Point Schools-West	225	70%	70% - 71%	0%	\$5,974,350	\$26,553	71
Gulf Coast Youth Academy (Ramsey)	288	56%	56% - 57%	0%	\$8,150,323	\$28,300	71

\* Percentages have been rounded to the nearest whole percent

HWH = Halfway House

MH = Mental Health

**Table 19, Continued. Moderate-Risk Residential Programs Ranked by Program Effectiveness (Without School Costs)**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Average Programs (Continued)</b>							
Polk Boot Camp-Female	43	53%	54% - 59%	0%	\$1,247,901	\$29,021	71
Southern Glades Youth Camp	169	64%	63% - 65%	0%	\$4,908,120	\$29,042	71
Polk Boot Camp-Male	151	58%	58% - 60%	0%	\$4,471,641	\$29,614	71
Youth Environmental Services	69	59%	58% - 62%	0%	\$2,098,181	\$30,408	71
Avon Park Youth Academy	385	70%	70% - 71%	0%	\$11,866,940	\$30,823	70
Bristol Youth Academy	132	65%	64% - 66%	0%	\$4,171,688	\$31,604	70
Pinellas Boot Camp	108	60%	60% - 62%	0%	\$3,415,967	\$31,629	70
Cannon Point Youth Academy (Closed)	76	57%	56% - 60%	0%	\$2,467,429	\$32,466	70
Eckerd Youth Challenge Program	132	54%	54% - 56%	0%	\$4,288,251	\$32,487	70
ARC HWH	192	57%	57% - 58%	0%	\$6,448,351	\$33,585	70
Kingsley Center-Female	148	67%	66% - 68%	0%	\$5,031,501	\$33,997	70
ATC Boys HWH	125	52%	52% - 54%	0%	\$4,348,554	\$34,788	70
Mandala ATC HWH-Dual Diagnosis	60	58%	58% - 62%	0%	\$2,177,948	\$36,299	69
Adolescent Therapeutic Center-Female	90	73%	71% - 73%	0%	\$3,458,246	\$38,425	69
Goals Program	49	63%	61% - 66%	0%	\$1,974,465	\$40,295	69
Grove Unique Youth Services (GUYS)-MH-SA	60	68%	65% - 69%	0%	\$2,426,939	\$40,449	69
Okaloosa HWH	43	65%	62% - 67%	0%	\$1,840,963	\$42,813	68
ATC Substance Abuse HWH	84	60%	59% - 62%	0%	\$3,618,210	\$43,074	68
First Step II HWH-Female	38	66%	62% - 67%	0%	\$1,683,997	\$44,316	68
Palm Beach Youth Academy (Closed)	27	56%	55% - 62%	0%	\$1,219,137	\$45,153	68
Florida Environmental Institute	35	69%	64% - 69%	0%	\$1,957,172	\$55,919	66
Thompson Academy	39	62%	59% - 65%	0%	\$2,438,998	\$62,538	65
Eckerd "Intensive" HWH	43	67%	64% - 69%	0%	\$2,983,625	\$69,387	63
JUST Program-MH	27	70%	64% - 71%	0%	\$1,938,312	\$71,789	63
Eckerd Comprehensive Trt. MH (Closed)	28	71%	64% - 71%	0%	\$2,228,161	\$79,577	61
Gulf Academy-MH	46	67%	64% - 69%	0%	\$4,270,500	\$92,837	59
Riverside Academy-Substance Abuse	63	52%	53% - 56%	0%	\$6,590,313	\$104,608	57
<b>Below Average Programs</b>							
Robert E. Lee, Jr Hall HWH	91	47%	48% - 51%	-1%	\$1,443,006	\$15,857	68
Britt HWH	92	48%	49% - 52%	-1%	\$1,487,214	\$16,165	68
CSC HWH (Bartow) (Closed)	78	53%	53% - 56%	-1%	\$1,314,000	\$16,846	68
Impact HWH	98	48%	49% - 52%	-1%	\$1,943,837	\$19,835	68
Bay Boot Camp	79	52%	53% - 56%	-1%	\$1,695,083	\$21,457	67
San Antonio Boys Village HWH	78	50%	51% - 54%	-1%	\$1,683,589	\$21,584	67
Volusia HWH	95	52%	52% - 55%	-1%	\$2,179,362	\$22,941	67
Duval START Center	75	51%	52% - 55%	-1%	\$1,789,851	\$23,865	67
Big Cypress Wilderness Institute	69	49%	50% - 54%	-1%	\$2,305,855	\$33,418	65
Manatee Boot Camp	88	45%	47% - 50%	-2%	\$1,718,802	\$19,532	63
Hendry HWH (Closed)	97	44%	46% - 48%	-2%	\$2,148,186	\$22,146	62
MATS HWH (Ramsey)	84	51%	52% - 55%	-1%	\$4,090,181	\$48,693	62
Palm Beach HWH (Closed)	62	45%	47% - 51%	-2%	\$1,843,647	\$29,736	61
Blackwater Career Development Center	55	47%	49% - 53%	-2%	\$1,937,021	\$35,219	60
RAMC Mentally Challenged	42	50%	51% - 57%	-1%	\$3,146,498	\$74,917	57
<b>Least Effective Programs</b>							
Bassin House-Substance Abuse	26	42%	47% - 55%	-4%	\$443,267	\$17,049	53

\* Percentages have been rounded to the nearest whole percent

HWH = Halfway House

MH = Mental Health

SA = Substance Abuse

**Table 20. High-Risk Residential Programs Ranked by Program Effectiveness  
(Without School Costs)**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Highly Effective Programs</b>							
Elaine Gordon Trt. Center (SOP)	41	95%	81% - 85%	10%	\$3,606,043	\$87,952	95
Orange Intensive HWH-Female	32	84%	73% - 78%	6%	\$1,839,486	\$57,484	95
Manatee Adolescent Trt. (SOP) (Ramsey)	51	84%	76% - 80%	5%	\$4,021,153	\$78,846	86
Monticello New Life-Female	60	80%	74% - 77%	3%	\$2,532,691	\$42,212	83
South Florida Intensive HWH-Female	49	80%	73% - 77%	3%	\$2,093,085	\$42,716	83
Jackson JOCC (SOP)	17	82%	66% - 76%	6%	\$2,977,694	\$175,158	81
Three Springs (SOP)	41	80%	72% - 77%	4%	\$3,613,500	\$88,134	79
Okeechobee JOCC (SOP)	54	81%	75% - 78%	3%	\$4,975,680	\$92,142	74
<b>Effective Programs</b>							
Vernon Place-Female	68	79%	74% - 77%	2%	\$4,163,202	\$61,224	75
Florida Institute for Girls-MH	49	76%	70% - 74%	2%	\$7,907,128	\$161,370	61
<b>Average Programs</b>							
CSC Intensive HWH (Bartow)	50	60%	59% - 63%	0%	\$1,387,000	\$27,740	71
Polk Youth Development Center	650	52%	52% - 53%	0%	\$18,282,291	\$28,127	71
NAFI Intensive HWH	39	54%	54% - 60%	0%	\$1,257,430	\$32,242	70
Sago Palms Youth Development Center	380	53%	53% - 54%	0%	\$13,312,906	\$35,034	70
Broward Intensive HWH	58	53%	54% - 58%	0%	\$2,235,388	\$38,541	69
Jackson (JOCC)	108	58%	58% - 60%	0%	\$4,183,769	\$38,739	69
Marion Intensive Treatment Facility	86	65%	64% - 66%	0%	\$3,334,577	\$38,774	69
NAFI Serious Habitual Offender Program	58	60%	59% - 63%	0%	\$2,414,285	\$41,626	68
Sago Palms Pathfinders-Substance Abuse	79	63%	62% - 65%	0%	\$3,313,891	\$41,948	68
Tiger Success Serious Habitual Offender	42	60%	58% - 63%	0%	\$2,134,367	\$50,818	67
Everglades YDC (Ramsey)	141	62%	62% - 64%	0%	\$7,235,448	\$51,315	67
Florida Youth Academy-Female	156	65%	65% - 66%	0%	\$9,053,805	\$58,037	65
ARC Serious Habitual Offender Program	42	57%	56% - 62%	0%	\$2,540,707	\$60,493	65
Eckerd Youth Development Center	242	60%	60% - 61%	0%	\$15,614,601	\$64,523	64
Palm Beach Youth Center (Closed)	37	59%	58% - 64%	0%	\$2,478,058	\$66,975	64
Dozier (SOP)	82	70%	67% - 70%	0%	\$9,152,642	\$111,618	56
Sago Palms (SOP)	31	65%	60% - 67%	0%	\$5,199,004	\$167,710	52
<b>Below Average Programs</b>							
Hastings Youth Academy	198	47%	47% - 49%	-1%	\$4,303,204	\$21,733	67
Manatee Youth Academy	60	45%	47% - 51%	-2%	\$1,801,048	\$30,017	61
Dozier Training School	186	49%	50% - 51%	-1%	\$11,890,046	\$63,925	59
Okaloosa Intensive HWH	32	47%	49% - 56%	-2%	\$2,554,050	\$79,814	52
<b>Least Effective Programs</b>							
CSC Serious Habitual Offender Program	58	41%	44% - 48%	-3%	\$2,565,598	\$44,234	53
Hillsborough IRT	21	29%	39% - 49%	-11%	\$2,232,275	\$106,299	24

\* Percentages have been rounded to the nearest whole percent

(SOP)=Sex Offender Program

HWH = Halfway House

MH = Mental Health

**Table 21. Maximum-Risk Residential Programs Ranked by Program Effectiveness  
(Without School Costs)**

Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Average Programs</b>							
Cypress Creek (JOCC)	113	66%	65% - 68%	0%	\$7,430,890	\$65,760	64
Okeechobee (JOCC)	38	63%	61% - 66%	0%	\$4,562,558	\$120,067	54
Omega (JOCC)	39	64%	61% - 67%	0%	\$4,781,970	\$122,615	54

\* Percent difference: the percent above or below the expected success range.

(JOCC) = Juvenile Offender Correctional Center

**PAM Scores by Effectiveness and Cost (Without School Costs)**

Tables 22 through 26 compare program PAM scores and effectiveness groupings in relation to the three cost categories. This allows for a comparison of program effectiveness relative to cost effectiveness.

**Table 22. Highly Effective Residential Programs Ranked by Program Effectiveness and Cost Categories (Without School Costs)**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	Liberty Crossroads Independent Living (Closed)	17	88%	69% - 78%	10%	\$125,775	\$7,399	100
<b>Moderate Cost</b>								
Mod	Alachua HWH-Female	68	84%	77% - 80%	4%	\$1,666,060	\$24,501	91
Mod	Wings-Female	36	81%	71% - 77%	4%	\$887,308	\$24,647	91
Mod	Francis Walker HWH-Female	54	81%	74% - 78%	4%	\$1,459,977	\$27,037	91
Mod	YMCA Character HWH-Female-Pregnancy	44	82%	73% - 78%	4%	\$1,478,000	\$33,591	90
Mod	Florida Youth Academy-Female	47	81%	73% - 77%	3%	\$1,441,352	\$30,667	85
Mod	Sawmill Academy-Female	27	78%	68% - 74%	3%	\$1,009,743	\$37,398	84
<b>High Cost</b>								
Low	Camp E-Nini-Hassee-Female-MH	26	77%	67% - 74%	3%	\$1,487,975	\$57,230	80
Mod	Deborahs Way-Female (Closed)	39	87%	76% - 80%	7%	\$2,520,459	\$64,627	98
Mod	Bay Behavioral Hope-Female-MH	34	82%	72% - 77%	5%	\$3,034,099	\$89,238	84
Mod	Lake Academy-Female-MH	43	81%	73% - 78%	4%	\$4,414,570	\$102,664	77
High	Elaine Gordon Trt. Center (SOP)	41	95%	81% - 85%	10%	\$3,606,043	\$87,952	95
High	Orange Intensive HWH-Female	32	84%	73% - 78%	6%	\$1,839,486	\$57,484	95
High	Manatee Adolescent Trt. (SOP) (Ramsey)	51	84%	76% - 80%	5%	\$4,021,153	\$78,846	86
High	Monticello New Life-Female	60	80%	74% - 77%	3%	\$2,532,691	\$42,212	83
High	South Florida Intensive HWH-Female	49	80%	73% - 77%	3%	\$2,093,085	\$42,716	83
High	Jackson JOCC (SOP)	17	82%	66% - 76%	6%	\$2,977,694	\$175,158	81
High	Three Springs (SOP)	41	80%	72% - 77%	4%	\$3,613,500	\$88,134	79
High	Okeechobee JOCC (SOP)	54	81%	75% - 78%	3%	\$4,975,680	\$92,142	74

\* Percentages have been rounded to the nearest whole percent

(SOP) = Sex Offender Program

HWH = Halfway House

MH = Mental Health

**Table 23. Effective Residential Programs Ranked by Program Effectiveness and Cost Categories (Without School Costs)**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	Visionary Adolescent Services GTH-Female	32	72%	65% - 71%	1%	\$740,559	\$23,142	77
Mod	Pines HWH-Female	97	77%	74% - 76%	1%	\$1,452,076	\$14,970	78
<b>Moderate Cost</b>								
Mod	Bridges Academy-Female	68	78%	73% - 76%	2%	\$1,861,719	\$27,378	81
Mod	Leaf Recovery-Female-Substance Abuse	46	76%	70% - 74%	2%	\$1,642,268	\$35,701	79
Mod	Kelly Hall HWH	73	75%	71% - 74%	1%	\$3,024,506	\$41,432	73
<b>High Cost</b>								
Mod	Martin Boot Camp	68	75%	71% - 74%	1%	\$3,414,644	\$50,215	72
Mod	Vision Quest-Female	33	73%	66% - 72%	1%	\$1,940,485	\$58,803	70
High	Vernon Place-Female	68	79%	74% - 77%	2%	\$4,163,202	\$61,224	75
High	Florida Institute for Girls-MH	49	76%	70% - 74%	2%	\$7,907,128	\$161,370	61

