

Department of Juvenile Justice's Program Accountability Measures: **The 2006 PAM Report** A Two-Year Analysis

December 2005



A Research Report Submitted by the:
Florida Department of Juvenile Justice
Jeb Bush, Governor
Anthony J. Schembri, Secretary

Presented by:
The Justice Research Center
2898 Mahan Drive, Suite 4
Tallahassee, FL 32308

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FLORIDA DEPARTMENT OF JUVENILE JUSTICE
Jeb Bush, Governor Anthony J. Schembri, Secretary

December 31, 2005

The Honorable Jeb Bush
Governor of Florida
PL-01 The Capitol
Tallahassee, Florida 32399-0001

The Honorable Tom Lee, President
Florida Senate
409 The Capitol
Tallahassee, Florida 32399-1100

The Honorable Allan Bense, Speaker
Florida House of Representatives
420 The Capitol
Tallahassee, Florida 32399-1300

Dear Governor Bush, President Lee and Speaker Bense:

The Department of Juvenile Justice is pleased to present the results of ***The 2006 PAM Report: A Two-Year Analysis***. The document summarizes two years of measurement by the Department regarding recidivism and cost-effectiveness of residential commitment programs serving delinquent youth.

The report presents measures of cost and recidivism 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. A program gets a high score for having a lower recidivism rate than expected, given the recidivism risk factors of the youth served, and a lower than average cost. The observed two-year recidivism 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 Office of Research and Planning at (850) 487-1566 or visit our web site:

<http://www.djj.state.fl.us/research/statsnresearch>

Cordially,

A handwritten signature in black ink, appearing to read "Anthony J. Schembri".

Anthony J. Schembri
Secretary

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The mission of the Department of Juvenile Justice is to protect the public by reducing juvenile crime and delinquency in Florida.

Justice Research Center Evaluation Staff

Dr. Kristin Parsons Winokur is Vice-President and Director of Research for the Justice Research Center (JRC). She earned a Ph.D. in Criminology from Florida State University in 2000, with an emphasis on juvenile delinquency, statistics, and gender issues. She holds a Master of Science degree in Criminal Justice from the University of Baltimore and a Bachelor of Arts degree in Criminal Justice from the University of Florida. Prior to joining the Center, she was a faculty member at the Florida State University and has more than seven years experience teaching at the university level. She also served as the Director of the Research Unit for the Bureau of Data and Research at the Florida Department of Juvenile Justice. Dr. Winokur has more than 15 years of criminal and juvenile justice system experience and has written numerous statistical and research publications in peer-reviewed journals and monographs. Dr. Winokur is the principal analyst and author of the annual Florida Program Accountability Measures (PAM) Report.

Ms. Julia Blankenship serves as chief executive officer of the Justice Research Center. She earned a Master of Social Work Administration degree from Florida State University in 1985 and a Bachelor of Social Work degree from Southwest Missouri State University in 1983. She previously served as the Director of Data for the Florida Department of Juvenile Justice. She has twenty years of experience in data analysis and reporting, outcome measurement and evaluation, quality assurance processes and legislative reporting. Since 1992, she has co-authored and contributed to twelve reports regarding program accountability measures for juvenile justice in Florida and three in Louisiana; a dozen reports regarding outcome evaluations and recidivism; and four analyses of juvenile justice referral processing times. Since 1986, she has co-authored and contributed to 16 multi-year longitudinal analyses of various detention programs and first-time offenders in the Florida juvenile justice system.

Dr. Elizabeth S. Cass has held the position of Senior Research Analyst with the Justice Research Center since 2001. Dr. Cass received her Ph.D. in Criminal Justice from the State University of New York at Albany in 1991. She was a faculty member at the School of Criminology and Criminal Justice at Florida State University. Prior to her current position, she conducted process and outcome evaluations for the Bureau of Data and Research at the Florida Department of Juvenile Justice from 1994-2001 where she authored or contributed to more than two dozen publications and research monographs pertaining to juvenile justice including a series of evaluations on juvenile boot camps. This work has continued while at the JRC. Dr. Cass has been an invited speaker on the topic of What Works in juvenile justice at conferences across the state of Florida.

Mr. Gregory Hand serves as the Director of Data Management for the Justice Research Center. He earned a Bachelor of Science degree in Child Development from Florida State University. Mr. Hand's academic and professional work has included ten years of experience in qualitative and quantitative methods of data collection and analysis. He has co-authored or contributed to several educational research and juvenile justice research publications and has been an invited public speaker at FSU on those topics since 1994. In addition, he has extensive knowledge in programming languages, database management, and web developing. He has produced hundreds of data scripts written in c++, vb.net, SQL, SPSS, VBA, html and java that have been used by both the JRC and the Department to manage information processing and data analysis.

Florida Department of Juvenile Justice Evaluation Staff

Ted Tollett, Director, Office of Research and Planning. Mr. Tollett has worked in the juvenile justice field for 33 years, beginning with the Florida Division of Youth Services in 1972. He was Administrator of Florida's federally funded Juvenile Justice and Delinquency Prevention program from 1988 through 1994. In 1990, he headed a team that studied the extent of over-representation of minority youth in the juvenile justice system for the Florida Supreme Court. He served as Chief of the Bureau of Data and Research for the Florida Department of Juvenile Justice (DJJ) for ten years, beginning when the agency was created in 1994. He has also served as a consultant for a number of federal agencies, private businesses, and other states, and has worked on juvenile justice issues in Europe. He serves on a number of national advisory boards in the field of juvenile justice. Mr. Tollett currently serves as the DJJ Director of the Office of Research and Planning, reporting to the Secretary of DJJ.

Dr. Steven Chapman earned his Ph.D. in Child and Family Development at the University of Georgia. He has over 30 years of experience working with youth and 15 years in research and evaluation in the Department and in the Florida Legislature. In addition to managing the What Works Initiative Residential Pilot Project, the Faith- and Community-Based Delinquency Treatment Initiative Grant, the Juvenile Accountability Block Grant Program and data outsourcing, he takes lead responsibilities for data support for Residential and Correctional Services and Probation and Community Corrections, the What Works Initiative, Strategic Planning, Program Evaluation, and inter-agency relations.

Mr. Mark A. Greenwald supervises the Research & Evaluation and Federal Programming Units within the Office of Research and Planning. Mark's primary functions within the office include supervision of research and federal programming staff & data analysis. Additionally, Mark takes lead responsibilities for Detention Services data support and is the primary data analyst assigned to information system improvements and upgrades. Mark is a graduate of the Florida State University School of Criminology and Criminal Justice and holds a Master's degree in Justice Policy and Management from Florida Atlantic University. His research interests include juvenile detention, school-crime and restorative justice.

Foreword

Dear Governor Bush, Senator Lee, and Representative Bense; Members of the Florida Senate and Florida House of Representatives; and my fellow citizens:

I am pleased, on behalf of the Florida Department of Juvenile Justice (DJJ), to present *The 2006 Program Accountability Measures (PAM) Report: A Two-Year Analysis*. As charged by the Legislature in Florida Statute 985.412, this report provides comprehensive information about the cost and differential effectiveness of residential juvenile commitment programs serving youth in the state of Florida. The outcomes highlighted in this report reflect performance measures in juvenile justice administration and programming.

The state of Florida leads the nation in juvenile justice statistical outcome evaluation and program accountability. Since the 1980s, Florida has evaluated recidivism outcomes for all residential facilities serving delinquent youth in the state. In the mid 1990s, DJJ refined its accountability measures model by moving beyond mere comparisons of program recidivism rates to incorporating expected recidivism measures that reflect how well a program is anticipated to perform based upon the underlying seriousness and risk of the offenders it served. As such, program effectiveness now compares a facility's expected rate of recidivism to its actual performance, or youths' rate of re-offending one year after completing a residential program. Accountability measurement does not rest solely on recidivism outcomes, however, as DJJ also incorporates a measure of cost effectiveness in calculating program PAM scores.

Florida was recognized for its achievements in juvenile justice evaluation in 2005 when the Florida PAM model was selected as a semifinalist in the prestigious *Innovations in American Government Awards*, sponsored by the Harvard University Ash Institute for Democratic Governance and Innovation. The methodology employed in the PAM has also been recognized by the National Center for Juvenile Justice (NCJJ) as a best practice in the use of juvenile justice data.

PAM results become critical indicators for policy determinations and the foundation from which to target further assessment of consistently effective, as well as ineffective, juvenile programs. This evaluation tool is an integral component in the Department's commitment to reducing juvenile crime through the implementation of evidence-based practices. And to this end, DJJ officially commenced the *What Works* Initiative in 2004, which through comprehensive long-range planning and implementation introduces program models, treatments and management

tools that have been demonstrated by research to be effective in reducing subsequent criminal activity. Together with the *PAM Report*, the Department is able to effectively evaluate and monitor program performance and then work toward the integration of programming proven in the research literature to reduce the risk of re-offending by addressing specific factors that predict recidivism.

I firmly believe that this annual opportunity for the Department to reflect on its performance, and, for those involved in the undertaking and use of this evaluation to reflect on practice and quality, will prove invaluable. I am confident that in today's environment of increased accountability, in which departments must face difficult choices in managing their resources, quality accountability evaluation can be expected to play an increasing role in serving both departmental management and legislative funding interests. The DJJ Program Accountability Measure Report is a critical first step in assessing these commitment programs.

I urge you to carefully review this assessment as we collectively work toward bettering the lives of the youth we all serve through the continual improvement of the Florida juvenile justice system.