\* Percentages have been rounded to the nearest whole percent

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health



**Table 24. Average Residential Programs Ranked by Program Effectiveness and Cost Categories (Without School Costs)**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	STEP (North and South)	474	61%	61% - 62%	0%	\$2,455,803	\$5,181	75
Low	Blackwater Short-Term Offender Program Camp	217	53%	54% - 55%	0%	\$1,220,799	\$5,626	75
Low	Alligator Short-Term Offender Program Camp	193	50%	51% - 52%	0%	\$1,366,852	\$7,082	75
Low	Withlacoochee Short-Term Offender (Closed)	113	66%	65% - 67%	0%	\$1,340,266	\$11,861	74
Low	Jonathan Dickinson Short-Term Offender	90	67%	65% - 68%	0%	\$1,026,601	\$11,407	74
Low	Manatee Wilderness Camp	143	52%	53% - 55%	0%	\$2,355,090	\$16,469	73
Low	Project Star GTH-Female (Closed)	68	69%	66% - 69%	0%	\$1,518,803	\$22,335	72
Low	Florida Youth Academy	57	53%	53% - 57%	0%	\$1,349,267	\$23,671	72
Low	Space Coast Residential	81	68%	66% - 69%	0%	\$1,830,897	\$22,604	72
Mod	Duval HWH	109	56%	56% - 58%	0%	\$1,636,067	\$15,010	73
Mod	Nassau HWH	99	60%	59% - 62%	0%	\$1,470,095	\$14,849	73
Mod	Leaf HWH-Female (Closed)	95	69%	67% - 70%	0%	\$1,617,688	\$17,028	73
Mod	Timberline Acad. (Stewart Marchman)-Female	168	68%	68% - 69%	0%	\$2,627,111	\$15,638	73
Mod	Terrace HWH	91	62%	61% - 64%	0%	\$1,457,774	\$16,019	73
Mod	Panther Success Center HWH	161	58%	58% - 60%	0%	\$2,748,450	\$17,071	73
Mod	Collier Drill Academy	109	67%	65% - 68%	0%	\$1,729,185	\$15,864	73
Mod	Okeechobee Redirection Camp	156	62%	61% - 63%	0%	\$2,658,187	\$17,040	73
Mod	Pensacola Boys Base	104	66%	65% - 67%	0%	\$1,861,098	\$17,895	73
Mod	Marion YDC (Career Systems)	284	52%	53% - 54%	0%	\$5,427,130	\$19,110	73
Mod	Seminole Work and Learn Center	82	56%	56% - 59%	0%	\$1,683,815	\$20,534	72
Mod	Polk HWH	92	54%	55% - 57%	0%	\$1,756,631	\$19,094	73
Mod	Falkenberg Academy	281	47%	47% - 48%	0%	\$6,040,162	\$21,495	72
Mod	Youth Development Academy (Closed)	103	57%	57% - 59%	0%	\$2,141,969	\$20,796	72
Mod	Greenville Hills Academy	402	50%	50% - 50%	0%	\$9,171,311	\$22,814	72
Mod	Leslie Peters HWH	88	55%	55% - 58%	0%	\$1,585,433	\$18,016	73
Mod	West Florida Wilderness Institute	94	70%	68% - 70%	0%	\$2,041,076	\$21,714	72
Mod	Wilson Academy-Female	100	71%	69% - 71%	0%	\$2,335,623	\$23,356	72
Mod	Crossroads Wilderness Institute	88	64%	62% - 65%	0%	\$2,056,027	\$23,364	72
Mod	Price HWH	83	57%	56% - 59%	0%	\$1,685,038	\$20,302	72
Mod	Liberty Juvenile Residential Facility	98	59%	59% - 61%	0%	\$2,348,098	\$23,960	72
Mod	Miami HWH	90	67%	65% - 68%	0%	\$2,095,673	\$23,285	72
<b>Moderate Cost</b>								
Mod	Hastings Youth Academy	336	51%	51% - 52%	0%	\$8,063,632	\$23,999	72
Low	Dade GTH	17	71%	60% - 71%	0%	\$534,310	\$31,430	70
Low	Leaf GTH-Female	35	71%	65% - 71%	0%	\$1,133,295	\$32,380	70
Low	Eckerd Youth Conservation Academy	122	57%	57% - 59%	0%	\$3,973,031	\$32,566	70
Low	Vision Quest-Female	82	66%	64% - 67%	0%	\$2,909,376	\$35,480	70
Low	Perspective GTH (Closed)	27	56%	55% - 62%	0%	\$850,203	\$31,489	70
Mod	Okaloosa Youth Academy	300	49%	49% - 50%	0%	\$7,403,739	\$24,679	72
Mod	Gulf Coast Youth Academy (Ramsey)	288	56%	56% - 57%	0%	\$8,150,323	\$28,300	71

\* Percentages have been rounded to the nearest whole percent

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

**Table 24, Continued. Average Residential Programs Ranked by Program Effectiveness and Cost Categories (Without School Costs)**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Moderate Cost, Continued</b>								
Mod	Bay Point Schools-North	64	64%	62% - 66%	0%	\$1,599,180	\$24,987	72
Mod	Bay Point Schools-West	225	70%	70% - 71%	0%	\$5,974,350	\$26,553	71
Mod	Southern Glades Youth Camp	169	64%	63% - 65%	0%	\$4,908,120	\$29,042	71
Mod	Polk Boot Camp-Female	43	53%	54% - 59%	0%	\$1,247,901	\$29,021	71
Mod	Pinellas Boot Camp	108	60%	60% - 62%	0%	\$3,415,967	\$31,629	70
Mod	Avon Park Youth Academy	385	70%	70% - 71%	0%	\$11,866,940	\$30,823	70
Mod	Polk Boot Camp-Male	151	58%	58% - 60%	0%	\$4,471,641	\$29,614	71
Mod	Bristol Youth Academy	132	65%	64% - 66%	0%	\$4,171,688	\$31,604	70
Mod	Youth Environmental Services	69	59%	58% - 62%	0%	\$2,098,181	\$30,408	71
Mod	Cannon Point Youth Academy (Closed)	76	57%	56% - 60%	0%	\$2,467,429	\$32,466	70
Mod	Eckerd Youth Challenge Program	132	54%	54% - 56%	0%	\$4,288,251	\$32,487	70
Mod	ATC Boys HWH	125	52%	52% - 54%	0%	\$4,348,554	\$34,788	70
Mod	Kingsley Center-Female	148	67%	66% - 68%	0%	\$5,031,501	\$33,997	70
Mod	ARC HWH	192	57%	57% - 58%	0%	\$6,448,351	\$33,585	70
Mod	Adolescent Therapeutic Center-Female	90	73%	71% - 73%	0%	\$3,458,246	\$38,425	69
Mod	Mandala ATC HWH-Dual Diagnosis	60	58%	58% - 62%	0%	\$2,177,948	\$36,299	69
Mod	Grove Unique Youth Services (GUYS)-MH-SA	60	68%	65% - 69%	0%	\$2,426,939	\$40,449	69
Mod	Goals Program	49	63%	61% - 66%	0%	\$1,974,465	\$40,295	69
High	Polk Youth Development Center	650	52%	52% - 53%	0%	\$18,282,291	\$28,127	71
High	CSC Intensive HWH (Bartow)	50	60%	59% - 63%	0%	\$1,387,000	\$27,740	71
High	NAFI Intensive HWH	39	54%	54% - 60%	0%	\$1,257,430	\$32,242	70
High	Sago Palms Youth Development Center	380	53%	53% - 54%	0%	\$13,312,906	\$35,034	70
High	Jackson JOCC	108	58%	58% - 60%	0%	\$4,183,769	\$38,739	69
High	Marion Intensive Treatment Facility	86	65%	64% - 66%	0%	\$3,334,577	\$38,774	69
High	NAFI Serious Habitual Offender Program	58	60%	59% - 63%	0%	\$2,414,285	\$41,626	68
High	Broward Intensive HWH	58	53%	54% - 58%	0%	\$2,235,388	\$38,541	69
High	Sago Palms Pathfinders-Substance Abuse	79	63%	62% - 65%	0%	\$3,313,891	\$41,948	68
<b>High Cost</b>								
Mod	ATC Substance Abuse HWH	84	60%	59% - 62%	0%	\$3,618,210	\$43,074	68
Low	Camp E-Tu-Makee-MH	47	53%	54% - 58%	0%	\$2,128,660	\$45,291	68
Low	Brevard GTH	32	59%	57% - 64%	0%	\$1,792,556	\$56,017	66
Low	Forestry Youth Academy	54	56%	55% - 60%	0%	\$3,211,589	\$59,474	65
Low	Camp E-Kel-Etu-MH	52	58%	57% - 61%	0%	\$3,036,341	\$58,391	65
Mod	First Step II HWH-Female	38	66%	62% - 67%	0%	\$1,683,997	\$44,316	68
Mod	Palm Beach Youth Academy (Closed)	27	56%	55% - 62%	0%	\$1,219,137	\$45,153	68
Mod	Florida Environmental Institute	35	69%	64% - 69%	0%	\$1,957,172	\$55,919	66
Mod	Thompson Academy	39	62%	59% - 65%	0%	\$2,438,998	\$62,538	65
Mod	Okaloosa HWH	43	65%	62% - 67%	0%	\$1,840,963	\$42,813	68
Mod	Eckerd "Intensive" HWH	43	67%	64% - 69%	0%	\$2,983,625	\$69,387	63
Mod	JUST Program-MH	27	70%	64% - 71%	0%	\$1,938,312	\$71,789	63
Mod	Eckerd Comprehensive Trt. MH (Closed)	28	71%	64% - 71%	0%	\$2,228,161	\$79,577	61

\* Percentages have been rounded to the nearest whole percent  
(SOP) = Sex Offender Program  
GTH = Group Treatment Home  
HWH = Halfway House

**Table 24, Continued. Average Residential Programs Ranked by Program Effectiveness and Cost Categories (Without School Costs)**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score
<b>High Cost, Continued</b>								
Mod	Gulf Academy-MH	46	67%	64% - 69%	0%	\$4,270,500	\$92,837	59
Mod	Riverside Academy-Substance Abuse	63	52%	53% - 56%	0%	\$6,590,313	\$104,608	57
High	Tiger Success Serious Habitual Offender	42	60%	58% - 63%	0%	\$2,134,367	\$50,818	67
High	Everglades YDC (Ramsey)	141	62%	62% - 64%	0%	\$7,235,448	\$51,315	67
High	Florida Youth Academy-Female	156	65%	65% - 66%	0%	\$9,053,805	\$58,037	65
High	ARC Serious Habitual Offender Program	42	57%	56% - 62%	0%	\$2,540,707	\$60,493	65
High	Eckerd Youth Development Center	242	60%	60% - 61%	0%	\$15,614,601	\$64,523	64
High	Palm Beach Youth Center (Closed)	37	59%	58% - 64%	0%	\$2,478,058	\$66,975	64
High	Dozier (SOP)	82	70%	67% - 70%	0%	\$9,152,642	\$111,618	56
High	Sago Palms (SOP)	31	65%	60% - 67%	0%	\$5,199,004	\$167,710	52
Max	Cypress Creek (JOCC)	113	66%	65% - 68%	0%	\$7,430,890	\$65,760	64
Max	Okeechobee (JOCC)	38	63%	61% - 66%	0%	\$4,562,558	\$120,067	54
Max	Omega (JOCC)	39	64%	61% - 67%	0%	\$4,781,970	\$122,615	54

\* Percentages have been rounded to the nearest whole percent

(SOP) = Sex Offender Program

GTH = Group Treatment Home

HWH = Halfway House

MH = Mental Health

**Table 25. Below Average Residential Programs Ranked by Program Effectiveness and Cost Categories (Without School Costs)**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	Myakka Short-Term Offender (Closed)	126	48%	49% - 50%	-1%	\$1,236,747	\$9,815	69
Low	Escambia River Outward Bound	112	42%	44% - 46%	-2%	\$2,389,430	\$21,334	62
Low	Peace River Outward Bound	90	41%	43% - 46%	-2%	\$1,993,551	\$22,151	62
Mod	Britt HWH	92	48%	49% - 52%	-1%	\$1,487,214	\$16,165	68
Mod	Robert E. Lee, Jr Hall HWH	91	47%	48% - 51%	-1%	\$1,443,006	\$15,857	68
Mod	CSC HWH (Bartow) (Closed)	78	53%	53% - 56%	-1%	\$1,314,000	\$16,846	68
Mod	Impact HWH	98	48%	49% - 52%	-1%	\$1,943,837	\$19,835	68
Mod	Bay Boot Camp	79	52%	53% - 56%	-1%	\$1,695,083	\$21,457	67
Mod	Volusia HWH	95	52%	52% - 55%	-1%	\$2,179,362	\$22,941	67
Mod	San Antonio Boys Village HWH	78	50%	51% - 54%	-1%	\$1,683,589	\$21,584	67
Mod	Manatee Boot Camp	88	45%	47% - 50%	-2%	\$1,718,802	\$19,532	63
Mod	Hendry HWH (Closed)	97	44%	46% - 48%	-2%	\$2,148,186	\$22,146	62
High	Hastings Youth Academy	198	47%	47% - 49%	-1%	\$4,303,204	\$21,733	67
Mod	Duval START Center	75	51%	52% - 55%	-1%	\$1,789,851	\$23,865	67
<b>Moderate Cost</b>								
Low	Rilla White Foundation Family Homes	101	56%	57% - 60%	-1%	\$3,265,433	\$32,331	65
Mod	Big Cypress Wilderness Institute	69	49%	50% - 54%	-1%	\$2,305,855	\$33,418	65
Mod	Palm Beach HWH (Closed)	62	45%	47% - 51%	-2%	\$1,843,647	\$29,736	61
Mod	Blackwater Career Development Center	55	47%	49% - 53%	-2%	\$1,937,021	\$35,219	60
High	Manatee Youth Academy	60	45%	47% - 51%	-2%	\$1,801,048	\$30,017	61
<b>High Cost</b>								
Low	Camp E-Ma-Chamee-MH	53	45%	48% - 52%	-2%	\$2,793,569	\$52,709	57
Mod	MATS HWH (Ramsey)	84	51%	52% - 55%	-1%	\$4,090,181	\$48,693	62
Mod	RAMC Mentally Challenged	42	50%	51% - 57%	-1%	\$3,146,498	\$74,917	57
High	Dozier Training School	186	49%	50% - 51%	-1%	\$11,890,046	\$63,925	59
High	Okaloosa Intensive HWH	32	47%	49% - 56%	-2%	\$2,554,050	\$79,814	52

\* Percentages have been rounded to the nearest whole percent

HWH = Halfway House

MH = Mental Health

**Table 26. Least Effective Residential Programs Ranked by Program Effectiveness and Cost Categories (Without School Costs)**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff*	Two-Year Expenditures	Cost per Completion	PAM Score
<b>Low Cost</b>								
Low	Hillsborough GTH (Closed)	56	30%	36% - 40%	-6%	\$1,094,534	\$19,545	43
Mod	Bassin House-Substance Abuse	26	42%	47% - 55%	-4%	\$443,267	\$17,049	53
<b>High Cost</b>								
Low	Camp E-How-Kee-MH	35	43%	47% - 53%	-4%	\$1,518,761	\$43,393	49
High	CSC Serious Habitual Offender Program	58	41%	44% - 48%	-3%	\$2,565,598	\$44,234	53
High	Hillsborough IRT	21	29%	39% - 49%	-11%	\$2,232,275	\$106,299	24

\* Percentages have been rounded to the nearest whole percent

GTH = Group Treatment Home

MH = Mental Health

## Conclusion

In the current age of increased accountability, government funded programs must demonstrate cost effectiveness in order to maintain support. Employing a method to compare program effectiveness and cost is an important part of ensuring that government funds are wisely allocated. The results of the PAM analyses indicate that while many programs are successfully reducing recidivism in a cost effective manner, some programs are failing to achieve these goals.

This evaluation examined youth released between July 1, 2000 and June 30, 2002 from residential juvenile justice programs. Wide variation in effectiveness and cost per successful completion were evident. PAM scores ranged from a high of 100 for Liberty Crossroads Independent Living to a low of 24 for Hillsborough Intensive Residential Treatment Program. Cost per successful completion ranged from less than \$5,800 to over \$200,000. The lowest cost per successful completion was for the STEP program, while the highest cost per successful completion was for the Sago Palms Sex Offender Program. When the percent above or below the expected success range is examined, wide variation is observed. The most effective programs (Liberty Crossroads Independent Living and Elaine Gordon Treatment Center Sex Offender Program) exceeded their expected success rate by 10%, while the least effective program (Hillsborough Intensive Residential Treatment Program) had an observed success rate that was 11 percent less than would be expected given the youth they served.

# **Appendix 1**

## **Programs Not Included in PAM Score Calculations**

## Appendix 1. Programs Not Included in PAM Score Calculations

Name of Program	2000-2001 Releases	2001-2002 Releases	Total Releases	Reason Dropped from Analysis
Boys Ranch Group Treatment Home	15	0	15	Closed in second year of PAM analysis.
UMOJA Group Treatment Home	16	0	16	Closed in second year of PAM analysis.
Akanke Group Treatment Home-Female	17	0	17	Closed in second year of PAM analysis.
Sankofa Group Treatment Home	20	0	20	Closed in second year of PAM analysis.
CATS Group Treatment Home-Female	23	0	23	Closed in second year of PAM analysis.
Charter Pinellas Treatment Center-High Risk-Female	31	0	31	Closed in second year of PAM analysis.
Panther Success Center Intensive Halfway House	32	0	32	Closed in second year of PAM analysis.
Palm Beach Work Release	36	0	36	Closed in second year of PAM analysis.
Panama Key Island Group Treatment Home	37	0	37	Closed in second year of PAM analysis.
Choices Halfway House-Female	39	0	39	Closed in second year of PAM analysis.
Dade Intensive Control	43	0	43	Closed in second year of PAM analysis.
Pompano Learning Academy	43	0	43	Closed in second year of PAM analysis.
Kingsley Center-Female	43	0	43	Closed in second year of PAM analysis.
Girls Intensive Residential Learning Services-Female	55	0	55	Closed in second year of PAM analysis.
Panther Success Center Halfway House	58	0	58	Closed in second year of PAM analysis.
Leon Drill Academy	66	0	66	Closed in second year of PAM analysis.
MATS Halfway House-Charter Behavioral	3	0	3	Less than 15 releases in 2 years and closed in second year of PAM analysis
Miami River of Life Independent Living Program-Low Risk	4	0	4	Less than 15 releases in 2 years and closed in second year of PAM analysis
AMI Host Homes	5	0	5	Less than 15 releases in 2 years and closed in second year of PAM analysis
Palm Beach Group Treatment Home	7	0	7	Less than 15 releases in 2 years and closed in second year of PAM analysis
Charter Pinellas Treatment Center-Mod Risk-Female	7	0	7	Less than 15 releases in 2 years and closed in second year of PAM analysis
Eckerd Comprehensive Treatment Program	8	0	8	Less than 15 releases in 2 years and closed in second year of PAM analysis
Agape Cove Halfway House-Female	9	0	9	Less than 15 releases in 2 years and closed in second year of PAM analysis
Seminole Success Center	9	0	9	Less than 15 releases in 2 years and closed in second year of PAM analysis
Orange County Correctional Program	0	1	1	Less than 15 releases in 2 years.
Bowling Green Juvenile Residential Facility-Female	0	1	1	Less than 15 releases in 2 years.
South Pines Low Risk	0	1	1	Less than 15 releases in 2 years.
Lakeland Girls Residential Facility	0	1	1	Less than 15 releases in 2 years.
Desoto Residential Correctional Facility-Mod Risk	0	1	1	Less than 15 releases in 2 years.



## Appendix 1. Programs Not Included in PAM Score Calculations

Name of Program	2000-2001 Releases	2001-2002 Releases	Total Releases	Reason Dropped from Analysis
Miami River Of Life Independent Living-Mod Risk-Female	1	1	2	Less than 15 releases in 2 years.
Miami River of Life Independent Living Program-Mod Risk	4	1	5	Less than 15 releases in 2 years.
Elaine Gordon Sex Offender Facility (Three Springs)	0	5	5	Less than 15 releases in 2 years.
Foster America Group Homes-Co-ed	0	6	6	Less than 15 releases in 2 years.
South Pines Mod Risk	0	8	8	Less than 15 releases in 2 years.
Florida Institute for Girls (Ramsey)	0	8	8	Less than 15 releases in 2 years.
Choices Independent Living	5	5	10	Less than 15 releases in 2 years.
Fort Pierce Group Treatment Home-Female	3	10	13	Less than 15 releases in 2 years.
Florida City Youth Center	0	13	13	Less than 15 releases in 2 years.
Jackson JOCC-Maximum Risk	0	13	13	Less than 15 releases in 2 years.
Low Risk Local Residential	10	2	12	Local residential programs and less than 15 releases in 2 years
Maximum Risk Local Residential	0	1	1	Local residential programs and less than 15 releases in 2 years.
Moderate Risk Local Residential	238	45	283	Local residential programs.
High Risk Local Residential	14	2	16	Local residential programs.

## Appendix 2

### Definitions of Terms

**Cost minimization index:** The value of the standardized measure for cost per completion, inverted (multiplied by -1) to allow lower costs to contribute positively in the PAM score. Cost is standardized by dividing the program cost per completion by the standard deviation of program cost per completion among all programs included in the report.

**Expected success range:** The expected success rate plus or minus the margin of error (the 99% confidence interval for the measure of expected success). If the observed success rate falls below the lower limit or exceeds the upper limit of the expected success range, the probability that the difference is due to random error is less than 1%.

**Expected success rate:** The average probability of success for youth released from a program, based on the risk factors for recidivism. The risk factors identified in available data as significant predictors of recidivism include the number of prior adjudications, whether a youth's most serious prior referral is a person offense, age at release, gender, race, and the geographical region in which the youth resides.

**Included programs:** Residential with at least 15 youth released between July 1, 2000 and June 30, 2002. Programs with no releases in FY 2001-2002 are excluded from PAM calculations.

**Percentage above expected success range:** The difference between the observed success rate for a program and the upper limit of the confidence interval of the expected success rate.

**Percentage below expected success range:** The difference between the observed success rate for a program and the lower limit of the confidence interval of the expected success rate.

**Percent difference:** The percent above or below the expected success range.

**Program Accountability Measures (PAM) Score:** The PAM score is calculated by summing the program cost measure (weighted by a factor of one-third) and the program effectiveness measure (weighted by a factor of two-thirds). The combined measure is then standardized and transformed into a PAM score similar to the typical grading scale where 70 is considered average.

**Program completions:** Youth in the recidivism pool plus the 40 youth who volunteered for the Forestry Youth Academy. While these youth are not included in the recidivism pool, programs are given credit for these youth in the calculations of cost per completion. The programs affected include: Terrace, Panther Success Center and Robert E. Lee, Jr. Hall Halfway Houses, Hastings Youth Academies- (Moderate and High Risk), Youth Environmental Services, Duval START Center, Polk Youth Development Center, STEP (North and South), Falkenberg and Manatee Youth Academies, Collier Drill Academy and Pinellas, Manatee, Bay and Polk (Male) Boot Camps.

**Program cost per completion:** Total expenditures for each program divided by the number of program completions for the two-year period including FY 2000-2001 and FY 2001-2002 (see definition of *program completions* above and *total expenditures* below).

**Recidivism:** A subsequent juvenile adjudication, adjudication withheld or adult conviction for an offense that occurred within one year of a youth's release from a Department of Juvenile Justice commitment program to the community or a conditional release program.

**Recidivism pool:** A pool of 15,598 youth released from residential programs to the community or a conditional release program between July 1, 2000 and June 30, 2002. Recidivism is tracked for one year after each youth's release. Therefore, a youth released on June 29, 2001 is tracked till June 28, 2002. Details of the selection of the recidivism pool can be found in the *2004 Outcome Evaluation Report* available at <http://www.djj.state.fl.us/statsnresearch>.

**Recidivism reduction effect, or program effectiveness index:** The difference between the observed success rate and the upper limit (for positive differences) or lower limit (for negative differences) of the expected success range. The difference is standardized by dividing it by the standard deviation of those differences among all programs in the report.

**Region:** One of five regions into which the youth's residing judicial circuit is categorized. The northeast region includes: Judicial Circuits 4, 5, 7, and 8. The northwest region includes: Judicial Circuits 1, 2, 3, and 14. The west region includes: Judicial Circuits 6, 10, 12, 13, and 20. The east region includes: Judicial Circuits 9, 18, and 19. The south region includes: Judicial Circuits 11, 15, 16, and 17.

**Standardization:** Conversion of the separate accountability measures to a uniform scale in order to combined them into a single measure; a process similar to converting academic grades to a scale of 100. Cost and effectiveness measures are standardized by dividing each program's value on each of the two measures by the standard deviation for the distribution of values for all included programs.

**Success rate:** The percentage of youth released from a program that do not recidivate (as defined above) within one year after release.

**Total Expenditures (Two-Year Expenditures):** DJJ expenditures plus all other sources of government funding including all state, local and federal monies and school funding, for fiscal years 2000-2001 and 2001-2002. This year alternative calculations are presented in Tables 14-26 in which school monies are excluded.

## **Appendix 3**

### **Program Risk Factors by Restrictiveness Levels, Tables 1A through 1D**

**Table 1A. Risk Factors Used to Calculate Effectiveness Measures for Low-Risk Residential Programs**

Low Risk Programs	Risk Factors													Expected Success Range	Observed Success Rate
	Pool	Average # of Recidivism Adjudicated Referrals	% of Youth Whose Most Serious Prior was a Sex Offense	Average Age at Release	% Male	% Non-White	% of Youth Whose Most Serious Prior was a Person Offense	Region							
								NW	NE	W	E	S			
Alligator Short-Term Offender Program Camp	193	3.3	2%	16.5	100%	48%	23%	9%	87%	3%	0%	1%	51% - 52%	50%	
Blackwater Short-Term Offender Program Camp	217	3.9	3%	16.5	100%	55%	43%	96%	1%	1%	0%	1%	54% - 55%	53%	
Brevard GTH	32	4.3	6%	14.0	100%	41%	47%	3%	25%	0%	66%	6%	57% - 64%	59%	
Camp E-How-Kee-MH	35	3.8	0%	15.6	100%	6%	40%	0%	54%	31%	6%	9%	47% - 53%	43%	
Camp E-Kel-Etu-MH	52	3.8	6%	15.6	100%	21%	58%	8%	65%	2%	23%	2%	57% - 61%	58%	
Camp E-Ma-Chamee-MH	53	4.2	0%	14.6	100%	30%	40%	85%	15%	0%	0%	0%	48% - 52%	45%	
Camp E-Nini-Hassee-Female-MH	26	4.3	0%	16.3	0%	19%	50%	0%	46%	23%	12%	19%	67% - 74%	77%	
Camp E-Tu-Makee-MH	47	4.2	4%	15.4	100%	23%	40%	0%	0%	47%	0%	53%	54% - 58%	53%	
Dade GTH	17	3.9	0%	14.0	100%	71%	59%	0%	0%	0%	0%	100%	60% - 71%	71%	
Eckerd Youth Conservation Academy	122	4.5	6%	16.0	100%	57%	43%	0%	1%	1%	64%	34%	57% - 59%	57%	
Escambia River Outward Bound	112	4.2	4%	15.9	100%	39%	38%	79%	16%	2%	2%	1%	44% - 46%	42%	
Florida Youth Academy	57	5.3	14%	13.7	100%	39%	68%	4%	2%	88%	0%	7%	53% - 57%	53%	
Forestry Youth Academy	54	5.3	2%	17.7	100%	39%	37%	20%	28%	52%	0%	0%	55% - 60%	56%	
Hillsborough GTH (Closed)	56	4.7	2%	13.4	100%	64%	46%	2%	0%	96%	2%	0%	36% - 40%	30%	
Jonathan Dickinson Short-Term Offender	90	3.7	1%	16.3	100%	49%	22%	2%	8%	2%	64%	23%	65% - 68%	67%	
Leaf GTH-Female	35	3.5	0%	16.4	0%	63%	63%	0%	0%	6%	29%	66%	65% - 71%	71%	
Liberty Crossroads Independent Living (Closed)	17	4.4	18%	18.1	100%	29%	47%	76%	24%	0%	0%	0%	69% - 78%	88%	
Manatee Wilderness Camp	143	4.7	5%	16.4	100%	54%	41%	0%	4%	59%	8%	29%	53% - 55%	52%	
Myakka Short-Term Offender (Closed)	126	5.2	6%	16.8	100%	46%	41%	1%	0%	93%	2%	4%	49% - 50%	48%	
Peace River Outward Bound	90	5.3	0%	14.8	100%	47%	22%	1%	0%	96%	1%	2%	43% - 46%	41%	
Perspective GTH (Closed)	27	5.0	0%	14.1	100%	74%	52%	0%	15%	4%	81%	0%	55% - 62%	56%	
Project Star GTH-Female (Closed)	68	3.8	1%	15.6	0%	35%	44%	13%	43%	41%	1%	1%	66% - 69%	69%	
Rilla White Foundation Family Homes	101	3.5	4%	15.2	68%	54%	61%	1%	98%	0%	0%	1%	57% - 60%	56%	
Space Coast Residential	81	4.9	4%	17.2	100%	36%	49%	0%	4%	0%	93%	4%	66% - 69%	68%	
STEP (North and South)	472	3.4	3%	16.6	73%	43%	40%	15%	69%	13%	2%	1%	61% - 62%	61%	
Vision Quest-Female	82	3.7	1%	16.2	0%	48%	46%	10%	33%	15%	16%	27%	64% - 67%	66%	
Visionary Adolescent Services GTH-Female	32	3.8	0%	15.6	0%	47%	41%	3%	0%	0%	66%	31%	65% - 71%	72%	
Withlacoochee Short-Term Offender (Closed)	113	3.9	1%	16.7	100%	37%	27%	3%	84%	11%	2%	1%	65% - 67%	66%	