Anthony J. Schembri

Secretary

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Executive Summary

The Florida Legislature has mandated in statute that the Florida Department of Juvenile Justice (DJJ) evaluate the effectiveness of juvenile justice programs that provide care, custody and treatment for committed youth (see inset). To meet this requirement, the Department, in collaboration with the Justice Research Center (JRC), developed the annual Program Accountability Measures (PAM) Report. This evaluation report is critical given that DJJ processes more than 150,000 intake referrals annually, with approximately 10,000 youth entering one of more than 150 residential programs. By implementing an evaluation tool that assesses the effectiveness of programs in reducing recidivism while including a cost effectiveness measure, the DJJ *PAM Report* promotes accountability in the delivery of juvenile residential services.

Basic comparisons of program recidivism rates are often used to assess effectiveness. However, beginning in 1996, DJJ sought a more equitable, objective means of evaluating programs that would address differences in program costs as well as account for the fact that facilities serve youth whose risk for re-offending varies widely.¹ The PAM model does this through two core measures: 1) recidivism effectiveness, which is measured as the difference between how well a program is expected to do given the risk for re-offending attributed to each youth completing the program (expected recidivism), and how well the program youth actually performed (observed recidivism); and 2) cost effectiveness, which is measured as the program's average cost per youth completing the program compared to the statewide program average cost per completion. Recidivism effectiveness is further broken down into five categories: Highly Effective, Effective, Average, Below Average, and Least Effective. Cost effectiveness is categorized into: Low, Medium and High costs. The two measures are combined into a PAM score for each residential facility that can range from 1 to 100. Two years of release data are used in the annual PAM reports and recidivism (subsequent adjudication/conviction) is tracked for one year following program completion. The *2006 PAM Report* presents results for the 158 programs that released at least 15 youth during the two-year period between July 1, 2002 and June 30, 2004.

Florida Statute 985.412 – Quality Assurance and Cost-Effectiveness:

(4)(a) The Department of Juvenile Justice, in consultation with the Office of Economic and Demographic Research, and contract service providers, shall develop a cost-effectiveness model and apply the model to each commitment program. Program recidivism rates shall be a component of the model. The cost-effectiveness model shall compare program costs to client outcomes and program outputs. It is the intent of the Legislature that continual development efforts take place to improve the validity and reliability of the cost-effectiveness model and to integrate the standard methodology developed under 1s. 985.401(4) for interpreting program outcome evaluations.

(b) The department shall rank commitment programs based on the cost-effectiveness model and shall submit a report to the appropriate substantive and fiscal committees of each house of the Legislature by December 31 of each year.

¹ Initial versions of program accountability measures were presented in the late 1980s and further refined into the 1990s when the PAM model, in its current form, was developed.

Highlights from this year's report include:

- 19 programs had PAM scores of 80 or higher.
- 24 programs had PAM scores of 59 or lower.
- 16 programs were categorized as Highly Effective. Only two of these residential facilities were Low Cost programs, while five were Moderate Cost and the remaining nine were High Cost facilities.
- 18 programs were categorized as Least Effective. Of these residential facilities, five were Low Cost programs, which means their low scores were primarily due to their higher than expected recidivism rates. Eight of the Least Effective programs were Moderate Cost and five were High Cost facilities.

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

**2006 PAM Outcomes (FY 2002-03 to FY 2003-04):
Five Highest and Lowest PAM Scores by Gender**

Program Name*	PAM Score	Recidivism Rate	Cost Per Completion	Number of Releases
<i>Five Highest PAM Scores - Female</i>				
Bay Behavioral Hope-Female-Mental Health	87	12%	\$42,711	82
YMCA Character Halfway House-Female-Pregnancy	82	16%	\$33,389	58
WINGS-Female	82	17%	\$28,231	65
Rilla White Foundation Family Homes-Female	80	18%	\$23,642	40
First Step Girls Juvenile Residential Facility-Female	74	23%	\$21,836	48
Sawmill Academy-Female (NAFI) (Provider changed)	74	24%	\$22,381	76
<i>Five Highest PAM Scores - Male</i>				
Cypress Creek JOCC Maximum Risk (Securicor)	95	26%	\$71,735	27
Martin Boot Camp	94	22%	\$37,838	90
Okaloosa Halfway House	90	28%	\$44,479	61
Crossroads Wilderness Institute	90	28%	\$23,267	92
Miami Halfway House (State-Operated) (Provider changed)	89	31%	\$28,710	45
<i>Five Lowest PAM Scores - Female</i>				
Monticello New Life-Female	62	29%	\$53,107	55
FIG (Premier)-Female-MH Max Risk (Provider changed)	56	22%	\$226,104	18
Camp E-Nini-Hassee-Female	51	34%	\$60,985	44
Leaf Group Treatment Home-Female (Closed)	50	38%	\$28,042	47
Florida Youth Academy-Female Moderate Risk (Closed)	43	44%	\$23,992	55
<i>Five Lowest PAM Scores - Male</i>				
Camp E-Tu-Makee	48	61%	\$58,272	62
GATE (DISC) (Provider changed)	47	63%	\$25,818	57
Brevard Group Treatment Home	43	66%	\$31,351	58
Dade Group Treatment Home	42	65%	\$26,725	23
Camp E-Ma-Chamee	42	65%	\$54,842	72

*See Appendix 5 for a listing of acronym descriptions.

Introduction

The Program Accountability Measures (PAM) Report presents the annual assessment and ranking of Florida's residential juvenile justice programs based on recidivism and cost effectiveness. Mandated by Florida Statute 985.412(4)(a)(b), the *PAM Report* is designed to

In 2005, the DJJ PAM Report was named a semifinalist (top five percent in the nation) in the Harvard University Innovations in American Government Awards Program.

evaluate the performance of juvenile justice programs that provide care, custody and treatment for youth committed to the Florida 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. In addition, the Florida PAM model was selected as semifinalist in the prestigious *Innovations in American*

Government Awards, sponsored by the Harvard University, Ash Institute for Democratic Governance and Innovation. The report is produced by the Justice Research Center (JRC), Inc., under contract with the Florida Department of Juvenile Justice.

The Florida Department of Juvenile Justice has established itself as a national leader in juvenile justice program evaluation and accountability. This accomplishment derives from its use of the PAM Report in conjunction with the Department's commitment to implementing evidence-based practices throughout the juvenile justice continuum. In 2004, DJJ officially commenced its statewide *What Works* Initiative designed to reduce recidivism by moving all programs towards operating in accordance with the principals of effective evidence-based interventions. The PAM Report is an important component in this process and the initial step in identifying the relative effectiveness of programs in reducing youths' return to the system. The purpose of the report is to assess residential commitment programs serving youth in Florida in terms of both recidivism outcomes and cost effectiveness.

The juvenile court has the discretion to commit a youth who is adjudicated delinquent to the Department under Florida Statutes, Section 985.231. The court designates a restrictiveness level (see inset) to which the youth will be committed based on the nature of the offense, security concerns, and treatment issues. Residential restrictiveness levels include, in ascending order of restrictiveness: low-risk, moderate-risk, high-risk and maximum-risk residential programs.²

Florida Statute 985.03(46):

"Restrictiveness level" means the level of programming and security provided by programs that service the supervision, custody, care, and treatment needs of committed children. Sections 985.3141 and 985.404(11) apply to children placed in programs at any residential commitment level.

The desired outcome of juvenile justice programs is to reduce future offending in a cost-effective manner. However, by legislative and program design, programs serve youth whose risk to re-offend varies widely. These factors

² 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.

affect the likelihood that youth will recidivate. A simple comparison of program 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 released from each program.

The PAM model takes into account the risk factors of the youth completing 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 perform based on the risk of re-offending of the youth completing the program, and to compare this to how well those youth actually performed 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. For definitions of terms used in the report, see Appendix 1.

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 completing the program.

The current report presents results for programs that released at least 15 youth during the two-year period between July 1, 2002 and June 30, 2004. Excluding programs that released fewer than 15 youth ensures that small sample sizes do not impact the reliability of results. For a listing of programs that released less than 15 youth during the two-year period, see Appendix 2, Programs Not Included in PAM Score Calculations.

Data and Methodology

Data Sources

Data for this report were compiled from the Juvenile Justice Information System (JJIS), the Florida Department of Law Enforcement's Florida Criminal Information Center (FCIC), the Florida Department of Corrections (DC), the DJJ Office of Management and Budget, and the DJJ Bureau of Quality Assurance. The JJIS system was used to identify the 16,606 youth who completed services at 158 residential programs during the two-year period from July 1, 2002 to June 30, 2004. 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.

The year's PAM analysis evaluates recidivism and cost effectiveness for the 158 programs that released more than 15 youth in Florida during the two-year period between fiscal years 2002 and 2004.

For a number of years, many stakeholders have noted the need to incorporate additional risk factors in controlling for program differences in the relative risk of offenders served. To that

end, the Department and JRC have been committed to incorporating other variables and determined that such data could be gleaned from JJIS risk assessment instruments. Until last year however, these data were not available in JJIS. Now, for the second year, risk assessment data were included in the PAM calculations. JJIS was used to extract individual youth risk factor data from Detention Risk Assessment Instrument (DRAI) and Supervision Risk Classification Instrument (SRCI) administrations. Only data from DRAI and SRCI administrations completed *prior* to program admission were examined in these analyses.

Methodology

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. Under agreement with these major stakeholders, the official measure of recidivism has been defined as a subsequent adjudication or conviction within one year of program completion (see inset).

Recidivism is defined as:

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

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., availability of data on additional risk factors; reporting changes stemming from the re-classification of non-residential programs as probation facilities). Such changes and improvements to methodology are reported below when applicable.

Program results are presented for the 158 residential programs that released at least 15 youth during the two-year period. Scores are reported for 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 2003-04 are not included, as there is no additional information and their program ratings were previously reported in the *2005 PAM Report*. For a listing of closed programs not included 2006 PAM analyses see Appendix 2.