GTH = Group Treatment Home  
HWH = Halfway House  
MH = Mental Health

**Table 1B. Risk Factors Used to Calculate Effectiveness Measures for Moderate-Risk Residential Programs**

Moderate Risk Programs	Risk Factors													Expected Success Range	Observed Success Rate
	Pool	Average # of Recidivism Adjudicated Referrals	% of Youth Whose Most Serious Prior was a Sex Offense	Average Age at Release	% Male	% Non-White	% of Youth Whose Most Serious Prior was a Person Offense	Region							
								NW	NE	W	E	S			
Adolescent Therapeutic Center-Female	90	5.4	0%	16.8	0%	44%	60%	1%	11%	8%	67%	13%	71% - 73%	73%	
Alachua HWH-Female	68	4.2	1%	16.9	0%	51%	51%	34%	50%	7%	9%	0%	77% - 80%	84%	
ARC HWH	192	5.8	5%	17.1	100%	50%	55%	1%	2%	1%	96%	1%	57% - 58%	57%	
ATC Boys HWH	125	5.9	6%	16.9	100%	34%	58%	1%	1%	0%	83%	15%	52% - 54%	52%	
ATC Substance Abuse HWH	84	4.7	5%	17.6	100%	31%	45%	11%	21%	7%	25%	36%	59% - 62%	60%	
Avon Park Youth Academy	385	5.6	2%	18.0	100%	41%	38%	0%	0%	88%	11%	1%	70% - 71%	70%	
Bassin House-Substance Abuse	26	4.1	4%	17.1	100%	19%	23%	77%	15%	0%	8%	0%	47% - 55%	42%	
Bay Behavioral Hope-Female-MH	34	4.1	3%	16.5	0%	26%	59%	94%	6%	0%	0%	0%	72% - 77%	82%	
Bay Boot Camp	77	3.5	0%	16.8	100%	45%	26%	96%	3%	1%	0%	0%	53% - 56%	52%	
Bay Point Schools-North	64	4.0	3%	17.4	100%	52%	53%	0%	0%	2%	2%	97%	62% - 66%	64%	
Bay Point Schools-West	225	4.4	4%	17.6	100%	53%	59%	0%	1%	0%	0%	99%	70% - 71%	70%	
Big Cypress Wilderness Institute	69	6.1	4%	17.3	100%	29%	41%	1%	0%	94%	1%	3%	50% - 54%	49%	
Blackwater Career Development Center	55	5.1	2%	17.7	100%	35%	36%	82%	15%	2%	0%	2%	49% - 53%	47%	
Bridges Academy-Female	68	4.6	4%	16.7	0%	62%	54%	93%	6%	1%	0%	0%	73% - 76%	78%	
Bristol Youth Academy	132	4.4	2%	17.0	100%	52%	39%	26%	51%	8%	7%	9%	64% - 66%	65%	
Britt HWH	92	6.6	10%	16.7	100%	42%	53%	0%	0%	99%	1%	0%	49% - 52%	48%	
Cannon Point Youth Academy (Closed)	76	5.6	3%	16.8	100%	43%	54%	0%	0%	1%	1%	97%	56% - 60%	57%	
Collier Drill Academy	106	3.3	2%	16.5	100%	19%	36%	0%	0%	98%	0%	2%	65% - 68%	67%	
Crossroads Wilderness Institute	88	4.7	8%	16.8	100%	32%	39%	1%	0%	95%	1%	2%	62% - 65%	64%	
CSC HWH (Bartow) (Closed)	78	5.8	1%	16.3	100%	45%	35%	0%	3%	94%	4%	0%	53% - 56%	53%	
Deborahs Way-Female (Closed)	39	3.6	0%	16.5	0%	33%	62%	8%	10%	23%	5%	54%	76% - 80%	87%	
Duval HWH	109	3.7	5%	16.8	100%	68%	48%	0%	95%	2%	1%	2%	56% - 58%	56%	
Duval START Center	74	4.1	8%	14.0	100%	58%	57%	0%	81%	1%	15%	3%	52% - 55%	51%	
Eckerd Comprehensive Trt. MH (Closed)	28	3.1	7%	16.6	100%	18%	54%	0%	96%	0%	4%	0%	64% - 71%	71%	
Eckerd "Intensive" HWH	43	6.0	14%	16.9	100%	51%	70%	0%	0%	0%	67%	33%	64% - 69%	67%	
Eckerd Youth Challenge Program	132	4.2	3%	16.6	100%	30%	42%	2%	98%	0%	1%	0%	54% - 56%	54%	
Falkenberg Academy	279	5.9	9%	16.5	100%	53%	60%	0%	0%	98%	1%	0%	47% - 48%	47%	
First Step II HWH-Female	38	5.3	3%	17.0	0%	47%	50%	3%	0%	0%	95%	3%	62% - 67%	66%	

GTH = Group Treatment Home  
 HWH = Halfway House  
 MH = Mental Health

**Table 1B, Continued. Risk Factors Used to Calculate Effectiveness Measures for Moderate-Risk Residential**

Moderate Risk Programs	Risk Factors													Expected Success Range	Observed Success Rate
	Pool	Average # of Adjudicated Referrals	% of Youth Whose Most Serious Prior was a Sex Offense	Average Age at Release	% Non-		% of Youth Whose Most Serious Prior was a Person Offense	Region							
					% Male	% White		NW	NE	W	E	S			
Florida Environmental Institute	35	6.5	3%	18.1	100%	69%	63%	17%	0%	20%	0%	63%	64% - 69%	69%	
Florida Youth Academy-Female	47	4.4	0%	16.5	0%	47%	66%	0%	26%	36%	15%	23%	73% - 77%	81%	
Francis Walker HWH-Female	54	4.2	0%	16.7	0%	46%	52%	4%	2%	2%	63%	30%	74% - 78%	81%	
Goals Program	49	5.7	2%	17.1	100%	47%	41%	2%	6%	2%	90%	0%	61% - 66%	63%	
Greenville Hills Academy	402	4.4	11%	15.5	100%	47%	61%	43%	39%	2%	16%	1%	50% - 50%	50%	
Grove Unique Youth Services (GUYS)	60	4.7	3%	17.1	100%	32%	40%	0%	2%	0%	92%	7%	65% - 69%	68%	
Gulf Academy-MH	46	5.4	0%	16.7	100%	43%	70%	4%	13%	24%	13%	46%	64% - 69%	67%	
Gulf Coast Youth Academy (Ramsey)	288	4.8	3%	16.9	100%	47%	49%	35%	29%	4%	8%	24%	56% - 57%	56%	
Hastings Youth Academy	335	5.4	6%	17.1	100%	52%	53%	2%	67%	16%	11%	4%	51% - 52%	51%	
Hendry HWH (Closed)	97	5.1	6%	15.2	100%	32%	45%	0%	2%	94%	1%	3%	46% - 48%	44%	
Impact HWH	98	4.1	13%	16.7	100%	55%	43%	1%	94%	4%	0%	1%	49% - 52%	48%	
JUST Program-MH	27	5.3	19%	16.6	100%	26%	70%	52%	48%	0%	0%	0%	64% - 71%	70%	
Kelly Hall HWH	73	5.1	4%	17.3	100%	15%	33%	0%	0%	100%	0%	0%	71% - 74%	75%	
Kingsley Center-Female	148	5.6	0%	16.5	0%	51%	59%	4%	9%	59%	5%	22%	66% - 68%	67%	
Lake Academy-Female-MH	43	4.9	2%	16.4	0%	30%	51%	16%	26%	51%	5%	2%	73% - 78%	81%	
Leaf HWH-Female (Closed)	95	4.8	0%	16.3	0%	47%	56%	0%	4%	93%	2%	1%	67% - 70%	69%	
Leaf Recovery-Female-Substance Abuse	46	4.7	0%	16.7	0%	9%	22%	9%	30%	57%	0%	4%	70% - 74%	76%	
Leslie Peters HWH	88	5.2	6%	16.9	100%	57%	52%	0%	1%	99%	0%	0%	55% - 58%	55%	
Liberty Juvenile Residential Facility	98	3.7	6%	17.1	100%	52%	45%	86%	10%	0%	2%	2%	59% - 61%	59%	
Manatee Boot Camp	76	5.3	0%	16.8	100%	54%	54%	0%	0%	100%	0%	0%	47% - 50%	45%	
Mandala ATC HWH-Dual Diagnosis	60	6.3	17%	16.2	100%	15%	70%	0%	0%	93%	3%	3%	58% - 62%	58%	
Marion YDC (Career Systems)	284	5.5	5%	16.7	100%	56%	54%	5%	21%	19%	17%	38%	53% - 54%	52%	
Martin Boot Camp	68	4.5	1%	17.1	100%	59%	47%	0%	0%	0%	47%	53%	71% - 74%	75%	
MATS HWH (Ramsey)	84	5.5	12%	16.8	100%	26%	52%	0%	0%	100%	0%	0%	52% - 55%	51%	
Miami HWH	90	4.3	4%	17.1	100%	57%	63%	0%	0%	0%	0%	100%	65% - 68%	67%	
Nassau HWH	99	3.9	7%	17.0	100%	33%	36%	2%	96%	1%	1%	0%	59% - 62%	60%	
Okaloosa HWH	43	5.2	2%	16.9	100%	49%	60%	51%	9%	2%	19%	19%	62% - 67%	65%	
Okaloosa Youth Academy	300	4.9	8%	17.0	100%	56%	47%	71%	12%	3%	4%	9%	49% - 50%	49%	

GTH = Group Treatment Home  
HWH = Halfway House  
MH = Mental Health

**Table 1B, Continued. Risk Factors Used to Calculate Effectiveness Measures for Moderate-Risk Residential**

Moderate Risk Programs	Risk Factors												Expected Success Range	Observed Success Rate
	Pool	Average # of Referrals	% of Youth Whose Most Serious Prior was a Sex Offense	Average Age at Release	% Male	% Non-White	% of Youth Whose Most Serious Prior was a Person Offense	Region						
								NW	NE	W	E	S		
Okeechobee Redirection Camp	156	4.8	3%	17.0	100%	53%	48%	1%	0%	3%	80%	17%	61% - 63%	62%
Palm Beach HWH (Closed)	62	4.9	8%	15.6	100%	71%	61%	0%	0%	3%	2%	95%	47% - 51%	45%
Palm Beach Youth Academy (Closed)	27	6.0	0%	17.4	100%	48%	41%	0%	0%	0%	0%	100%	55% - 62%	56%
Panther Success Center HWH	160	5.1	7%	16.5	100%	48%	56%	14%	77%	3%	4%	2%	58% - 60%	58%
Pensacola Boys Base	104	4.1	9%	17.3	100%	48%	42%	94%	4%	2%	0%	0%	65% - 67%	66%
Pinellas Boot Camp	101	6.8	2%	16.8	100%	35%	37%	0%	2%	97%	1%	0%	60% - 62%	60%
Pines HWH-Female	97	3.7	1%	16.3	0%	33%	54%	3%	95%	1%	1%	0%	74% - 76%	77%
Polk Boot Camp-Female	43	5.4	0%	16.8	0%	40%	42%	30%	2%	67%	0%	0%	54% - 59%	53%
Polk Boot Camp-Male	150	5.4	2%	17.1	100%	43%	43%	1%	1%	97%	1%	1%	58% - 60%	58%
Polk HWH	92	5.9	8%	16.5	100%	42%	48%	0%	0%	97%	3%	0%	55% - 57%	54%
Price HWH	83	4.7	1%	17.3	100%	34%	49%	0%	0%	98%	0%	2%	56% - 59%	57%
RAMC Mentally Challenged	42	6.6	26%	17.0	100%	60%	90%	36%	12%	24%	21%	7%	51% - 57%	50%
Riverside Academy-Substance Abuse	63	6.2	2%	17.6	100%	33%	38%	0%	0%	81%	2%	17%	53% - 56%	52%
Robert E. Lee, Jr Hall HWH	90	4.6	9%	16.8	100%	37%	49%	0%	99%	0%	1%	0%	48% - 51%	47%
San Antonio Boys Village HWH	78	6.1	5%	15.6	100%	31%	49%	0%	3%	96%	0%	1%	51% - 54%	50%
Sawmill Academy-Female	27	4.6	0%	16.5	0%	30%	56%	67%	11%	4%	11%	7%	68% - 74%	78%
Seminole Work and Learn Center	82	4.6	2%	17.0	100%	55%	44%	80%	17%	1%	1%	0%	56% - 59%	56%
Southern Glades Youth Camp	169	4.7	3%	16.8	100%	67%	63%	0%	0%	1%	2%	96%	63% - 65%	64%
Terrace HWH	90	4.3	8%	16.9	100%	26%	49%	0%	97%	2%	1%	0%	61% - 64%	62%
Thompson Academy	39	5.1	0%	16.9	100%	51%	77%	0%	0%	15%	10%	74%	59% - 65%	62%
Timberline Acad. (Stewart Marchman)-Female	168	3.9	1%	16.2	0%	38%	61%	9%	88%	0%	3%	0%	68% - 69%	68%
Vision Quest-Female	33	3.7	0%	16.6	0%	52%	52%	42%	18%	18%	18%	3%	66% - 72%	73%
Volusia HWH	95	4.7	5%	16.9	100%	42%	44%	0%	91%	2%	3%	4%	52% - 55%	52%
West Florida Wilderness Institute	94	3.8	0%	16.9	100%	36%	34%	87%	12%	0%	1%	0%	68% - 70%	70%
Wilson Academy-Female	100	4.4	0%	16.8	0%	41%	43%	1%	2%	96%	0%	1%	69% - 71%	71%
Wings-Female	36	3.7	3%	16.7	0%	58%	53%	0%	0%	0%	3%	97%	71% - 77%	81%
YMCA Character HWH-Female-Pregnancy	44	4.1	0%	17.2	0%	52%	36%	20%	14%	50%	7%	9%	73% - 78%	82%
Youth Development Academy (Closed)	103	4.6	6%	16.8	100%	25%	44%	0%	1%	95%	1%	3%	57% - 59%	57%
Youth Environmental Services	68	5.2	6%	17.2	100%	63%	43%	0%	1%	97%	1%	0%	58% - 62%	59%