Calculating the PAM Score

The PAM Score is comprised of a program recidivism effectiveness measure and a cost effectiveness measure. Program recidivism effectiveness is the standardized difference between the programs' expected recidivism and observed recidivism. Cost effectiveness is measured as the standardized difference between each program's average cost per youth completing the program and the statewide average cost per completion.

Program Recidivism Effectiveness Measure

As noted above, program effectiveness examines the difference between the program's expected recidivism range (based on the characteristics of the youth in the program) and observed recidivism. The difference between a program's expected recidivism range and its observed recidivism rate provides a measure of the impact the program had on reducing recidivism.

Determining significant predictors of subsequent offending and calculating program expected recidivism is a multi-stage process. Initially, risk factors are correlated at the bivariate level. All available legal, socio-demographic, and risk variables in the JJIS data are included at this stage. A comprehensive listing of all variables examined in this year's analyses is presented in Appendix 3. Those factors significantly related to re-offending at the bivariate level are then entered into multivariate logistic regression analyses. Logistic regression is the proper statistical technique to use when the outcome variable, in this instance whether youth recidivated (yes/no), is a dichotomous or binary measure. The multivariate analyses revealed the following factors as statistically significant predictors of re-offending for the 16,606 youth released from residential programs in Florida between July 1, 2002 and June 30, 2004:

Risk Factors Identified in the Logistic Regression Analyses
1. Age at release from program
2. Chronic drug use
3. Gender
4. Number of prior juvenile referrals
5. Prior felony property adjudication
6. Prior juvenile residential commitment
7. Race
8. Region of state where youth resides
9. School attendance
10. Sex offender referral

Three demographic variables were significantly related to the likelihood that a youth would recidivate: age at release from program, gender, and race. Consistent with the research literature, younger offenders were more likely to be recidivists than older youth, when controlling for the other variables in the model. Males and non-white youths were more likely than females and white youth to recidivate.

Measures of the extent and seriousness of prior offending were strong predictors of recidivism. The more delinquency referrals a youth had in the past, the more likely he or she was to recidivate within one year of release. Youth with a history of felony property crimes were more likely to be recidivists than those involved with other crimes (e.g., person offenses, drug offenses). While few juveniles had a history of sex offending, those who did were significantly *less* likely than those without such histories to re-offend within one year of program completion.

The region of the state where the youth resides continued to be a significant predictor of recidivism in Florida. Youth residing in the northwest, northeast and west regions were significantly more likely than youth who resided in the south or east regions 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.

Three risk factors derived from SRCI data in JJIS were statistically significant predictors of subsequent offending following program release: prior juvenile commitment, school attendance and drug use. The SRCI is used to assist the Department and court in determining youths' risk for re-offending and corresponding appropriate placement decisions. Youth who had previously been committed to a juvenile residential program were significantly more likely to recidivate than those who had only received probation or never been committed. Conversely, likelihood to re-offend was significantly decreased if the youth regularly attended school, as opposed to dropped out, had been suspended or expelled, or was chronically tardy or truant. Drug use also proved a significant predictor of recidivism, as the odds of being subsequently adjudicated or convicted within one year of program release were significantly increased when a youth chronically used drugs.

In addition to the predictors identified in this year's model, other factors (including DRAI variables) were examined, but were either too highly correlated with significant variables in the model or failed to remain statistically significant in the final model. The aggregated program mean values for the ten identified significant risk factors are presented for each program in Appendix 4. These data allow for an assessment of the impact of each risk factor on the calculation of each program's expected recidivism rate.

Following the determination of significant recidivism predictors, Hierarchical Linear Modeling (HLM) was used to calculate the probability of recidivism (subsequent adjudications or convictions) for the 158 residential programs that released 15 or more youth between fiscal years 2002-03 and 2003-04. 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. Two of the identified predictors were entered as program (Level 2) indicators in the HLM analyses: whether the program serves males or females, and whether the program serves sex offenders. These were deemed program attributes, as each program evaluated serves either an all-female or all-male juvenile population, and a number of facilities around the state are designed specifically to serve sex offenders.

An estimated recidivism range is calculated for each program based on the significant risk factors identified, plus or minus a margin of error (99% confidence interval). The confidence interval for expected recidivism was used to answer the following question: How large a difference between the expected recidivism rate and the observed rate is necessary to be 99% confident that the difference is not due to random error? 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 recidivism range*, is compared to how well the program actually performed, or the *observed recidivism rate*. The size of a confidence interval is related to the number of youth completing a program. Programs with fewer completions have wider confidence intervals than programs with a larger number of completions.

The expected recidivism range allows for a comparison between expected and observed recidivism taking into account an estimate of random error in the measure of expected recidivism. Subtracting a program's observed recidivism rate from the upper or lower limits of the confidence interval for expected recidivism allows an assessment of the effect of each program in reducing re-offending. For definitions of terms used in the analyses, see Appendix 1.

Program Cost Effectiveness Measure

Program cost per completion is calculated by dividing total expenditures for each program by the number of youth completing the program during FY 2002-03 and FY 2003-04. Program total costs are defined as all DJJ expenditures allocated to the program over the two-year period, plus all other sources of government funding including all state and federal monies, and excluding school board funding.³ Program cost per completion is impacted by the proportion of youth who complete a program as compared to all youth who enter a program. As the number of youth completing a program increases, the program cost per completion correspondingly decreases. Program length of stay may also indirectly affect cost per completion calculations. By design, length of stay increases as the restrictiveness level increases. Admission rates being equivalent, a low-risk restrictiveness program, for example, could serve more youth within a shorter period of time than a high-risk restrictiveness program, thus impacting the rate of completions as well as the overall program cost per completion during the two-year PAM analysis period.

The statewide average cost per program completion for the two-year period of fiscal years 2002-03 to 2003-04 was \$34,669.

Overall, the statewide average cost per completion during the two-year analysis period was \$34,669. Program costs per completion varied by restrictiveness level as follows:

- Low-risk restrictiveness programs: \$17,610
- Moderate-risk restrictiveness programs: \$30,773
- High-risk restrictiveness programs: \$56,642
- Maximum-risk restrictiveness programs: \$119,165

In calculating PAM scores, each program's average cost per youth completing the program is compared to the statewide average cost per completion of \$34,669. Variations in program costs are partially attributable to federal funding which includes monies for Behavioral Health or Mental Health Overlay Services, and the national school lunch program. These amounts can be considerable. Total program expenditures incorporate such funding and should be considered in comparing average costs.

³ In years past at annual Common Definitions meetings, there has been deliberation over whether programs' total expenditures should include school board funding. A number of participants maintained that program costs should not include school funding. It was argued that school monies would be uniformly 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. Given these arguments, school board funding is not included in total overall two-year program expenditure calculations.

The PAM Score: Combining Program Recidivism and Cost 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

2006 PAM scores for the 158 residential programs ranged from a high of 95 to a low of 42.

program cost measure weighted by a factor of one-third.⁴ This year's scores ranged from 42 to 95. 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.

Limitations

The expected recidivism measure developed in this study explains a portion of the variation in recidivism at the individual level. At the program level, when expected recidivism is regressed on observed recidivism, the adjusted r^2 is 0.901. Expected recidivism measures are designed to assist in evaluating program outcomes and not for predicting individual performance. The primary purpose of the PAM analysis is to provide a relative ranking of recidivism and cost effectiveness for the juvenile commitment programs serving youth in the state of Florida. The *PAM Report* is not designed to produce a comprehensive program evaluation in which specific ineffective program components or practices are identified. The Department developed the *What Works* Initiative to address these specific programming elements and begin the process of implementing evidence-based services throughout the juvenile justice continuum.

Findings

Results of the PAM analyses are presented in the tables that follow. The initial table summarizes the overall findings by grouping all 158 programs within their resulting program and costs effectiveness categories (see below for category descriptions). In general, scores are presented in three ways:

- 1) By restrictiveness level (low, moderate, high, and maximum) in descending order of program effectiveness (Tables 1-4);
- 2) By gender of youth served in descending order of PAM score (Tables 5-6);
- 3) By gender, program restrictiveness and effectiveness categories in ascending order of cost (Tables 7-14).

PAM results are also presented by gender and program type (Tables 15-16), as well as by program provider (Table 17).

⁴ These weights were approved during the Common Definitions meetings after consultation with members of the Juvenile Justice Advisory Board, the Legislature, the Governor's Office, OPPAGA, the Office of Economic and Demographic Research, contracted providers and other juvenile justice stakeholders.

Program Recidivism Effectiveness Categories

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

- **Highly Effective Programs:** These programs are defined as having observed recidivism rates that are more than one standard deviation below the lower limit of the expected recidivism range. Ten percent (n=16) of the programs fell into this category.
- **Effective Programs:** These programs are defined as having observed recidivism rates that are up to one standard deviation below the lower limit of the expected recidivism range. Eighteen percent (n=28) of the programs fell into this category.
- **Average Programs:** These programs are defined as having observed recidivism rates that are within the expected recidivism range. Forty-three percent (n=68) of the programs fell into this category.
- **Below Average Programs:** These programs are defined as having observed recidivism rates that are up to one standard deviation above the upper limit of the expected recidivism range. Eighteen percent (n=28) of the programs fell into this category.
- **Least Effective Programs:** These programs are defined as having observed recidivism rates that are more than one standard deviation above the upper limit of the expected recidivism range. Eleven percent (n=18) of the programs fell into this category.

Nearly thirty percent of the programs in the 2006 PAM Report fell within the effective or highly effective categories.

Program Cost Effectiveness Categories

Each program's average cost per completion is compared to the statewide average cost per completion of \$34,669. Programs are divided into one of the following cost per completion categories:

- **Low Cost Programs:** One-third (n=52) of programs are grouped into this category. The cost per completion for these residential programs is less than \$26,432.
- **Moderate Cost Programs:** One-third (n=53) of programs are grouped into this category. The cost per completion for these residential programs is between \$26,342 and \$38,498.
- **High Cost Programs:** One-third (n=53) of programs are grouped into this category. The cost per completion for these residential programs is \$38,499 or greater.

Average costs per completion among the 158 programs for fiscal years 2002-03 to 2003-04 ranged from a low of \$5,943 to a high of \$226,104.

The table that follows on the next page presents all 158 programs relative to the program recidivism and cost effectiveness categories into which they fell.

PAM Scores by Restrictiveness Level

Tables 1 through 4 provide a summary of the PAM scores for the 158 residential programs within each of the four restrictiveness levels. PAM scores are presented in descending order, along with the percent difference (i.e., percent above or below the expected recidivism range) and program cost per completion.

Table 1. Low Risk Residential Programs by PAM Score

Low Risk Programs	N	Percent Difference*	Cost per Completion	PAM Score
Rilla White Foundation Family Homes-Female	40	-2%	\$23,642	80
Jonathan Dickinson Short-Term Offender Program Camp	121	-1%	\$9,924	79
STEP I-Male	277	-1%	\$6,656	79
Withlacochee Juvenile Residential Facility	69	-1%	\$13,377	78
Manatee Wilderness Camp (Closed)	137	-1%	\$17,084	78
Alligator Short-Term Offender Program Camp	227	0%	\$6,545	76
South Pines Low Risk	135	0%	\$20,844	74
Blackwater Short-Term Offender Program Camp (CSC)	15	0%	\$25,981	73
Visionary Adolescent Services GTH-Female	30	0%	\$32,648	72
Eckerd Youth Conservation Academy	115	0%	\$37,145	71
Forestry Youth Academy	77	0%	\$40,962	71
Escambia River Outward Bound	178	1%	\$19,039	71
Rilla White Foundation Family Homes-Male	98	1%	\$23,815	70
Blackwater STOP Camp (State-Operated) (Provider changed)	151	2%	\$5,943	70
Vision Quest-Female Low Risk	220	2%	\$21,326	67
STEP II-Female	98	3%	\$6,271	66
Florida Youth Academy-Male Low Risk (Closed)	75	6%	\$13,733	55
Leaf Group Treatment Home-Female (Closed)	47	7%	\$28,042	50
Peace River Outward Bound	82	7%	\$36,246	49
Brevard Group Treatment Home	58	9%	\$31,351	43
Dade Group Treatment Home	23	12%	\$26,725	42

*Percentages have been rounded to the nearest whole percent

Table 2. Moderate Risk Residential Programs by PAM Score

Moderate Risk Programs	N	Percent Difference*	Cost per Completion	PAM Score
Martin Boot Camp	90	-7%	\$37,838	94
Okaloosa Halfway House	61	-6%	\$44,479	90
Crossroads Wilderness Institute	92	-5%	\$23,267	90
Miami Halfway House (State-Operated) (Provider changed)	45	-5%	\$28,710	89
Grove Unique Youth Services (GUYS)	45	-6%	\$56,294	88
Bay Point Schools-North	58	-5%	\$33,643	88
Bay Behavioral Hope-Female-Mental Health	82	-5%	\$42,711	87
Florida Environmental Institute	48	-5%	\$44,646	86
Thompson Academy (YSI)	56	-3%	\$25,739	83
YMCA Character Halfway House-Female-Pregnancy	58	-3%	\$33,389	82
WINGS-Female	65	-3%	\$28,231	82
Nassau Halfway House	91	-2%	\$15,993	81
Jefferson Halfway House (DISC) (Provider changed)	62	-2%	\$25,177	80
Space Coast Marine Institute	91	-2%	\$23,596	80
ATC Boys Halfway House	141	-2%	\$27,053	79
Camp E-How-Kee (Closed)	67	-2%	\$33,233	78
Collier Drill Academy	112	-1%	\$16,118	78
Ft. Walton Adolescent Substance Abuse Program	79	-2%	\$40,822	77
Liberty Juvenile Residential Facility	117	-1%	\$21,301	77
West Florida Wilderness Institute	108	-1%	\$22,116	77
Santa Rosa Juvenile Residential Facility	41	-1%	\$24,041	77
Taylor Halfway House (DISC) (Provider changed)	77	-1%	\$24,102	77
Impact Halfway House	78	-1%	\$22,755	77
Okeechobee Redirection Camp	131	-1%	\$27,228	76
Avon Park Youth Academy	413	-1%	\$27,883	76
ARC Halfway House	240	-1%	\$30,385	76
ATC Substance Abuse Halfway House	101	-1%	\$36,772	75
Kelly Hall Halfway House	94	-1%	\$34,515	75
Okaloosa Youth Academy	264	-1%	\$31,390	75
Bay Point Schools-West-Kennedy	322	-1%	\$33,052	75
Eckerd Youth Challenge Program	109	-1%	\$42,366	74
First Step Girls Juvenile Residential Facility-Female	48	0%	\$21,836	74
Sawmill Academy-Female (NAFI) (Provider changed)	76	0%	\$22,381	74
Volusia HWH (State-Operated) (Provider changed)	63	0%	\$17,309	74
Pensacola Boys Base	93	0%	\$17,877	74
Seminole Work and Learn Center	76	0%	\$18,078	74
Falkenberg Academy	292	0%	\$22,290	74
Price Halfway House	81	0%	\$21,366	74
Francis Walker HWH-Female (State-Oper.) (Provider changed)	37	0%	\$24,783	73
Vision Quest-Female Moderate Risk	154	0%	\$28,566	73

*Percentages have been rounded to the nearest whole percent

Table 2, (Continued). Moderate Risk Residential Programs by PAM Score

Moderate Risk Programs	N	Percent Difference*	Cost per Completion	PAM Score
Bowling Green Juvenile Residential Facility-Female	94	0%	\$28,804	73
Oaks Juvenile Residential Facility	144	0%	\$24,086	73
Bristol Youth Academy	172	0%	\$25,944	73
Thompson Academy (PJS) (Provider changed)	260	0%	\$26,092	73
South Pines Moderate Risk	122	0%	\$26,430	73
Leslie Peters Halfway House	81	0%	\$26,553	73
Marion Youth Development Center (CSC)	25	0%	\$26,888	73
Bassin House-Substance Abuse (DISC) (Provider changed)	43	0%	\$27,161	73
Southern Glades Youth Camp	198	0%	\$27,411	73
Wilson Academy-Female (FL Yth Academy) (Provider changed)	103	0%	\$24,881	73
Greenville Academy (DISC Village) (Provider changed)	57	0%	\$26,867	73
Gulf Coast Youth Academy (Premier)	310	0%	\$27,742	73
Leaf Recovery-Female-Substance Abuse (Closed)	48	0%	\$32,931	72
Bridges Academy-Female	55	0%	\$34,732	72
Hastings Youth Academy Moderate Risk	327	0%	\$30,536	72
Big Cypress Wilderness Institute	85	0%	\$30,582	72
Palm Beach HWH (State-Operated) (Provider changed)	34	0%	\$34,215	72
Polk Boot Camp-Male	141	0%	\$35,053	72
MATS Halfway House	120	0%	\$35,399	72
Mandala ATC Halfway House-Dual Diagnosis	90	0%	\$33,693	72
Adolescent Therapeutic Center-Female	100	0%	\$36,763	71
Live Oak Juvenile Residential Facility-Female	140	0%	\$38,498	71
Gulf Academy-Mental Health	71	0%	\$36,963	71
GOALS	86	0%	\$37,694	71
Riverside Academy-Substance Abuse	312	0%	\$40,228	71
Duval Juvenile Residential Facility	120	1%	\$15,199	71
San Antonio Boys Village	99	1%	\$18,224	71
Duval START Center (Closed)	53	1%	\$21,305	70
Youth Environmental Services	98	1%	\$23,110	70
Marion YDC (Career Systems) (Provider changed)	215	1%	\$24,920	70
Pines Juvenile Residential Facility-Female	194	1%	\$23,682	70
JUST Program-MH (DISC) (Provider changed)	37	0%	\$52,132	69
Florida City Youth Center	41	1%	\$33,715	69
Alachua HWH-Female (State-Operated) (Provider changed)	40	1%	\$28,701	69
Panther Success Center Halfway House	233	2%	\$12,783	69
DeSoto Juvenile Residential Facility-Dual Diagnosis	176	0%	\$57,808	68
Camp E-Kel-Etu	64	0%	\$58,100	68
Polk Boot Camp-Female (Closed)	40	1%	\$39,057	68
Polk Halfway House (State-Operated) (Provider changed)	64	2%	\$17,227	68
Eckerd Intensive Halfway House	43	0%	\$66,681	67

*Percentages have been rounded to the nearest whole percent

Table 2, (Continued). Moderate Risk Residential Programs by PAM Score

Moderate Risk Programs	N	Percent Difference*	Cost per Completion	PAM Score
Lake Academy-Female-Mental Health	118	0%	\$64,030	67
Britt Halfway House	74	2%	\$25,208	67
Kingsley Center-Female	231	2%	\$30,061	66
Pinellas Boot Camp	109	2%	\$32,212	66
Lighthouse JRF-Female-Mental Health	42	2%	\$41,639	64
Bay Boot Camp	73	3%	\$24,032	64
DeSoto JRF-Female-Dual Diagnosis Moderate Risk	30	-1%	\$111,828	63
Milton Juvenile Residential Facility-Female-MH	122	2%	\$45,740	63
Manatee Boot Camp	75	5%	\$25,148	57
RAMC-Mentally Challenged (DISC) (Provider changed)	63	4%	\$51,948	56
Madison Halfway House (DISC) (Provider changed)	68	6%	\$22,972	54
MERIT (DISC) (Provider changed)	44	6%	\$33,533	52
Camp E-Nini-Hassee-Female	44	5%	\$60,985	51
Camp E-Tu-Makee	62	6%	\$58,272	48
GATE (DISC) (Provider changed)	57	8%	\$25,818	47
Florida Youth Academy-Female Moderate Risk (Closed)	55	10%	\$23,992	43
Camp E-Ma-Chamee	72	8%	\$54,842	42