GTH = Group Treatment Home  
HWH = Halfway House  
MH = Mental Health



**Table 1C. Risk Factors Used to Calculate Effectiveness Measures for High-Risk Residential Programs**

High Risk Programs	Risk Factors														Expected Success Range	Observed Success Rate
	Pool	Average # of Recidivism Adjudicated Referrals	% of Youth Whose Most Serious Prior was a Felony Sex Offense	Average Age at Release	% Non-		% of Youth Whose Most Serious Prior was a Person Offense	Region								
					Male	White		NW	NE	W	E	S				
ARC Serious Habitual Offender Program	42	7.9	14%	17.7	100%	64%	67%	0%	17%	10%	74%	0%	56% - 62%	57%		
Broward Intensive HWH	58	7.9	0%	16.9	100%	84%	74%	0%	0%	0%	7%	93%	54% - 58%	53%		
CSC Intensive HWH (Bartow)	50	7.0	6%	17.2	100%	32%	62%	0%	4%	94%	2%	0%	59% - 63%	60%		
CSC Serious Habitual Offender Program	58	8.2	10%	17.8	100%	41%	76%	0%	26%	60%	14%	0%	44% - 48%	41%		
Dozier (SOP)	82	3.9	94%	17.7	100%	35%	99%	22%	45%	9%	24%	0%	67% - 70%	70%		
Dozier Training School	186	7.5	11%	17.6	100%	51%	62%	29%	35%	12%	23%	1%	50% - 51%	49%		
Eckerd Youth Development Center	242	6.0	11%	17.6	100%	60%	72%	0%	1%	25%	12%	62%	60% - 61%	60%		
Elaine Gordon Trt. Center (SOP)	41	2.1	100%	16.9	100%	39%	100%	0%	22%	5%	17%	56%	81% - 85%	95%		
Everglades YDC (Ramsey)	141	6.2	9%	17.6	100%	67%	70%	0%	2%	11%	8%	79%	62% - 64%	62%		
Florida Institute for Girls-MH	49	4.9	4%	17.1	0%	43%	63%	14%	12%	33%	6%	35%	70% - 74%	76%		
Florida Youth Academy-Female	156	5.9	0%	17.0	0%	48%	67%	1%	29%	51%	5%	13%	65% - 66%	65%		
Hastings Youth Academy	196	6.2	10%	17.3	100%	56%	60%	13%	58%	9%	19%	1%	47% - 49%	47%		
Hillsborough IRT	21	7.4	14%	13.8	100%	76%	81%	10%	5%	33%	10%	43%	39% - 49%	29%		
Jackson (JOCC)	108	6.9	11%	17.6	100%	60%	59%	41%	29%	7%	23%	0%	58% - 60%	58%		
Jackson (JOCC) (SOP)	17	3.3	82%	17.5	100%	18%	82%	24%	53%	18%	0%	6%	66% - 76%	82%		
Manatee Adolescent Trt. (SOP) (Ramsey)	51	2.5	98%	17.0	100%	22%	98%	18%	18%	61%	2%	2%	76% - 80%	84%		
Manatee Youth Academy	58	7.7	2%	17.3	100%	57%	53%	0%	0%	98%	2%	0%	47% - 51%	45%		
Marion Intensive Treatment Facility	86	5.6	6%	17.3	100%	48%	56%	3%	94%	0%	2%	0%	64% - 66%	65%		
Monticello New Life-Female	60	5.0	0%	17.3	0%	43%	52%	52%	32%	5%	8%	3%	74% - 77%	80%		
NAFI Intensive HWH	39	5.6	8%	17.4	100%	44%	38%	72%	10%	3%	13%	3%	54% - 60%	54%		
NAFI Serious Habitual Offender Program	58	7.4	16%	17.4	100%	57%	67%	79%	16%	2%	2%	2%	59% - 63%	60%		
Okaloosa Intensive HWH	32	5.8	3%	17.4	100%	53%	50%	72%	13%	3%	13%	0%	49% - 56%	47%		
Okeechobee (JOCC) (SOP)	54	3.4	98%	17.4	100%	50%	98%	0%	19%	30%	28%	24%	75% - 78%	81%		
Orange Intensive HWH-Female	32	6.8	0%	16.6	0%	63%	56%	0%	25%	22%	31%	22%	73% - 78%	84%		
Palm Beach Youth Center (Closed)	37	7.6	16%	16.9	100%	76%	92%	0%	11%	5%	5%	78%	58% - 64%	59%		
Polk Youth Development Center	649	6.9	7%	17.6	100%	55%	60%	6%	12%	43%	27%	10%	52% - 53%	52%		
Sago Palms (SOP)	31	3.2	94%	17.1	100%	39%	100%	3%	52%	16%	6%	23%	60% - 67%	65%		
Sago Palms Pathfinders-Substance Abuse	79	6.8	3%	17.8	100%	30%	43%	1%	28%	33%	16%	22%	62% - 65%	63%		
Sago Palms Youth Development Center	380	7.0	6%	17.3	100%	62%	64%	3%	20%	22%	19%	35%	53% - 54%	53%		
South Florida Intensive HWH-Female	49	6.8	0%	16.9	0%	67%	78%	4%	0%	14%	22%	59%	73% - 77%	80%		
Three Springs (SOP)	41	3.5	93%	17.5	100%	29%	98%	12%	85%	2%	0%	0%	72% - 77%	80%		
Tiger Success Serious Habitual Offender	42	4.6	5%	17.7	100%	74%	62%	0%	100%	0%	0%	0%	58% - 63%	60%		
Vernon Place-Female	68	6.1	3%	17.4	0%	46%	60%	44%	21%	18%	13%	4%	74% - 77%	79%		

**Table 1D. Risk Factors Used to Calculate Effectiveness Measures for Maximum-Risk Residential Programs**

Maximum Risk Programs	Risk Factors														Expected Success Range	Observed Success Rate
	Recidivism Pool	Average # of Adjudicated Referrals	% of Youth Whose Most Serious Prior was a			% of Youth Whose Most Serious Prior was a			Region							
			Sex Offense	Average Age at Release	Felon	Male	Non-White	Person Offense	NW	NE	W	E	S			
														10%		
Cypress Creek (JOCC)	113	6.7	10%	18.4	100%	58%	84%	16%	22%	40%	12%	11%	65% - 68%	66%		
Okeechobee (JOCC)	38	6.2	16%	18.5	100%	68%	79%	16%	11%	16%	26%	32%	61% - 66%	63%		
Omega (JOCC)	39	7.4	13%	18.8	100%	69%	77%	8%	10%	41%	26%	15%	61% - 67%	64%		

(JOCC) = Juvenile Offender Correctional Center

## Appendix 4

### Calculating the Program Accountability Measures (PAM) Score

The calculations below are for illustrative purposes only and do not reflect the figures used in the body of the report.

1. **Calculate the program effect on recidivism.** For each program, calculate the difference between the program's success rate and the upper limit of its expected success range (if observed success is higher than expected) or the lower limit of its expected success range (if observed success is lower than expected). If the observed success rate is within the confidence interval, the difference is not statistically significant and is counted as 0. This value is referred to as the percent difference.

Program: Leaf Group Treatment Home  
 Success Rate: 87%  
 Expected success range: 74%-79%  
 Percent Difference: 87%-79% = 8%

2. **Calculate the program cost per successful completion** by dividing total expenditures<sup>4</sup> by the total number of successful completions during the period being tracked.

Cost Per Successful Completion:  $\$1,168,187 / 31 = \$37,683$

3. **Standardize.** To standardize the program percent differences, calculate the average percent difference for all the programs. Then, for each program, subtract this average percent difference from the program's percent difference, and divide by the standard deviation of the percent difference.

$$Z_{\text{success}} = (8\% - 0.452\%) / 3.26 = 2.32 \quad \left\{ \begin{array}{l} \text{Mean: } 0.452\% \\ \text{Standard deviation: } 3.26 \end{array} \right.$$

Note: The top-scoring program had a program effect that was more than three standard deviations above the mean and was given a maximum z score of 3.

To calculate the cost difference for each program, subtract the program's cost per successful completion (in this example, \$37,683) from the mean program cost per successful completion (in this example, \$35,146).

$$\text{Cost Difference} = \$35,146 - \$37,683 = -\$2,537$$

Standardize this difference by subtracting the mean cost difference for all programs from the program's cost difference, and divide by the standard deviation.

$$Z_{\text{cost}} = (-\$2,537 - (-\$8,856)) / \$32,520 = 0.19 \quad \left\{ \begin{array}{l} \text{Mean: } -\$8,856 \\ \text{Standard deviation: } \$32,520 \end{array} \right.$$

Note: Any program having a cost per successful completion that was 3 standard deviations or more above/below the mean cost per youth was given a standardized cost score of +/-3.

<sup>4</sup> Total expenditures are defined as DJJ program expenditures and all other sources of government funding including all state, local school board, and federal monies received during the two-year period between July 1, 2000 and June 30, 2002.

4. **Add the z-scores together** with a factor of 2/3 for the recidivism component and 1/3 for the cost.

$$\text{PAM Index} = 2/3 \times Z_{\text{success}} + 1/3 \times (Z_{\text{cost}}) = 1.54 + (0.06) = 1.60$$

5. **Standardize sum of component z-scores.** For standardization, subtract the mean PAM Index value from the program PAM Index value, and divide by the standard deviation.

$$Z = (1.60 - 0.008) / 0.57 = 2.80$$

$$\left\{ \begin{array}{l} \text{PAM Index average: } 0.008 \\ \text{PAM Index standard deviation: } 0.57 \end{array} \right.$$

6. **Translate** into a distribution with an average of 70 and a standard deviation of 10, modeled after academic "A"- "F" grades.

$$\text{PAM Score} = (2.80 \times 10) + 70 = 98$$

$$\left\{ \begin{array}{l} \text{PAM Score average: } 70 \\ \text{PAM Score standard deviation: } 10 \end{array} \right.$$

## **Appendix 5**

### **PAM Scores and Program Expenditures With and Without School Funding by Provider**

## Appendix 5. Residential Programs Listed by Provider

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Two-Year Expenditures (w/o school \$)	Cost per Completion	Cost per Completion (w/o school \$)	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Agency for Community Treatment Services</b>													
Low	Hillsborough GTH (Closed)	56	30%	36% - 40%	-6%	\$1,574,115	\$1,094,534	\$28,109	\$19,545	43	43	Least	Low
<b>Associated Marine Institutes, Inc.</b>													
Mod	Big Cypress Wilderness Institute	69	49%	50% - 54%	-1%	\$2,733,503	\$2,305,855	\$39,616	\$33,418	65	65	Below	Moderate
Mod	Crossroads Wilderness Institute	88	64%	62% - 65%	0%	\$2,455,265	\$2,056,027	\$27,901	\$23,364	72	72	Average	Low
Mod	Florida Environmental Institute	35	69%	64% - 69%	0%	\$2,297,789	\$1,957,172	\$65,651	\$55,919	66	66	Average	High
Low	Space Coast Residential	81	68%	66% - 69%	0%	\$2,238,125	\$1,830,897	\$27,631	\$22,604	72	72	Average	Low
Mod	West Florida Wilderness Institute	94	70%	68% - 70%	0%	\$2,521,304	\$2,041,076	\$26,822	\$21,714	72	72	Average	Low
Mod	Wings-Female	36	81%	71% - 77%	4%	\$1,111,803	\$887,308	\$30,883	\$24,647	91	91	High	Moderate
Mod	Youth Environmental Services	69	59%	58% - 62%	0%	\$2,616,415	\$2,098,181	\$37,919	\$30,408	70	71	Average	Moderate
<b>Bay County Sheriff's Department</b>													
Mod	Bay Boot Camp	79	52%	53% - 56%	-1%	\$2,032,706	\$1,695,083	\$25,730	\$21,457	67	67	Below	Low
<b>Bay Point Schools, Inc.</b>													
Mod	Bay Point Schools-North	64	64%	62% - 66%	0%	\$2,123,856	\$1,599,180	\$33,185	\$24,987	71	72	Average	Moderate
Mod	Bay Point Schools-West	225	70%	70% - 71%	0%	\$7,527,807	\$5,974,350	\$33,457	\$26,553	71	71	Average	Moderate
<b>Brown Schools of Florida</b>													
High	Elaine Gordon Trt. Center (SOP)	41	95%	81% - 85%	10%	\$4,626,769	\$3,606,043	\$112,848	\$87,952	93	95	High	High
<b>Career Systems Development Corp.</b>													
High	Marion Intensive Treatment Facility	86	65%	64% - 66%	0%	\$4,013,323	\$3,334,577	\$46,667	\$38,774	69	69	Average	Moderate
Mod	Marion YDC (Career Systems)	284	52%	53% - 54%	0%	\$6,624,784	\$5,427,130	\$23,327	\$19,110	73	73	Average	Low
Mod	Nassau HWH	99	60%	59% - 62%	0%	\$1,845,713	\$1,470,095	\$18,644	\$14,849	73	73	Average	Low
Mod	Okeechobee Redirection Camp	156	62%	61% - 63%	0%	\$3,439,341	\$2,658,187	\$22,047	\$17,040	73	73	Average	Low
<b>Center for Drug Free Living, Inc.</b>													
Mod	Adolescent Therapeutic Center-Female	90	73%	71% - 73%	0%	\$3,817,458	\$3,458,246	\$42,416	\$38,425	70	69	Average	Moderate
Mod	ARC HWH	192	57%	57% - 58%	0%	\$7,875,727	\$6,448,351	\$41,019	\$33,585	70	70	Average	Moderate
High	ARC Serious Habitual Offender Program	42	57%	56% - 62%	0%	\$2,740,270	\$2,540,707	\$65,245	\$60,493	66	65	Average	High
Mod	ATC Boys HWH	125	52%	52% - 54%	0%	\$4,867,415	\$4,348,554	\$38,939	\$34,788	70	70	Average	Moderate
Mod	ATC Substance Abuse HWH	84	60%	59% - 62%	0%	\$4,017,334	\$3,618,210	\$47,825	\$43,074	69	68	Average	Moderate
Low	Brevard GTH	32	59%	57% - 64%	0%	\$2,102,321	\$1,792,556	\$65,698	\$56,017	66	66	Average	High

\* Percentages have been rounded to the nearest whole percent

## Appendix 5, Continued. Residential Programs Listed by Provider

Level	Program Name	Observed Success Rate N	Expected Success Range	Percent Diff *	Two-Year Expenditures	Two-Year Expenditures (w/o school \$)	Cost per Completion	Cost per Completion (w/o school \$)	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Coastal Recovery, Inc.</b>												
Mod	Kelly Hall HWH	73	75%	71% - 74%	1%	\$3,329,211	\$3,024,506	\$45,606	\$41,432	74	73	Effective Moderate
<b>Collier County Sheriff's Department</b>												
Mod	Collier Drill Academy	109	67%	65% - 68%	0%	\$2,325,837	\$1,729,185	\$21,338	\$15,864	73	73	Average Low
<b>Correctional Services Corporation</b>												
Mod	CSC HWH (Bartow) (Closed)	78	53%	53% - 56%	-1%	\$1,789,799	\$1,314,000	\$22,946	\$16,846	68	68	Below Low
High	CSC Intensive HWH (Bartow)	50	60%	59% - 63%	0%	\$1,756,284	\$1,387,000	\$35,126	\$27,740	71	71	Average Moderate
High	CSC Serious Habitual Offender Program	58	41%	44% - 48%	-3%	\$3,119,523	\$2,565,598	\$53,785	\$44,234	53	53	Least High
Mod	Okaloosa HWH	43	65%	62% - 67%	0%	\$2,962,639	\$1,840,963	\$68,899	\$42,813	65	68	Average High
High	Okaloosa Intensive HWH	32	47%	49% - 56%	-2%	\$3,675,726	\$2,554,050	\$114,866	\$79,814	48	52	Below High
High	Polk Youth Development Center	650	52%	52% - 53%	0%	\$20,697,762	\$18,282,291	\$31,843	\$28,127	71	71	Average Moderate
<b>Corrections Corporation of America</b>												
Max	Okeechobee (JOCC)	38	63%	61% - 66%	0%	\$5,160,549	\$4,562,558	\$135,804	\$120,067	55	54	Average High
High	Okeechobee (JOCC) (SOP)	54	81%	75% - 78%	3%	\$5,573,671	\$4,975,680	\$103,216	\$92,142	75	74	High High
<b>DISC Village, Inc.</b>												
Mod	Bassin House-Substance Abuse	26	42%	47% - 55%	-4%	\$495,922	\$443,267	\$19,074	\$17,049	54	53	Least Low
Mod	Greenville Hills Academy	402	50%	50% - 50%	0%	\$10,370,825	\$9,171,311	\$25,798	\$22,814	72	72	Average Low
Mod	JUST Program-MH	27	70%	64% - 71%	0%	\$2,217,907	\$1,938,312	\$82,145	\$71,789	63	63	Average High
Mod	RAMC Mentally Challenged	42	50%	51% - 57%	-1%	\$3,433,985	\$3,146,498	\$81,762	\$74,917	58	57	Below High
<b>Eckerd Youth Alternatives, Inc.</b>												
Low	Camp E-How-Kee-MH	35	43%	47% - 53%	-4%	\$1,871,266	\$1,518,761	\$53,465	\$43,393	48	49	Least High
Low	Camp E-Kel-Etu-MH	52	58%	57% - 61%	0%	\$3,679,727	\$3,036,341	\$70,764	\$58,391	65	65	Average High
Low	Camp E-Ma-Chamee-MH	53	45%	48% - 52%	-2%	\$3,417,247	\$2,793,569	\$64,476	\$52,709	56	57	Below High
Low	Camp E-Nini-Hassee-Female-MH	26	77%	67% - 74%	3%	\$1,833,411	\$1,487,975	\$70,516	\$57,230	80	80	High High
Low	Camp E-Tu-Makee-MH	47	53%	54% - 58%	0%	\$2,577,274	\$2,128,660	\$54,836	\$45,291	68	68	Average High
Mod	Eckerd Comprehensive Trt. MH (Closed)	28	71%	64% - 71%	0%	\$2,639,522	\$2,228,161	\$94,269	\$79,577	61	61	Average High
Mod	Eckerd "Intensive" HWH	43	67%	64% - 69%	0%	\$3,419,187	\$2,983,625	\$79,516	\$69,387	64	63	Average High
Mod	Eckerd Youth Challenge Program	132	54%	54% - 56%	0%	\$5,110,339	\$4,288,251	\$38,715	\$32,487	70	70	Average Moderate
Low	Eckerd Youth Conservation Academy	122	57%	57% - 59%	0%	\$4,771,732	\$3,973,031	\$39,113	\$32,566	70	70	Average Moderate

\* Percentages have been rounded to the nearest whole percent

(SOP) = Sex Offender Program

## Appendix 5, Continued. Residential Programs Listed by Provider

Level	Program Name	Observed Success N	Expected Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Two-Year Expenditures (w/o school \$)	Cost per Completion	Cost per Completion (w/o school \$)	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Eckerd Youth Alternatives, Inc., Continued</b>													
High	Eckerd Youth Development Center	242	60%	60% - 61%	0%	\$17,547,844	\$15,614,601	\$72,512	\$64,523	65	64	Average	High
High	Vernon Place-Female	68	79%	74% - 77%	2%	\$4,813,967	\$4,163,202	\$70,794	\$61,224	75	75	Effective	High
<b>First Step Adolescent Services, Inc.</b>													
Mod	First Step II HWH-Female	38	66%	62% - 67%	0%	\$1,931,268	\$1,683,997	\$50,823	\$44,316	68	68	Average	High
Low	Visionary Adolescent Services GTH-Female	32	72%	65% - 71%	1%	\$740,559	\$740,559	\$23,142	\$23,142	77	77	Effective	Low
<b>Florida Department of Agriculture</b>													
Low	Forestry Youth Academy	54	56%	55% - 60%	0%	\$3,616,210	\$3,211,589	\$66,967	\$59,474	66	65	Average	High
<b>Florida Department of Juvenile Justice</b>													
Mod	Alachua HWH-Female	68	84%	77% - 80%	4%	\$1,926,660	\$1,666,060	\$28,333	\$24,501	91	91	High	Low
Low	Alligator Short-Term Offender Program Camp	193	50%	51% - 52%	0%	\$1,538,249	\$1,366,852	\$7,970	\$7,082	75	75	Average	Low
Low	Blackwater Short-Term Offender Program Camp	217	53%	54% - 55%	0%	\$1,427,571	\$1,220,799	\$6,579	\$5,626	75	75	Average	Low
Mod	Britt HWH	92	48%	49% - 52%	-1%	\$1,832,083	\$1,487,214	\$19,914	\$16,165	68	68	Below	Low
High	Broward Intensive HWH	58	53%	54% - 58%	0%	\$2,777,369	\$2,235,388	\$47,886	\$38,541	69	69	Average	Moderate
High	Dozier (SOP)	82	70%	67% - 70%	0%	\$10,734,087	\$9,152,642	\$130,904	\$111,618	56	56	Average	High
High	Dozier Training School	186	49%	50% - 51%	-1%	\$14,104,070	\$11,890,046	\$75,828	\$63,925	59	59	Below	High
Mod	Duval HWH	109	56%	56% - 58%	0%	\$2,020,531	\$1,636,067	\$18,537	\$15,010	73	73	Average	Low
Mod	Duval START Center	75	51%	52% - 55%	-1%	\$2,214,783	\$1,789,851	\$29,530	\$23,865	67	67	Below	Moderate
Mod	Falkenberg Academy	281	47%	47% - 48%	0%	\$7,151,556	\$6,040,162	\$25,450	\$21,495	72	72	Average	Low
Mod	Francis Walker HWH-Female	54	81%	74% - 78%	4%	\$1,799,484	\$1,459,977	\$33,324	\$27,037	90	91	High	Moderate
High	Jackson (JOCC)	108	58%	58% - 60%	0%	\$5,015,320	\$4,183,769	\$46,438	\$38,739	69	69	Average	Moderate
High	Jackson (JOCC) (SOP)	17	82%	66% - 76%	6%	\$3,532,061	\$2,977,694	\$207,768	\$175,158	81	81	High	High
Mod	Leslie Peters HWH	88	55%	55% - 58%	0%	\$2,311,162	\$1,585,433	\$26,263	\$18,016	72	73	Average	Low
Mod	Miami HWH	90	67%	65% - 68%	0%	\$2,700,341	\$2,095,673	\$30,004	\$23,285	72	72	Average	Moderate
Low	Myakka Short-Term Offender (Closed)	126	48%	49% - 50%	-1%	\$1,476,624	\$1,236,747	\$11,719	\$9,815	70	69	Below	Low
High	Orange Intensive HWH-Female	32	84%	73% - 78%	6%	\$2,457,358	\$1,839,486	\$76,792	\$57,484	93	95	High	High
Mod	Palm Beach HWH (Closed)	62	45%	47% - 51%	-2%	\$2,337,374	\$1,843,647	\$37,700	\$29,736	61	61	Below	Moderate
Mod	Pensacola Boys Base	104	66%	65% - 67%	0%	\$2,362,251	\$1,861,098	\$22,714	\$17,895	73	73	Average	Low
Mod	Polk HWH	92	54%	55% - 57%	0%	\$2,159,676	\$1,756,631	\$23,475	\$19,094	73	73	Average	Low

\* Percentages have been rounded to the nearest whole percent

(SOP) = Sex Offender Program



## Appendix 5, Continued. Residential Programs Listed by Provider

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Two-Year Expenditures (w/o school \$)	Cost per Completion	Cost per Completion (w/o school \$)	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Florida Department of Juvenile Justice, Continued</b>													
Mod	Price HWH	83	57%	56% - 59%	0%	\$2,332,615	\$1,685,038	\$28,104	\$20,302	72	72	Average	Low
Mod	Volusia HWH	95	52%	52% - 55%	-1%	\$2,683,877	\$2,179,362	\$28,251	\$22,941	67	67	Below	Low
Low	Withlacochee Short-Term Offender (Closed)	113	66%	65% - 67%	0%	\$1,553,698	\$1,340,266	\$13,750	\$11,861	74	74	Average	Low
<b>Florida Sheriff's Youth Ranch</b>													
Low	Project Star GTH-Female (Closed)	68	69%	66% - 69%	0%	\$1,748,841	\$1,518,803	\$25,718	\$22,335	72	72	Average	Low
<b>Florida Youth Academy</b>													
Low	Florida Youth Academy	57	53%	53% - 57%	0%	\$1,513,496	\$1,349,267	\$26,553	\$23,671	72	72	Average	Low
High	Florida Youth Academy-Female	156	65%	65% - 66%	0%	\$10,009,082	\$9,053,805	\$64,161	\$58,037	66	65	Average	High
Mod	Florida Youth Academy-Female	47	81%	73% - 77%	3%	\$1,571,298	\$1,441,352	\$33,432	\$30,667	86	85	High	Moderate
Mod	Wilson Academy-Female	100	71%	69% - 71%	0%	\$2,746,101	\$2,335,623	\$27,461	\$23,356	72	72	Average	Low
<b>Gateway Community Services, Inc.</b>													
Mod	Impact HWH	98	48%	49% - 52%	-1%	\$2,303,082	\$1,943,837	\$23,501	\$19,835	68	68	Below	Low
<b>Harbor Behavioral Health Care Inc.</b>													
Mod	Mandala ATC HWH-Dual Diagnosis	60	58%	58% - 62%	0%	\$2,616,333	\$2,177,948	\$43,606	\$36,299	69	69	Average	Moderate
<b>Henry and Rilla White Foundation</b>													
Low	Rilla White Foundation Family Homes	101	56%	57% - 60%	-1%	\$3,265,433	\$3,265,433	\$32,331	\$32,331	66	65	Below	Moderate
<b>Hurricane Island Outward Bound</b>													
Low	Escambia River Outward Bound	112	42%	44% - 46%	-2%	\$2,847,546	\$2,389,430	\$25,425	\$21,334	62	62	Below	Low
Low	Manatee Wilderness Camp	143	52%	53% - 55%	0%	\$2,886,767	\$2,355,090	\$20,187	\$16,469	73	73	Average	Low
Low	Peace River Outward Bound	90	41%	43% - 46%	-2%	\$2,449,664	\$1,993,551	\$27,218	\$22,151	62	62	Below	Low
Low	STEP (North and South)	474	61%	61% - 62%	0%	\$2,724,115	\$2,455,803	\$5,747	\$5,181	75	75	Average	Low
<b>Keystone Education and Youth Services</b>													
Mod	Bay Behavioral Hope-Female-MH	34	82%	72% - 77%	5%	\$3,311,198	\$3,034,099	\$97,388	\$89,238	85	84	High	High
Mod	Bristol Youth Academy	132	65%	64% - 66%	0%	\$4,903,171	\$4,171,688	\$37,145	\$31,604	70	70	Average	Moderate
Low	Liberty Crossroads Independent Living (Closed)	17	88%	69% - 78%	10%	\$125,775	\$125,775	\$7,399	\$7,399	100	100	High	Low
Mod	Palm Beach Youth Academy (Closed)	27	56%	55% - 62%	0%	\$1,678,560	\$1,219,137	\$62,169	\$45,153	66	68	Average	High
<b>Liberty Crossroads Wilderness</b>													
Mod	Liberty Juvenile Residential Facility	98	59%	59% - 61%	0%	\$2,769,860	\$2,348,098	\$28,264	\$23,960	72	72	Average	Low

\* Percentages have been rounded to the nearest whole percent

(SOP) = Sex Offender Program

**Appendix 5, Continued. Residential Programs Listed by Provider**

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Two-Year Expenditures (w/o school \$)	Cost per Completion	Cost per Completion (w/o school \$)	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Manatee County Sheriff's Office</b>													
High	Manatee Youth Academy	60	45%	47% - 51%	-2%	\$2,097,062	\$1,801,048	\$34,951	\$30,017	61	61	Below	Moderate
Max	Omega (JOCC)	39	64%	61% - 67%	0%	\$5,373,998	\$4,781,970	\$137,795	\$122,615	55	54	Average	High
Mod	Manatee Boot Camp	88	45%	47% - 50%	-2%	\$2,074,018	\$1,718,802	\$23,568	\$19,532	63	63	Below	Low
<b>Martin County Sheriff's Department</b>													
Mod	Martin Boot Camp	68	75%	71% - 74%	1%	\$4,358,440	\$3,414,644	\$64,095	\$50,215	71	72	Effective	High
<b>Miami River of Life, Inc.</b>													
Low	Dade GTH	17	71%	60% - 71%	0%	\$620,269	\$534,310	\$36,486	\$31,430	70	70	Average	Moderate
<b>North American Family Institute, Inc.</b>													
Mod	Hendry HWH (Closed)	97	44%	46% - 48%	-2%	\$2,748,533	\$2,148,186	\$28,335	\$22,146	62	62	Below	Low
Mod	Sawmill Academy-Female	27	78%	68% - 74%	3%	\$1,037,783	\$1,009,743	\$38,436	\$37,398	85	84	High	Moderate
Mod	Youth Development Academy (Closed)	103	57%	57% - 59%	0%	\$2,643,936	\$2,141,969	\$25,669	\$20,796	72	72	Average	Low
High	Monticello New Life-Female	60	80%	74% - 77%	3%	\$2,994,031	\$2,532,691	\$49,901	\$42,212	83	83	High	High
High	NAFI Intensive HWH	39	54%	54% - 60%	0%	\$1,442,292	\$1,257,430	\$36,982	\$32,242	70	70	Average	Moderate
High	NAFI Serious Habitual Offender Program	58	60%	59% - 63%	0%	\$2,735,987	\$2,414,285	\$47,172	\$41,626	69	68	Average	Moderate
<b>Personal Enrichment through MH</b>													
Mod	Leaf HWH-Female (Closed)	95	69%	67% - 70%	0%	\$1,823,745	\$1,617,688	\$19,197	\$17,028	73	73	Average	Low
Low	Leaf GTH-Female	35	71%	65% - 71%	0%	\$1,357,177	\$1,133,295	\$38,776	\$32,380	70	70	Average	Moderate
Mod	Leaf Recovery-Female-Substance Abuse	46	76%	70% - 74%	2%	\$1,809,382	\$1,642,268	\$39,334	\$35,701	80	79	Effective	Moderate
<b>Perspective Management</b>													
Low	Perspective GTH (Closed)	27	56%	55% - 62%	0%	\$1,102,128	\$850,203	\$40,820	\$31,489	70	70	Average	Moderate
<b>Pinellas County Sheriff's Office</b>													
Mod	Pinellas Boot Camp	108	60%	60% - 62%	0%	\$3,886,351	\$3,415,967	\$35,985	\$31,629	71	70	Average	Moderate
<b>Polk County Sheriff's Department</b>													
Mod	Polk Boot Camp-Female	43	53%	54% - 59%	0%	\$1,541,478	\$1,247,901	\$35,848	\$29,021	71	71	Average	Moderate
Mod	Polk Boot Camp-Male	151	58%	58% - 60%	0%	\$5,523,626	\$4,471,641	\$36,580	\$29,614	70	71	Average	Moderate
<b>Psychotherapeutic Juvenile Services</b>													
Mod	Cannon Point Youth Academy (Closed)	76	57%	56% - 60%	0%	\$2,889,952	\$2,467,429	\$38,026	\$32,466	70	70	Average	Moderate
High	South Florida Intensive HWH-Female	49	80%	73% - 77%	3%	\$2,463,083	\$2,093,085	\$50,267	\$42,716	83	83	High	High