*Percentages have been rounded to the nearest whole percent

Table 3. High Risk Residential Programs by PAM Score

High Risk Programs	N	Percent Difference*	Cost per Completion	PAM Score
NAFI Serious Habitual Offender Program	51	-6%	\$53,426	88
DeSoto Juvenile Correctional Facility-MH	39	-7%	\$94,110	85
Tiger Success SHOP (Youthtrack) (Provider changed)	31	-5%	\$57,300	84
Marion Juvenile Correctional Facility	84	-1%	\$37,017	75
Hastings Youth Academy High Risk	147	0%	\$27,882	73
Bartow Juvenile Correctional Facility	31	0%	\$27,676	73
Sago Palm Youth Development Center	189	0%	\$30,169	72
Polk JCF (Premier) (Provider changed)	343	0%	\$35,013	72
Everglades Youth Development Center (Premier)	187	0%	\$41,785	71
Jackson Juvenile Offender Correctional Center	113	0%	\$41,989	71
Okeechobee JOCC SOP (Securicor)	38	-2%	\$87,339	70
FIG (Premier)-Female-MH High Risk (Provider changed)	123	0%	\$44,145	70
Sago Palm Pathfinders-Substance Abuse	95	0%	\$46,273	70
South Florida Intensive HWH-Female (Closed)	26	0%	\$48,960	69
Dozier Training School	204	0%	\$49,774	69
Orange Intensive Halfway House-Female	32	0%	\$55,390	68
ARC Serious Habitual Offender Program	45	0%	\$55,584	68
Vernon Place-Female	62	0%	\$72,241	66
Eckerd Youth Development Center	215	0%	\$68,876	66
Florida Youth Academy-High-Female (Closed)	189	1%	\$48,704	66
Okaloosa Intensive Halfway House	56	1%	\$49,646	66
Three Springs SOP	44	0%	\$82,125	64
Elaine Gordon SOP (Three Springs)	58	0%	\$85,582	64
Manatee Adolescent Treatment SOP (Premier)	47	0%	\$89,568	63
Bartow Serious Habitual Offender Program	35	2%	\$47,700	63
Monticello New Life-Female	55	2%	\$53,107	62
Jackson JOCC SOP	42	0%	\$105,275	61
Dozier SOP	85	0%	\$111,991	60
Sago Palm SOP	149	2%	\$70,926	59
Broward Intensive Halfway House	61	4%	\$43,208	57
Hillsborough Intensive Residential Treatment (IRT)	15	0%	\$159,451	56
DeSoto Juvenile Correctional Facility-Dual Diagnosis	70	0%	\$219,844	56
NAFI Intensive Halfway House	42	5%	\$30,734	56
Manatee Youth Academy	54	5%	\$34,449	55
Cypress Creek High Risk (Securicor)	56	5%	\$33,773	55
Kissimmee Juvenile Correctional Facility SOP	51	3%	\$102,843	51

*Percentages have been rounded to the nearest whole percent

Table 4. Maximum Risk Residential Programs by PAM Score

Maximum Risk Programs	N	Percent Difference*	Cost per Completion	PAM Score
Cypress Creek JOCC Maximum Risk (Securicor)	27	-9%	\$71,735	95
Omega JOCC	46	-3%	\$106,572	70
Okeechobee JOCC Maximum Risk (Securicor)	26	0%	\$116,663	59
FIG (Premier)-Female-MH Max Risk (Provider changed)	18	0%	\$226,104	56

*Percentages have been rounded to the nearest whole percent

PAM Scores by Program and Gender

Tables 5 and 6 provide a summary of the PAM scores for the 158 residential programs grouped by gender. PAM scores are presented in descending order, along with the percent difference (i.e., percent above or below the expected recidivism range) and program cost per completion.

Table 5. Female Residential Programs by PAM Score

Restrictiveness Level	Program Name	N	Percent Difference*	Cost per Completion	PAM Score
Moderate	Bay Behavioral Hope-Female-Mental Health	82	-5%	\$42,711	87
Moderate	YMCA Character Halfway House-Female-Pregnancy	58	-3%	\$33,389	82
Moderate	WINGS-Female	65	-3%	\$28,231	82
Low	Rilla White Foundation Family Homes-Female	40	-2%	\$23,642	80
Moderate	First Step Girls Juvenile Residential Facility-Female	48	0%	\$21,836	74
Moderate	Sawmill Academy-Female (NAFI) (Provider changed)	76	0%	\$22,381	74
Moderate	Francis Walker HWH-Female (State-Oper.) (Provider changed)	37	0%	\$24,783	73
Moderate	Vision Quest-Female Moderate Risk	154	0%	\$28,566	73
Moderate	Bowling Green Juvenile Residential Facility-Female	94	0%	\$28,804	73
Moderate	Wilson Academy-Female (FL Yth Academy) (Provider changed)	103	0%	\$24,881	73
Low	Visionary Adolescent Services GTH-Female	30	0%	\$32,648	72
Moderate	Leaf Recovery-Female-Substance Abuse (Closed)	48	0%	\$32,931	72
Moderate	Bridges Academy-Female	55	0%	\$34,732	72
Moderate	Adolescent Therapeutic Center-Female	100	0%	\$36,763	71
Moderate	Live Oak Juvenile Residential Facility-Female	140	0%	\$38,498	71
High	FIG (Premier)-Female-MH High Risk (Provider changed)	123	0%	\$44,145	70
Moderate	Pines Juvenile Residential Facility-Female	194	1%	\$23,682	70
High	South Florida Intensive HWH-Female (Closed)	26	0%	\$48,960	69
Moderate	Alachua HWH-Female (State-Operated) (Provider changed)	40	1%	\$28,701	69
High	Orange Intensive Halfway House-Female	32	0%	\$55,390	68
Moderate	Polk Boot Camp-Female (Closed)	40	1%	\$39,057	68
Moderate	Lake Academy-Female-Mental Health	118	0%	\$64,030	67
Low	Vision Quest-Female Low Risk	220	2%	\$21,326	67
High	Vernon Place-Female	62	0%	\$72,241	66
High	Florida Youth Academy-High-Female (Closed)	189	1%	\$48,704	66
Moderate	Kingsley Center-Female	231	2%	\$30,061	66
Low	STEP II-Female	98	3%	\$6,271	66
Moderate	Lighthouse JRF-Female-Mental Health	42	2%	\$41,639	64
Moderate	DeSoto JRF-Female-Dual Diagnosis Moderate Risk	30	-1%	\$111,828	63
Moderate	Milton Juvenile Residential Facility-Female-MH	122	2%	\$45,740	63
High	Monticello New Life-Female	55	2%	\$53,107	62
Maximum	FIG (Premier)-Female-MH Max Risk (Provider changed)	18	0%	\$226,104	56
Moderate	Camp E-Nini-Hassee-Female	44	5%	\$60,985	51
Low	Leaf Group Treatment Home-Female (Closed)	47	7%	\$28,042	50
Moderate	Florida Youth Academy-Female Moderate Risk (Closed)	55	10%	\$23,992	43

*Percentages have been rounded to the nearest whole percent

Table 6. Male Residential Programs by PAM Score

Restrictiveness Level	Program Name	N	Percent Difference*	Cost per Completion	PAM Score
Maximum	Cypress Creek JOCC Maximum Risk (Securicor)	27	-9%	\$71,735	95
Moderate	Martin Boot Camp	90	-7%	\$37,838	94
Moderate	Okaloosa Halfway House	61	-6%	\$44,479	90
Moderate	Crossroads Wilderness Institute	92	-5%	\$23,267	90
Moderate	Miami Halfway House (State-Operated) (Provider changed)	45	-5%	\$28,710	89
Moderate	Grove Unique Youth Services (GUYS)	45	-6%	\$56,294	88
High	NAFI Serious Habitual Offender Program	51	-6%	\$53,426	88
Moderate	Bay Point Schools-North	58	-5%	\$33,643	88
Moderate	Florida Environmental Institute	48	-5%	\$44,646	86
High	DeSoto Juvenile Correctional Facility-MH	39	-7%	\$94,110	85
High	Tiger Success SHOP (Youthtrack) (Provider changed)	31	-5%	\$57,300	84
Moderate	Thompson Academy (YSI)	56	-3%	\$25,739	83
Moderate	Nassau Halfway House	91	-2%	\$15,993	81
Moderate	Jefferson Halfway House (DISC) (Provider changed)	62	-2%	\$25,177	80
Moderate	Space Coast Marine Institute	91	-2%	\$23,596	80
Moderate	ATC Boys Halfway House	141	-2%	\$27,053	79
Low	Jonathan Dickinson Short-Term Offender Program Camp	121	-1%	\$9,924	79
Low	STEP I-Male	277	-1%	\$6,656	79
Moderate	Camp E-How-Kee (Closed)	67	-2%	\$33,233	78
Low	Withlacochee Juvenile Residential Facility	69	-1%	\$13,377	78
Moderate	Collier Drill Academy	112	-1%	\$16,118	78
Low	Manatee Wilderness Camp (Closed)	137	-1%	\$17,084	78
Moderate	Ft. Walton Adolescent Substance Abuse Program	79	-2%	\$40,822	77
Moderate	Liberty Juvenile Residential Facility	117	-1%	\$21,301	77
Moderate	West Florida Wilderness Institute	108	-1%	\$22,116	77
Moderate	Santa Rosa Juvenile Residential Facility	41	-1%	\$24,041	77
Moderate	Taylor Halfway House (DISC) (Provider changed)	77	-1%	\$24,102	77
Moderate	Impact Halfway House	78	-1%	\$22,755	77
Moderate	Okeechobee Redirection Camp	131	-1%	\$27,228	76
Moderate	Avon Park Youth Academy	413	-1%	\$27,883	76
Moderate	ARC Halfway House	240	-1%	\$30,385	76
Low	Alligator Short-Term Offender Program Camp	227	0%	\$6,545	76
Moderate	ATC Substance Abuse Halfway House	101	-1%	\$36,772	75
Moderate	Kelly Hall Halfway House	94	-1%	\$34,515	75
High	Marion Juvenile Correctional Facility	84	-1%	\$37,017	75
Moderate	Okaloosa Youth Academy	264	-1%	\$31,390	75
Moderate	Bay Point Schools-West-Kennedy	322	-1%	\$33,052	75
Moderate	Eckerd Youth Challenge Program	109	-1%	\$42,366	74
Low	South Pines Low Risk	135	0%	\$20,844	74
Moderate	Volusia HWH (State-Operated) (Provider changed)	63	0%	\$17,309	74
Moderate	Pensacola Boys Base	93	0%	\$17,877	74