\* Percentages have been rounded to the nearest whole percent

(SOP) = Sex Offender Program

## Appendix 5, Continued. Residential Programs Listed by Provider

Level	Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Two-Year Expenditures (w/o school \$)	Cost per Completion	Cost per Completion (w/o school \$)	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Psychotherapeutic Juvenile Services</b>													
Mod	Thompson Academy	39	62%	59% - 65%	0%	\$2,613,408	\$2,438,998	\$67,010	\$62,538	66	65	Average	High
<b>Ramsay Youth Services</b>													
High	Everglades YDC (Ramsey)	141	62%	62% - 64%	0%	\$8,532,186	\$7,235,448	\$60,512	\$51,315	67	67	Average	High
High	Florida Institute for Girls-MH	49	76%	70% - 74%	2%	\$8,784,484	\$7,907,128	\$179,275	\$161,370	61	61	Effective	High
Mod	Gulf Coast Youth Academy (Ramsey)	288	56%	56% - 57%	0%	\$9,012,258	\$8,150,323	\$31,293	\$28,300	71	71	Average	Moderate
Mod	Kingsley Center-Female	148	67%	66% - 68%	0%	\$5,895,697	\$5,031,501	\$39,836	\$33,997	70	70	Average	Moderate
High	Manatee Adolescent Trt. (SOP) (Ramsey)	51	84%	76% - 80%	5%	\$4,423,324	\$4,021,153	\$86,732	\$78,846	87	86	High	High
Mod	MATS HWH (Ramsey)	84	51%	52% - 55%	-1%	\$4,664,710	\$4,090,181	\$55,532	\$48,693	63	62	Below	High
Mod	Okaloosa Youth Academy	300	49%	49% - 50%	0%	\$9,061,302	\$7,403,739	\$30,204	\$24,679	71	72	Average	Moderate
Mod	Southern Glades Youth Camp	169	64%	63% - 65%	0%	\$5,886,245	\$4,908,120	\$34,830	\$29,042	71	71	Average	Moderate
<b>San Antonio Boys Village, Inc.</b>													
Mod	San Antonio Boys Village HWH	78	50%	51% - 54%	-1%	\$2,207,905	\$1,683,589	\$28,306	\$21,584	67	67	Below	Low
<b>Sarasota Family YMCA</b>													
Mod	YMCA Character HWH-Female-Pregnancy	44	82%	73% - 78%	4%	\$1,801,938	\$1,478,000	\$40,953	\$33,591	89	90	High	Moderate
<b>Securicor New Century</b>													
Mod	Avon Park Youth Academy	385	70%	70% - 71%	0%	\$13,966,711	\$11,866,940	\$36,277	\$30,823	71	70	Average	Moderate
High	Hastings Youth Academy	198	47%	47% - 49%	-1%	\$4,993,638	\$4,303,204	\$25,220	\$21,733	67	67	Below	Low
Mod	Hastings Youth Academy	336	51%	51% - 52%	0%	\$9,338,281	\$8,063,632	\$27,793	\$23,999	72	72	Average	Low
High	Sago Palms Pathfinders-Substance Abuse	79	63%	62% - 65%	0%	\$4,048,119	\$3,313,891	\$51,242	\$41,948	68	68	Average	High
High	Sago Palms (SOP)	31	65%	60% - 67%	0%	\$6,696,994	\$5,199,004	\$216,032	\$167,710	52	52	Average	High
High	Sago Palms Youth Development Center	380	53%	53% - 54%	0%	\$17,050,986	\$13,312,906	\$44,871	\$35,034	69	70	Average	Moderate
<b>South Florida Jail Ministries</b>													
Mod	Deborahs Way-Female (Closed)	39	87%	76% - 80%	7%	\$2,898,771	\$2,520,459	\$74,327	\$64,627	99	98	High	High
<b>Stewart Marchman Center</b>													
Mod	Pines HWH-Female	97	77%	74% - 76%	1%	\$1,718,798	\$1,452,076	\$17,720	\$14,970	78	78	Effective	Low
Mod	Robert E. Lee, Jr Hall HWH	91	47%	48% - 51%	-1%	\$1,844,663	\$1,443,006	\$20,271	\$15,857	68	68	Below	Low
Mod	Terrace HWH	91	62%	61% - 64%	0%	\$1,835,905	\$1,457,774	\$20,175	\$16,019	73	73	Average	Low
Mod	Timberline Acad. (Stewart Marchman)-Female	168	68%	68% - 69%	0%	\$3,376,407	\$2,627,111	\$20,098	\$15,638	73	73	Average	Low

\* Percentages have been rounded to the nearest whole percent

(SOP) = Sex Offender Program

## Appendix 5, Continued. Residential Programs Listed by Provider

Level	Program Name	Observed Success N	Expected Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Two-Year Expenditures (w/o school \$)	Cost per Completion	Cost per Completion (w/o school \$)	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Sunshine Youth Services</b>													
Mod	Lake Academy-Female-MH	43	81%	73% - 78%	4%	\$4,724,491	\$4,414,570	\$109,872	\$102,664	78	77	High	High
Mod	Gulf Academy-MH	46	67%	64% - 69%	0%	\$4,747,300	\$4,270,500	\$103,202	\$92,837	60	59	Average	High
Mod	Riverside Academy-Substance Abuse	63	52%	53% - 56%	0%	\$7,182,375	\$6,590,313	\$114,006	\$104,608	58	57	Average	High
<b>The Grove Counseling Center, Inc.</b>													
Mod	Goals Program	49	63%	61% - 66%	0%	\$2,399,958	\$1,974,465	\$48,979	\$40,295	69	69	Average	Moderate
Mod	Grove Unique Youth Services (GUYS)	60	68%	65% - 69%	0%	\$2,738,967	\$2,426,939	\$45,649	\$40,449	69	69	Average	Moderate
<b>Three Springs, Inc.</b>													
High	Three Springs (SOP)	41	80%	72% - 77%	4%	\$4,189,480	\$3,613,500	\$102,182	\$88,134	80	79	High	High
<b>University of West Florida</b>													
Mod	Blackwater Career Development Center	55	47%	49% - 53%	-2%	\$2,269,576	\$1,937,021	\$41,265	\$35,219	60	60	Below	Moderate
<b>Vision Quest</b>													
Low	Vision Quest-Female	82	66%	64% - 67%	0%	\$3,254,518	\$2,909,376	\$39,689	\$35,480	70	70	Average	Moderate
Mod	Vision Quest-Female	33	73%	66% - 72%	1%	\$2,117,910	\$1,940,485	\$64,179	\$58,803	71	70	Effective	High
<b>Youth Services International, Inc.</b>													
Max	Cypress Creek (JOCC)	113	66%	65% - 68%	0%	\$8,441,957	\$7,430,890	\$74,708	\$65,760	64	64	Average	High
Mod	Bridges Academy-Female	68	78%	73% - 76%	2%	\$2,150,672	\$1,861,719	\$31,628	\$27,378	81	81	Effective	Moderate
High	Hillsborough IRT	21	29%	39% - 49%	-11%	\$2,722,547	\$2,232,275	\$129,645	\$106,299	24	24	Least	High
<b>Youthtrack, Inc.</b>													
High	Palm Beach Youth Center (Closed)	37	59%	58% - 64%	0%	\$2,854,532	\$2,478,058	\$77,150	\$66,975	64	64	Average	High
High	Tiger Success Serious Habitual Offender	42	60%	58% - 63%	0%	\$2,357,550	\$2,134,367	\$56,132	\$50,818	67	67	Average	High
Low	Jonathan Dickinson Short-Term Offender	90	67%	65% - 68%	0%	\$1,317,247	\$1,026,601	\$14,636	\$11,407	74	74	Average	Low
Mod	Panther Success Center HWH	161	58%	58% - 60%	0%	\$3,321,216	\$2,748,450	\$20,629	\$17,071	73	73	Average	Low
Mod	Seminole Work and Learn Center	82	56%	56% - 59%	0%	\$1,921,221	\$1,683,815	\$23,430	\$20,534	73	72	Average	Low

\* Percentages have been rounded to the nearest whole percent

(SOP) = Sex Offender Program

## **Appendix 6**

### **Residential Programs Listed by Program Group**

**Appendix 6. Residential Programs Listed by Program Group**

Level	Program Group/Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Family Group Homes</b>											
Low	Rilla White Foundation Family Homes	101	56%	57% - 60%	-1%	\$3,265,433	\$32,331	66	65	Below	Moderate
<b>Forestry Youth Academy</b>											
Low	Forestry Youth Academy	54	56%	55% - 60%	0%	\$3,616,210	\$66,967	66	65	Average	High
<b>Group Treatment Homes-Male</b>											
Low	Dade GTH	17	71%	60% - 71%	0%	\$620,269	\$36,486	70	70	Average	Moderate
Low	Perspective GTH (Closed)	27	56%	55% - 62%	0%	\$1,102,128	\$40,820	70	70	Average	Moderate
Low	Brevard GTH	32	59%	57% - 64%	0%	\$2,102,321	\$65,698	66	66	Average	High
Low	Hillsborough GTH (Closed)	56	30%	36% - 40%	-6%	\$1,574,115	\$28,109	43	43	Least	Low
<b>Group Treatment Homes-Female</b>											
Low	Visionary Adolescent Services GTH-Female	32	72%	65% - 71%	1%	\$740,559	\$23,142	77	77	Effective	Low
Low	Project Star GTH-Female (Closed)	68	69%	66% - 69%	0%	\$1,748,841	\$25,718	72	72	Average	Low
Low	Leaf GTH-Female	35	71%	65% - 71%	0%	\$1,357,177	\$38,776	70	70	Average	Moderate
Low	Vision Quest-Female	82	66%	64% - 67%	0%	\$3,254,518	\$39,689	70	70	Average	Moderate
<b>Independent Living</b>											
Low	Liberty Crossroads Independent Living (Closed)	17	88%	69% - 78%	10%	\$125,775	\$7,399	100	100	High	Low
<b>Other Low Risk-Male</b>											
Low	Florida Youth Academy	57	53%	53% - 57%	0%	\$1,513,496	\$26,553	72	72	Average	Low
Low	Space Coast Residential	81	68%	66% - 69%	0%	\$2,238,125	\$27,631	72	72	Average	Low
<b>Therapeutic Wilderness Camps</b>											
Low	Camp E-Nini-Hassee-Female-MH	26	77%	67% - 74%	3%	\$1,833,411	\$70,516	80	80	High	High
Low	Camp E-Tu-Makee-MH	47	53%	54% - 58%	0%	\$2,577,274	\$54,836	68	68	Average	High
Low	Camp E-Kel-Etu-MH	52	58%	57% - 61%	0%	\$3,679,727	\$70,764	65	65	Average	High
Low	Camp E-Ma-Chamee-MH	53	45%	48% - 52%	-2%	\$3,417,247	\$64,476	56	57	Below	High
Low	Camp E-How-Kee-MH	35	43%	47% - 53%	-4%	\$1,871,266	\$53,465	48	49	Least	High
<b>Work and Wilderness Programs</b>											
Low	Alligator Short-Term Offender Program Camp	193	50%	51% - 52%	0%	\$1,538,249	\$7,970	75	75	Average	Low
Low	Blackwater Short-Term Offender Program Camp	217	53%	54% - 55%	0%	\$1,427,571	\$6,579	75	75	Average	Low
Low	STEP (North and South)	474	61%	61% - 62%	0%	\$2,724,115	\$5,747	75	75	Average	Low
Low	Jonathan Dickinson Short-Term Offender	90	67%	65% - 68%	0%	\$1,317,247	\$14,636	74	74	Average	Low
Low	Withlacoochee Short-Term Offender (Closed)	113	66%	65% - 67%	0%	\$1,553,698	\$13,750	74	74	Average	Low
Low	Manatee Wilderness Camp	143	52%	53% - 55%	0%	\$2,886,767	\$20,187	73	73	Average	Low
Low	Eckerd Youth Conservation Academy	122	57%	57% - 59%	0%	\$4,771,732	\$39,113	70	70	Average	Moderate
Low	Myakka Short-Term Offender (Closed)	126	48%	49% - 50%	-1%	\$1,476,624	\$11,719	70	69	Below	Low
Low	Escambia River Outward Bound	112	42%	44% - 46%	-2%	\$2,847,546	\$25,425	62	62	Below	Low
Low	Peace River Outward Bound	90	41%	43% - 46%	-2%	\$2,449,664	\$27,218	62	62	Below	Low

\* Percentages have been rounded to the nearest whole percent

**Appendix 6, Continued. Residential Programs Listed by Program Group**

Level	Program Group/Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Boot Camps and Drill Academies</b>											
Mod	Collier Drill Academy	109	67%	66% - 68%	0%	\$2,325,837	\$21,338	73	73	Average	Low
Mod	Martin Boot Camp	68	75%	71% - 74%	1%	\$4,358,440	\$64,095	71	72	Effective	High
Mod	Polk Boot Camp-Female	43	53%	54% - 59%	0%	\$1,541,478	\$35,848	71	71	Average	Moderate
Mod	Pinellas Boot Camp	108	60%	60% - 62%	0%	\$3,886,351	\$35,985	71	70	Average	Moderate
Mod	Polk Boot Camp-Male	151	58%	58% - 60%	0%	\$5,523,626	\$36,580	70	71	Average	Moderate
Mod	Bay Boot Camp	79	52%	53% - 56%	-1%	\$2,032,706	\$25,730	67	67	Below	Low
Mod	Manatee Boot Camp	88	45%	47% - 50%	-2%	\$2,074,018	\$23,568	63	63	Below	Low
<b>Halfway House-Female</b>											
Mod	Alachua HWH-Female	68	84%	77% - 80%	4%	\$1,926,660	\$28,333	91	91	High	Low
Mod	Wings-Female	36	81%	71% - 77%	4%	\$1,111,803	\$30,883	91	91	High	Moderate
Mod	Francis Walker HWH-Female	54	81%	74% - 78%	4%	\$1,799,484	\$33,324	90	91	High	Moderate
Mod	Florida Youth Academy-Female	47	81%	73% - 77%	3%	\$1,571,298	\$33,432	86	85	High	Moderate
Mod	Sawmill Academy-Female	27	78%	68% - 74%	3%	\$1,037,783	\$38,436	85	84	High	Moderate
Mod	Bridges Academy-Female	68	78%	73% - 76%	2%	\$2,150,672	\$31,628	81	81	Effective	Moderate
Mod	Pines HWH-Female	97	77%	74% - 76%	1%	\$1,718,798	\$17,720	78	78	Effective	Low
Mod	Leaf HWH-Female (Closed)	95	69%	68% - 70%	0%	\$1,823,745	\$19,197	73	73	Average	Low
Mod	Timberline Acad. (Stewart Marchman)-Female	168	68%	68% - 69%	0%	\$3,376,407	\$20,098	73	73	Average	Low
Mod	Wilson Academy-Female	100	71%	69% - 71%	0%	\$2,746,101	\$27,461	72	72	Average	Low
Mod	Kingsley Center-Female	148	67%	66% - 68%	0%	\$5,895,697	\$39,836	70	70	Average	Moderate
Mod	Adolescent Therapeutic Center-Female	90	73%	71% - 73%	0%	\$3,817,458	\$42,416	70	69	Average	Moderate
Mod	First Step II HWH-Female	38	66%	62% - 67%	0%	\$1,931,268	\$50,823	68	68	Average	High