*Percentages have been rounded to the nearest whole percent

Table 6, (Continued). Male Residential Programs by PAM Score

Restrictiveness Level	Program Name	N	Percent Difference*	Cost per Completion	PAM Score
Moderate	Seminole Work and Learn Center	76	0%	\$18,078	74
Moderate	Falkenberg Academy	292	0%	\$22,290	74
Moderate	Price Halfway House	81	0%	\$21,366	74
Low	Blackwater Short-Term Offender Program Camp (CSC)	15	0%	\$25,981	73
Moderate	Oaks Juvenile Residential Facility	144	0%	\$24,086	73
Moderate	Bristol Youth Academy	172	0%	\$25,944	73
Moderate	Thompson Academy (PJS) (Provider changed)	260	0%	\$26,092	73
Moderate	South Pines Moderate Risk	122	0%	\$26,430	73
Moderate	Leslie Peters Halfway House	81	0%	\$26,553	73
Moderate	Marion Youth Development Center (CSC)	25	0%	\$26,888	73
Moderate	Bassin House-Substance Abuse (DISC) (Provider changed)	43	0%	\$27,161	73
Moderate	Southern Glades Youth Camp	198	0%	\$27,411	73
Moderate	Greenville Academy (DISC Village) (Provider changed)	57	0%	\$26,867	73
Moderate	Gulf Coast Youth Academy (Premier)	310	0%	\$27,742	73
High	Hastings Youth Academy High Risk	147	0%	\$27,882	73
High	Bartow Juvenile Correctional Facility	31	0%	\$27,676	73
Moderate	Hastings Youth Academy Moderate Risk	327	0%	\$30,536	72
Moderate	Big Cypress Wilderness Institute	85	0%	\$30,582	72
Moderate	Palm Beach HWH (State-Operated) (Provider changed)	34	0%	\$34,215	72
Moderate	Polk Boot Camp-Male	141	0%	\$35,053	72
Moderate	MATS Halfway House	120	0%	\$35,399	72
High	Sago Palm Youth Development Center	189	0%	\$30,169	72
High	Polk JCF (Premier) (Provider changed)	343	0%	\$35,013	72
Moderate	Mandala ATC Halfway House-Dual Diagnosis	90	0%	\$33,693	72
Low	Eckerd Youth Conservation Academy	115	0%	\$37,145	71
Low	Forestry Youth Academy	77	0%	\$40,962	71
Moderate	Gulf Academy-Mental Health	71	0%	\$36,963	71
Moderate	GOALS	86	0%	\$37,694	71
Moderate	Riverside Academy-Substance Abuse	312	0%	\$40,228	71
High	Everglades Youth Development Center (Premier)	187	0%	\$41,785	71
High	Jackson Juvenile Offender Correctional Center	113	0%	\$41,989	71
Moderate	Duval Juvenile Residential Facility	120	1%	\$15,199	71
Low	Escambia River Outward Bound	178	1%	\$19,039	71
Moderate	San Antonio Boys Village	99	1%	\$18,224	71
Maximum	Omega JOCC	46	-3%	\$106,572	70
High	Okeechobee JOCC SOP (Securicor)	38	-2%	\$87,339	70
High	Sago Palm Pathfinders-Substance Abuse	95	0%	\$46,273	70
Low	Rilla White Foundation Family Homes-Male	98	1%	\$23,815	70
Moderate	Duval START Center (Closed)	53	1%	\$21,305	70
Moderate	Youth Environmental Services	98	1%	\$23,110	70

*Percentages have been rounded to the nearest whole percent

Table 6, (Continued). Male Residential Programs by PAM Score

Restrictiveness Level	Program Name	N	Percent Difference*	Cost per Completion	PAM Score
Moderate	Marion YDC (Career Systems) (Provider changed)	215	1%	\$24,920	70
Low	Blackwater STOP Camp (State-Operated) (Provider changed)	151	2%	\$5,943	70
Moderate	JUST Program-MH (DISC) (Provider changed)	37	0%	\$52,132	69
High	Dozier Training School	204	0%	\$49,774	69
Moderate	Florida City Youth Center	41	1%	\$33,715	69
Moderate	Panther Success Center Halfway House	233	2%	\$12,783	69
Moderate	DeSoto Juvenile Residential Facility-Dual Diagnosis	176	0%	\$57,808	68
Moderate	Camp E-Kel-Etu	64	0%	\$58,100	68
High	ARC Serious Habitual Offender Program	45	0%	\$55,584	68
Moderate	Polk Halfway House (State-Operated) (Provider changed)	64	2%	\$17,227	68
Moderate	Eckerd Intensive Halfway House	43	0%	\$66,681	67
Moderate	Britt Halfway House	74	2%	\$25,208	67
High	Eckerd Youth Development Center	215	0%	\$68,876	66
High	Okaloosa Intensive Halfway House	56	1%	\$49,646	66
Moderate	Pinellas Boot Camp	109	2%	\$32,212	66
High	Three Springs SOP	44	0%	\$82,125	64
High	Elaine Gordon SOP (Three Springs)	58	0%	\$85,582	64
Moderate	Bay Boot Camp	73	3%	\$24,032	64
High	Manatee Adolescent Treatment SOP (Premier)	47	0%	\$89,568	63
High	Bartow Serious Habitual Offender Program	35	2%	\$47,700	63
High	Jackson JOCC SOP	42	0%	\$105,275	61
High	Dozier SOP	85	0%	\$111,991	60
Maximum	Okeechobee JOCC Maximum Risk (Securicor)	26	0%	\$116,663	59
High	Sago Palm SOP	149	2%	\$70,926	59
High	Broward Intensive Halfway House	61	4%	\$43,208	57
Moderate	Manatee Boot Camp	75	5%	\$25,148	57
High	Hillsborough Intensive Residential Treatment (IRT)	15	0%	\$159,451	56
High	DeSoto Juvenile Correctional Facility-Dual Diagnosis	70	0%	\$219,844	56
Moderate	RAMC-Mentally Challenged (DISC) (Provider changed)	63	4%	\$51,948	56
High	NAFI Intensive Halfway House	42	5%	\$30,734	56
High	Manatee Youth Academy	54	5%	\$34,449	55
High	Cypress Creek High Risk (Securicor)	56	5%	\$33,773	55
Low	Florida Youth Academy-Male Low Risk (Closed)	75	6%	\$13,733	55
Moderate	Madison Halfway House (DISC) (Provider changed)	68	6%	\$22,972	54
Moderate	MERIT (DISC) (Provider changed)	44	6%	\$33,533	52
High	Kissimmee Juvenile Correctional Facility SOP	51	3%	\$102,843	51
Low	Peace River Outward Bound	82	7%	\$36,246	49
Moderate	Camp E-Tu-Makee	62	6%	\$58,272	48
Moderate	GATE (DISC) (Provider changed)	57	8%	\$25,818	47
Low	Brevard Group Treatment Home	58	9%	\$31,351	43
Moderate	Camp E-Ma-Chamee	72	8%	\$54,842	42
Low	Dade Group Treatment Home	23	12%	\$26,725	42

*Percentages have been rounded to the nearest whole percent

PAM Scores by Gender, Restrictiveness Level and Effectiveness Categories

Tables 7 through 14 present programs classified by gender and the five program recidivism effectiveness categories within each restrictiveness level. This allows for a comparison of recidivism outcomes by low-, moderate-, high-, and maximum-risk restrictiveness levels for facilities serving females and those serving males. In tables 7 through 14, the following variables are provided for each program:

- Number of youth completing program during the two-year period (N)
- Observed recidivism rate
- Expected recidivism range
- Percent above or below the expected recidivism range
- Two-year program expenditures
- Program cost per completion
- PAM score
- Recidivism effectiveness category within which each program falls
- Cost effectiveness category within which each program falls