\* Percentages have been rounded to the nearest whole percent

**Appendix 6, Continued. Residential Programs Listed by Program Group**

Level	Program Group/Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Halfway House-Male</b>											
Mod	Kelly Hall HWH	73	75%	71% - 74%	1%	\$3,329,211	\$45,606	74	73	Effective	Moderate
Mod	Duval HWH	109	56%	56% - 58%	0%	\$2,020,531	\$18,537	73	73	Average	Low
Mod	Nassau HWH	99	60%	59% - 62%	0%	\$1,845,713	\$18,644	73	73	Average	Low
Mod	Okeechobee Redirection Camp	156	62%	61% - 63%	0%	\$3,439,341	\$22,047	73	73	Average	Low
Mod	Panther Success Center HWH	161	58%	58% - 60%	0%	\$3,321,216	\$20,629	73	73	Average	Low
Mod	Pensacola Boys Base	104	66%	65% - 67%	0%	\$2,362,251	\$22,714	73	73	Average	Low
Mod	Polk HWH	92	54%	55% - 57%	0%	\$2,159,676	\$23,475	73	73	Average	Low
Mod	Seminole Work and Learn Center	82	56%	56% - 59%	0%	\$1,921,221	\$23,430	73	72	Average	Low
Mod	Terrace HWH	91	62%	61% - 64%	0%	\$1,835,905	\$20,175	73	73	Average	Low
Mod	Greenville Hills Academy	402	50%	50% - 50%	0%	\$10,370,825	\$25,798	72	72	Average	Low
Mod	Leslie Peters HWH	88	55%	55% - 58%	0%	\$2,311,162	\$26,263	72	73	Average	Low
Mod	Liberty Juvenile Residential Facility	98	59%	59% - 61%	0%	\$2,769,860	\$28,264	72	72	Average	Low
Mod	Miami HWH	90	67%	65% - 68%	0%	\$2,700,341	\$30,004	72	72	Average	Moderate
Mod	Price HWH	83	57%	56% - 59%	0%	\$2,332,615	\$28,104	72	72	Average	Low
Mod	Bay Point Schools-North	64	64%	62% - 66%	0%	\$2,123,856	\$33,185	71	72	Average	Moderate
Mod	Bay Point Schools-West	225	70%	70% - 71%	0%	\$7,527,807	\$33,457	71	71	Average	Moderate
Mod	Southern Glades Youth Camp	169	64%	64% - 65%	0%	\$5,886,245	\$34,830	71	71	Average	Moderate
Mod	ARC HWH	192	57%	57% - 58%	0%	\$7,875,727	\$41,019	70	70	Average	Moderate
Mod	ATC Boys HWH	125	52%	52% - 54%	0%	\$4,867,415	\$38,939	70	70	Average	Moderate
Mod	Cannon Point Youth Academy (Closed)	76	57%	56% - 60%	0%	\$2,889,952	\$38,026	70	70	Average	Moderate
Mod	Eckerd Youth Challenge Program	132	54%	54% - 56%	0%	\$5,110,339	\$38,715	70	70	Average	Moderate
Mod	Goals Program	49	63%	61% - 66%	0%	\$2,399,958	\$48,979	69	69	Average	Moderate
Mod	Grove Unique Youth Services (GUYS)	60	68%	65% - 69%	0%	\$2,738,967	\$45,649	69	69	Average	Moderate
Mod	Britt HWH	92	48%	49% - 52%	-1%	\$1,832,083	\$19,914	68	68	Below	Low
Mod	CSC HWH (Bartow) (Closed)	78	53%	53% - 56%	-1%	\$1,789,799	\$22,946	68	68	Below	Low
Mod	Impact HWH	98	48%	49% - 52%	-1%	\$2,303,082	\$23,501	68	68	Below	Low
Mod	Robert E. Lee, Jr Hall HWH	91	47%	48% - 51%	-1%	\$1,844,663	\$20,271	68	68	Below	Low
Mod	Duval START Center	75	51%	52% - 55%	-1%	\$2,214,783	\$29,530	67	67	Below	Moderate
Mod	San Antonio Boys Village HWH	78	50%	51% - 54%	-1%	\$2,207,905	\$28,306	67	67	Below	Low
Mod	Volusia HWH	95	52%	52% - 55%	-1%	\$2,683,877	\$28,251	67	67	Below	Low
Mod	Palm Beach Youth Academy (Closed)	27	56%	55% - 62%	0%	\$1,678,560	\$62,169	66	68	Average	High
Mod	Okaloosa HWH	43	65%	62% - 67%	0%	\$2,962,639	\$68,899	65	68	Average	High
Mod	Eckerd "Intensive" HWH	43	67%	64% - 69%	0%	\$3,419,187	\$79,516	64	63	Average	High
Mod	MATS HWH (Ramsey)	84	51%	52% - 55%	-1%	\$4,664,710	\$55,532	63	62	Below	High
Mod	Hendry HWH (Closed)	97	44%	46% - 48%	-2%	\$2,748,533	\$28,335	62	62	Below	Low
Mod	Palm Beach HWH (Closed)	62	45%	47% - 51%	-2%	\$2,337,374	\$37,700	61	61	Below	Moderate
Mod	Blackwater Career Development Center	55	47%	49% - 53%	-2%	\$2,269,576	\$41,265	60	60	Below	Moderate

\* Percentages have been rounded to the nearest whole percent



**Appendix 6, Continued. Residential Programs Listed by Program Group**

Level	Program Group/Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Special Needs Programs</b>											
Mod	Deborahs Way-Female (Closed)	39	87%	76% - 80%	7%	\$2,898,771	\$74,327	99	98	High	High
Mod	YMCA Character HWH-Female-Pregnancy	44	82%	73% - 78%	4%	\$1,801,938	\$40,953	89	90	High	Moderate
Mod	Bay Behavioral Hope-Female-MH	34	82%	72% - 77%	5%	\$3,311,198	\$97,388	85	84	High	High
Mod	Leaf Recovery-Female-Substance Abuse	46	76%	70% - 74%	2%	\$1,809,382	\$39,334	80	79	Effective	Moderate
Mod	Lake Academy-Female-MH	43	81%	73% - 78%	4%	\$4,724,491	\$109,872	78	77	High	High
Mod	ATC Substance Abuse HWH	84	60%	59% - 62%	0%	\$4,017,334	\$47,825	69	68	Average	Moderate
Mod	Mandala ATC HWH-Dual Diagnosis	60	58%	58% - 62%	0%	\$2,616,333	\$43,606	69	69	Average	Moderate
Mod	JUST Program-MH	27	70%	64% - 71%	0%	\$2,217,907	\$82,145	63	63	Average	High
Mod	Eckerd Comprehensive Trt. MH (Closed)	28	71%	64% - 71%	0%	\$2,639,522	\$94,269	61	61	Average	High
Mod	Gulf Academy-MH	46	67%	64% - 69%	0%	\$4,747,300	\$103,202	60	59	Average	High
Mod	RAMC Mentally Challenged	42	50%	51% - 57%	-1%	\$3,433,985	\$81,762	58	57	Below	High
Mod	Riverside Academy-Substance Abuse	63	52%	53% - 56%	0%	\$7,182,375	\$114,006	58	57	Average	High
Mod	Bassin House-Substance Abuse	26	42%	47% - 55%	-4%	\$495,922	\$19,074	54	53	Least	Low
<b>Work and Wilderness Programs</b>											
Mod	Crossroads Wilderness Institute	88	64%	62% - 65%	0%	\$2,455,265	\$27,901	72	72	Average	Low
Mod	West Florida Wilderness Institute	94	70%	68% - 70%	0%	\$2,521,304	\$26,822	72	72	Average	Low
Mod	Youth Development Academy (Closed)	103	57%	57% - 59%	0%	\$2,643,936	\$25,669	72	72	Average	Low
Mod	Vision Quest-Female	33	73%	66% - 72%	1%	\$2,117,910	\$64,179	71	70	Effective	High
Mod	Youth Environmental Services	69	59%	58% - 62%	0%	\$2,616,415	\$37,919	70	71	Average	Moderate
Mod	Florida Environmental Institute	35	69%	64% - 69%	0%	\$2,297,789	\$65,651	66	66	Average	High
Mod	Big Cypress Wilderness Institute	69	49%	50% - 54%	-1%	\$2,733,503	\$39,616	65	65	Below	Moderate
<b>Youth Development Academy</b>											
Mod	Marion YDC (Career Systems)	284	52%	53% - 54%	0%	\$6,624,784	\$23,327	73	73	Average	Low
Mod	Falkenberg Academy	281	47%	47% - 48%	0%	\$7,151,556	\$25,450	72	72	Average	Low
Mod	Hastings Youth Academy	336	51%	51% - 52%	0%	\$9,338,281	\$27,793	72	72	Average	Low
Mod	Avon Park Youth Academy	385	70%	70% - 71%	0%	\$13,966,711	\$36,277	71	70	Average	Moderate
Mod	Gulf Coast Youth Academy (Ramsey)	288	56%	56% - 57%	0%	\$9,012,258	\$31,293	71	71	Average	Moderate
Mod	Okaloosa Youth Academy	300	49%	49% - 50%	0%	\$9,061,302	\$30,204	71	72	Average	Moderate
Mod	Bristol Youth Academy	132	65%	64% - 66%	0%	\$4,903,171	\$37,145	70	70	Average	Moderate
Mod	Thompson Academy	39	62%	59% - 65%	0%	\$2,613,408	\$67,010	66	65	Average	High

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**Appendix 6, Continued. Residential Programs Listed by Program Group**

Level	Program Group/Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Intensive Halfway House-Female</b>											
High	Orange Intensive HWH-Female	32	84%	73% - 78%	6%	\$2,457,358	\$76,792	93	95	High	High
High	Monticello New Life-Female	60	80%	74% - 77%	3%	\$2,994,031	\$49,901	83	83	High	High
High	South Florida Intensive HWH-Female	49	80%	73% - 77%	3%	\$2,463,083	\$50,267	83	83	High	High
High	Vernon Place-Female	68	79%	74% - 77%	2%	\$4,813,967	\$70,794	75	75	Effective	High
High	Florida Youth Academy-Female	156	65%	65% - 66%	0%	\$10,009,082	\$64,161	66	65	Average	High
<b>Intensive Halfway House-Male</b>											
High	CSC Intensive HWH (Bartow)	50	60%	59% - 63%	0%	\$1,756,284	\$35,126	71	71	Average	Moderate
High	NAFI Intensive HWH	39	54%	54% - 60%	0%	\$1,442,292	\$36,982	70	70	Average	Moderate
High	Broward Intensive HWH	58	53%	54% - 58%	0%	\$2,777,369	\$47,886	69	69	Average	Moderate
High	Manatee Youth Academy	60	45%	47% - 51%	-2%	\$2,097,062	\$34,951	61	61	Below	Moderate
High	Okaloosa Intensive HWH	32	47%	49% - 56%	-2%	\$3,675,726	\$114,866	48	52	Below	High
<b>Intensive Residential Treatment Programs</b>											
High	Hillsborough IRT	21	29%	39% - 49%	-11%	\$2,722,547	\$129,645	24	24	Least	High
<b>Serious or Habitual Offender Programs SHOP</b>											
High	NAFI Serious Habitual Offender Program	58	60%	59% - 63%	0%	\$2,735,987	\$47,172	69	68	Average	Moderate
High	Tiger Success Serious Habitual Offender	42	60%	58% - 63%	0%	\$2,357,550	\$56,132	67	67	Average	High
High	ARC Serious Habitual Offender Program	42	57%	56% - 62%	0%	\$2,740,270	\$65,245	66	65	Average	High
High	Palm Beach Youth Center (Closed)	37	59%	58% - 64%	0%	\$2,854,532	\$77,150	64	64	Average	High
High	CSC Serious Habitual Offender Program	58	41%	44% - 48%	-3%	\$3,119,523	\$53,785	53	53	Least	High
<b>Sex Offender Programs</b>											
High	Elaine Gordon Trt. Center (SOP)	41	95%	81% - 85%	10%	\$4,626,769	\$112,848	93	95	High	High
High	Manatee Adolescent Trt. (SOP) (Ramsey)	51	84%	76% - 80%	5%	\$4,423,324	\$86,732	87	86	High	High
High	Jackson (JOCC) (SOP)	17	82%	66% - 76%	6%	\$3,532,061	\$207,768	81	81	High	High
High	Three Springs (SOP)	41	80%	72% - 77%	4%	\$4,189,480	\$102,182	80	79	High	High
High	Okeechobee (JOCC) (SOP)	54	81%	75% - 78%	3%	\$5,573,671	\$103,216	75	74	High	High
High	Dozier (SOP)	82	70%	67% - 70%	0%	\$10,734,087	\$130,904	56	56	Average	High
High	Sago Palms (SOP)	31	65%	60% - 67%	0%	\$6,696,994	\$216,032	52	52	Average	High
<b>Special Needs Programs</b>											
High	Sago Palms Pathfinders-Substance Abuse	79	63%	62% - 65%	0%	\$4,048,119	\$51,242	68	68	Average	High
High	Florida Institute for Girls-MH	49	76%	70% - 74%	2%	\$8,784,484	\$179,275	61	61	Effective	High
<b>Youth Development Academy</b>											
High	Polk Youth Development Center	650	52%	52% - 53%	0%	\$20,697,762	\$31,843	71	71	Average	Moderate
High	Jackson (JOCC)	108	58%	58% - 60%	0%	\$5,015,320	\$46,438	69	69	Average	Moderate
High	Marion Intensive Treatment Facility	86	65%	64% - 66%	0%	\$4,013,323	\$46,667	69	69	Average	Moderate
High	Sago Palms Youth Development Center	380	53%	53% - 54%	0%	\$17,050,986	\$44,871	69	70	Average	Moderate
High	Everglades YDC (Ramsey)	141	62%	62% - 64%	0%	\$8,532,186	\$60,512	67	67	Average	High
High	Hastings Youth Academy	198	47%	48% - 49%	-1%	\$4,993,638	\$25,220	67	67	Below	Low
High	Eckerd Youth Development Center	242	60%	60% - 61%	0%	\$17,547,844	\$72,512	65	64	Average	High
High	Dozier Training School	186	49%	50% - 51%	-1%	\$14,104,070	\$75,828	59	59	Below	High

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**Appendix 6, Continued. Residential Programs Listed by Program Group**

Level	Program Group/Program Name	N	Observed Success Rate	Expected Success Range	Percent Diff *	Two-Year Expenditures	Cost per Completion	PAM Score	PAM Score (w/o school \$)	Effectiveness	Cost Category
<b>Maximum Risk</b>											
Max	Cypress Creek (JOCC)	113	66%	66% - 68%	0%	\$8,441,957	\$74,708	64	64	Average	High
Max	Okeechobee (JOCC)	38	63%	61% - 66%	0%	\$5,160,549	\$135,804	55	54	Average	High
Max	Omega (JOCC)	39	64%	61% 67%	0%	\$5,373,998	\$137,795	55	54	Average	High

\* Percentages have been rounded to the nearest whole percent

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