Table 7. Female Low-Risk Residential Programs Ranked by Program Effectiveness

Low Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Rilla White Foundation Family Homes-Female	40	18%	20% - 23%	-2%	\$945,685	\$23,642	80	Effective	Low
Visionary Adolescent Services GTH-Female	30	23%	22% - 26%	0%	\$979,431	\$32,648	72	Average	Moderate
Vision Quest-Female Low Risk	220	30%	27% - 28%	2%	\$4,691,616	\$21,326	67	Below Average	Low
STEP II-Female	98	33%	28% - 30%	3%	\$614,558	\$6,271	66	Below Average	Low
Leaf Group Treatment Home-Female (Closed)	47	38%	28% - 31%	7%	\$1,317,967	\$28,042	50	Least Effective	Moderate

*Percentages have been rounded to the nearest whole percent

Table 8. Male Low-Risk Residential Programs Ranked by Program Effectiveness

Low Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Withlacochee Juvenile Residential Facility	69	38%	39% - 42%	-1%	\$923,024	\$13,377	78	Effective	Low
Manatee Wilderness Camp (Closed)	137	39%	39% - 41%	-1%	\$2,340,486	\$17,084	78	Effective	Low
Jonathan Dickinson Short-Term Offender Program Camp	121	39%	39% - 41%	-1%	\$1,200,853	\$9,924	79	Effective	Low
STEP I-Male	277	38%	38% - 39%	-1%	\$1,843,673	\$6,656	79	Effective	Low
Alligator Short-Term Offender Program Camp	227	42%	42% - 43%	0%	\$1,485,720	\$6,545	76	Average	Low
South Pines Low Risk	135	44%	43% - 44%	0%	\$2,813,970	\$20,844	74	Average	Low
Blackwater Short-Term Offender Program Camp (CSC)	15	47%	40% - 49%	0%	\$389,719	\$25,981	73	Average	Low
Eckerd Youth Conservation Academy	115	46%	44% - 46%	0%	\$4,271,636	\$37,145	71	Average	Moderate
Forestry Youth Academy	77	47%	44% - 47%	0%	\$3,154,076	\$40,962	71	Average	High
Rilla White Foundation Family Homes-Male	98	49%	46% - 48%	1%	\$2,333,849	\$23,815	70	Below Average	Low
Escambia River Outward Bound	178	52%	49% - 50%	1%	\$3,388,889	\$19,039	71	Below Average	Low
Blackwater STOP Camp (State-Operated) (Provider changed)	151	54%	50% - 52%	2%	\$897,397	\$5,943	70	Below Average	Low
Florida Youth Academy-Male Low Risk (Closed)	75	61%	52% - 55%	6%	\$1,029,960	\$13,733	55	Least Effective	Low
Peace River Outward Bound	82	66%	56% - 58%	7%	\$2,972,165	\$36,246	49	Least Effective	Moderate
Brevard Group Treatment Home	58	66%	53% - 57%	9%	\$1,818,354	\$31,351	43	Least Effective	Moderate
Dade Group Treatment Home	23	65%	47% - 53%	12%	\$614,685	\$26,725	42	Least Effective	Moderate

*Percentages have been rounded to the nearest whole percent

Table 9. Female Moderate-Risk Residential Programs Ranked by Program Effectiveness

Moderate Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Bay Behavioral Hope-Female-Mental Health	82	12%	17% - 19%	-5%	\$3,502,315	\$42,711	87	Highly Effective	High
YMCA Character Halfway House-Female-Pregnancy	58	16%	19% - 21%	-3%	\$1,936,567	\$33,389	82	Highly Effective	Moderate
WINGS-Female	65	17%	19% - 22%	-3%	\$1,835,037	\$28,231	82	Highly Effective	Moderate
DeSoto JRF-Female-Dual Diagnosis Moderate Risk	30	20%	21% - 25%	-1%	\$3,354,843	\$111,828	63	Effective	High
First Step Girls Juvenile Residential Facility-Female	48	23%	22% - 25%	0%	\$1,048,119	\$21,836	74	Average	Low
Sawmill Academy-Female (NAFI) (Provider changed)	76	24%	22% - 24%	0%	\$1,700,959	\$22,381	74	Average	Low
Francis Walker HWH-Female (State-Oper.) (Provider changed)	37	22%	21% - 25%	0%	\$916,981	\$24,783	73	Average	Low
Vision Quest-Female Moderate Risk	154	22%	21% - 23%	0%	\$4,399,148	\$28,566	73	Average	Moderate
Bowling Green Juvenile Residential Facility-Female	94	24%	23% - 25%	0%	\$2,707,607	\$28,804	73	Average	Moderate
Leaf Recovery-Female-Substance Abuse (Closed)	48	23%	22% - 25%	0%	\$1,580,701	\$32,931	72	Average	Moderate
Bridges Academy-Female	55	22%	21% - 24%	0%	\$1,910,255	\$34,732	72	Average	Moderate
Adolescent Therapeutic Center-Female	100	22%	22% - 23%	0%	\$3,676,324	\$36,763	71	Average	Moderate
Live Oak Juvenile Residential Facility-Female	140	23%	22% - 23%	0%	\$5,389,671	\$38,498	71	Average	Moderate
Wilson Academy-Female (FL Yth Academy) (Provider changed)	103	25%	23% - 25%	0%	\$2,562,757	\$24,881	73	Average	Low
Lake Academy-Female-Mental Health	118	25%	23% - 24%	0%	\$7,555,500	\$64,030	67	Average	High
Polk Boot Camp-Female (Closed)	40	28%	23% - 27%	1%	\$1,562,266	\$39,057	68	Below Average	High
Alachua HWH-Female (State-Operated) (Provider changed)	40	28%	23% - 27%	1%	\$1,148,031	\$28,701	69	Below Average	Moderate
Pines Juvenile Residential Facility-Female	194	28%	26% - 27%	1%	\$4,594,372	\$23,682	70	Below Average	Low
Milton Juvenile Residential Facility-Female-MH	122	29%	26% - 27%	2%	\$5,580,282	\$45,740	63	Below Average	High
Lighthouse JRF-Female-Mental Health	42	29%	24% - 27%	2%	\$1,748,817	\$41,639	64	Below Average	High
Kingsley Center-Female	231	31%	28% - 29%	2%	\$6,944,103	\$30,061	66	Below Average	Moderate
Camp E-Nini-Hassee-Female	44	34%	26% - 29%	5%	\$2,683,332	\$60,985	51	Least Effective	High
Florida Youth Academy-Female Moderate Risk (Closed)	55	44%	31% - 34%	10%	\$1,319,551	\$23,992	43	Least Effective	Low

*Percentages have been rounded to the nearest whole percent

Table 10. Male Moderate-Risk Residential Programs Ranked by Program Effectiveness

Moderate Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Martin Boot Camp	90	22%	29% - 32%	-7%	\$3,405,450	\$37,838	94	Highly Effective	Moderate
Grove Unique Youth Services (GUYS)	45	29%	35% - 39%	-6%	\$2,533,210	\$56,294	88	Highly Effective	High
Okaloosa Halfway House	61	28%	34% - 37%	-6%	\$2,713,218	\$44,479	90	Highly Effective	High
Bay Point Schools-North	58	29%	35% - 38%	-5%	\$1,951,268	\$33,643	88	Highly Effective	Moderate
Miami Halfway House (State-Operated) (Provider changed)	45	31%	36% - 40%	-5%	\$1,291,949	\$28,710	89	Highly Effective	Moderate
Florida Environmental Institute	48	31%	36% - 40%	-5%	\$2,143,002	\$44,646	86	Highly Effective	High
Crossroads Wilderness Institute	92	28%	33% - 35%	-5%	\$2,140,530	\$23,267	90	Highly Effective	Low
Thompson Academy (YSI)	56	34%	37% - 40%	-3%	\$1,441,365	\$25,739	83	Highly Effective	Low
Nassau Halfway House	91	34%	37% - 39%	-2%	\$1,455,400	\$15,993	81	Effective	Low
Jefferson Halfway House (DISC) (Provider changed)	62	35%	38% - 41%	-2%	\$1,560,973	\$25,177	80	Effective	Low
Ft. Walton Adolescent Substance Abuse Program	79	35%	38% - 40%	-2%	\$3,224,940	\$40,822	77	Effective	High
ATC Boys Halfway House	141	33%	35% - 36%	-2%	\$3,814,447	\$27,053	79	Effective	Moderate
Camp E-How-Kee (Closed)	67	36%	38% - 41%	-2%	\$2,226,640	\$33,233	78	Effective	Moderate
Space Coast Marine Institute	91	35%	37% - 39%	-2%	\$2,147,278	\$23,596	80	Effective	Low
Eckerd Youth Challenge Program	109	37%	38% - 40%	-1%	\$4,617,936	\$42,366	74	Effective	High
ATC Substance Abuse Halfway House	101	38%	39% - 41%	-1%	\$3,713,985	\$36,772	75	Effective	Moderate
Liberty Juvenile Residential Facility	117	38%	38% - 40%	-1%	\$2,492,247	\$21,301	77	Effective	Low
West Florida Wilderness Institute	108	38%	39% - 41%	-1%	\$2,388,547	\$22,116	77	Effective	Low
Kelly Hall Halfway House	94	38%	39% - 41%	-1%	\$3,244,446	\$34,515	75	Effective	Moderate
Collier Drill Academy	112	38%	39% - 41%	-1%	\$1,805,233	\$16,118	78	Effective	Low
Santa Rosa Juvenile Residential Facility	41	39%	40% - 44%	-1%	\$985,675	\$24,041	77	Effective	Low
Taylor Halfway House (DISC) (Provider changed)	77	39%	40% - 42%	-1%	\$1,855,816	\$24,102	77	Effective	Low
Okeechobee Redirection Camp	131	39%	39% - 41%	-1%	\$3,566,890	\$27,228	76	Effective	Moderate
Okaloosa Youth Academy	264	37%	37% - 38%	-1%	\$8,287,083	\$31,390	75	Effective	Moderate
Avon Park Youth Academy	413	35%	35% - 36%	-1%	\$11,515,611	\$27,883	76	Effective	Moderate

*Percentages have been rounded to the nearest whole percent

Table 10, (Continued). Male Moderate-Risk Residential Programs Ranked by Program Effectiveness

Moderate Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Bay Point Schools-West-Kennedy	322	36%	37% - 37%	-1%	\$10,642,895	\$33,052	75	Effective	Moderate
ARC Halfway House	240	38%	39% - 40%	-1%	\$7,292,415	\$30,385	76	Effective	Moderate
Impact Halfway House	78	40%	40% - 43%	-1%	\$1,774,864	\$22,755	77	Effective	Low
Volusia HWH (State-Operated) (Provider changed)	63	43%	42% - 45%	0%	\$1,090,454	\$17,309	74	Average	Low
Pensacola Boys Base	93	42%	41% - 44%	0%	\$1,662,607	\$17,877	74	Average	Low
Seminole Work and Learn Center	76	41%	41% - 43%	0%	\$1,373,960	\$18,078	74	Average	Low
Oaks Juvenile Residential Facility	144	46%	44% - 46%	0%	\$3,468,409	\$24,086	73	Average	Low
Bristol Youth Academy	172	43%	42% - 44%	0%	\$4,462,380	\$25,944	73	Average	Low
Thompson Academy (PJS) (Provider changed)	260	44%	43% - 44%	0%	\$6,783,907	\$26,092	73	Average	Low
South Pines Moderate Risk	122	44%	43% - 45%	0%	\$3,224,517	\$26,430	73	Average	Low
Leslie Peters Halfway House	81	43%	42% - 45%	0%	\$2,150,775	\$26,553	73	Average	Moderate
Marion Youth Development Center (CSC)	25	40%	40% - 46%	0%	\$672,199	\$26,888	73	Average	Moderate
Bassin House-Substance Abuse (DISC) (Provider changed)	43	44%	42% - 46%	0%	\$1,167,935	\$27,161	73	Average	Moderate
Southern Glades Youth Camp	198	45%	44% - 45%	0%	\$5,427,351	\$27,411	73	Average	Moderate
Hastings Youth Academy Moderate Risk	327	45%	44% - 45%	0%	\$9,985,368	\$30,536	72	Average	Moderate
Big Cypress Wilderness Institute	85	42%	42% - 44%	0%	\$2,599,449	\$30,582	72	Average	Moderate
Palm Beach HWH (State-Operated) (Provider changed)	34	41%	40% - 45%	0%	\$1,163,315	\$34,215	72	Average	Moderate
Polk Boot Camp-Male	141	43%	43% - 44%	0%	\$4,942,480	\$35,053	72	Average	Moderate
MATS Halfway House	120	43%	42% - 44%	0%	\$4,247,850	\$35,399	72	Average	Moderate
Gulf Academy-Mental Health	71	42%	41% - 44%	0%	\$2,624,360	\$36,963	71	Average	Moderate
GOALS	86	44%	43% - 45%	0%	\$3,241,722	\$37,694	71	Average	Moderate
Riverside Academy-Substance Abuse	312	40%	40% - 41%	0%	\$12,551,150	\$40,228	71	Average	High
JUST Program-MH (DISC) (Provider changed)	37	41%	40% - 45%	0%	\$1,928,888	\$52,132	69	Average	High
DeSoto Juvenile Residential Facility-Dual Diagnosis	176	41%	41% - 42%	0%	\$10,174,225	\$57,808	68	Average	High
Camp E-Kel-Etu	64	44%	42% - 45%	0%	\$3,718,384	\$58,100	68	Average	High

*Percentages have been rounded to the nearest whole percent

Table 10, (Continued). Male Moderate-Risk Residential Programs Ranked by Program Effectiveness

Moderate Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Eckerd Intensive Halfway House	43	42%	41% - 45%	0%	\$2,867,295	\$66,681	67	Average	High
Greenville Academy (DISC Village) (Provider changed)	57	47%	44% - 47%	0%	\$1,531,431	\$26,867	73	Average	Moderate
Gulf Coast Youth Academy (Premier)	310	46%	45% - 46%	0%	\$8,599,970	\$27,742	73	Average	Moderate
Falkenberg Academy	292	49%	48% - 49%	0%	\$6,508,762	\$22,290	74	Average	Low
Mandala ATC Halfway House-Dual Diagnosis	90	48%	45% - 47%	0%	\$3,032,376	\$33,693	72	Average	Moderate
Price Halfway House	81	48%	45% - 48%	0%	\$1,730,648	\$21,366	74	Average	Low
Florida City Youth Center	41	49%	44% - 48%	1%	\$1,382,307	\$33,715	69	Below Average	Moderate
Duval START Center (Closed)	53	49%	45% - 48%	1%	\$1,129,142	\$21,305	70	Below Average	Low
Duval Juvenile Residential Facility	120	50%	47% - 49%	1%	\$1,823,876	\$15,199	71	Below Average	Low
Youth Environmental Services	98	49%	46% - 48%	1%	\$2,264,776	\$23,110	70	Below Average	Low
Marion YDC (Career Systems) (Provider changed)	215	53%	50% - 51%	1%	\$5,357,699	\$24,920	70	Below Average	Low
San Antonio Boys Village	99	51%	47% - 49%	1%	\$1,804,225	\$18,224	71	Below Average	Low
Panther Success Center Halfway House	233	56%	54% - 55%	2%	\$2,978,400	\$12,783	69	Below Average	Low
Britt Halfway House	74	51%	47% - 50%	2%	\$1,865,413	\$25,208	67	Below Average	Low
Polk Halfway House (State-Operated) (Provider changed)	64	52%	46% - 50%	2%	\$1,102,505	\$17,227	68	Below Average	Low
Pinellas Boot Camp	109	53%	49% - 51%	2%	\$3,511,082	\$32,212	66	Below Average	Moderate
Bay Boot Camp	73	55%	49% - 52%	3%	\$1,754,367	\$24,032	64	Below Average	Low
RAMC-Mentally Challenged (DISC) (Provider changed)	63	57%	50% - 53%	4%	\$3,272,741	\$51,948	56	Least Effective	High
Manatee Boot Camp	75	58%	51% - 54%	5%	\$1,886,123	\$25,148	57	Least Effective	Low
MERIT (DISC) (Provider changed)	44	59%	49% - 53%	6%	\$1,475,442	\$33,533	52	Least Effective	Moderate
Madison Halfway House (DISC) (Provider changed)	68	62%	52% - 55%	6%	\$1,562,095	\$22,972	54	Least Effective	Low
Camp E-Tu-Makee	62	61%	52% - 55%	6%	\$3,612,880	\$58,272	48	Least Effective	High
GATE (DISC) (Provider changed)	57	63%	52% - 55%	8%	\$1,471,603	\$25,818	47	Least Effective	Low
Camp E-Ma-Chamee	72	65%	55% - 58%	8%	\$3,948,611	\$54,842	42	Least Effective	High

*Percentages have been rounded to the nearest whole percent

Table 11. Female High-Risk Residential Programs Ranked by Program Effectiveness

High Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
FIG (Premier)-Female-MH High Risk (Provider changed)	123	24%	22% - 24%	0%	\$5,429,889	\$44,145	70	Average	High
South Florida Intensive HWH-Female (Closed)	26	27%	22% - 27%	0%	\$1,272,955	\$48,960	69	Average	High
Orange Intensive Halfway House-Female	32	25%	22% - 26%	0%	\$1,772,480	\$55,390	68	Average	High
Vernon Place-Female	62	23%	22% - 24%	0%	\$4,478,959	\$72,241	66	Average	High
Florida Youth Academy-High-Female (Closed)	189	26%	24% - 25%	1%	\$9,205,140	\$48,704	66	Below Average	High
Monticello New Life-Female	55	29%	24% - 27%	2%	\$2,920,873	\$53,107	62	Below Average	High

*Percentages have been rounded to the nearest whole percent

Table 12. Male High-Risk Residential Programs Ranked by Program Effectiveness

High Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
DeSoto Juvenile Correctional Facility-MH	39	28%	35% - 40%	-7%	\$3,670,291	\$94,110	85	Highly Effective	High
NAFI Serious Habitual Offender Program	51	29%	35% - 39%	-6%	\$2,724,744	\$53,426	88	Highly Effective	High
Tiger Success SHOP (Youthtrack) (Provider changed)	31	32%	37% - 42%	-5%	\$1,776,297	\$57,300	84	Highly Effective	High
Okeechobee JOCC SOP (Securicor)	38	13%	16% - 19%	-2%	\$3,318,869	\$87,339	70	Effective	High
Marion Juvenile Correctional Facility	84	39%	40% - 42%	-1%	\$3,109,469	\$37,017	75	Effective	Moderate
Sago Palm Youth Development Center	189	41%	41% - 42%	0%	\$5,701,975	\$30,169	72	Average	Moderate
Everglades Youth Development Center (Premier)	187	45%	44% - 45%	0%	\$7,813,788	\$41,785	71	Average	High
Jackson Juvenile Offender Correctional Center	113	41%	40% - 42%	0%	\$4,744,789	\$41,989	71	Average	High
Sago Palm Pathfinders-Substance Abuse	95	41%	41% - 43%	0%	\$4,395,906	\$46,273	70	Average	High
ARC Serious Habitual Offender Program	45	47%	43% - 47%	0%	\$2,501,298	\$55,584	68	Average	High
Three Springs SOP	44	20%	18% - 21%	0%	\$3,613,500	\$82,125	64	Average	High
Jackson JOCC SOP	42	19%	17% - 20%	0%	\$4,421,534	\$105,275	61	Average	High
Dozier SOP	85	19%	17% - 19%	0%	\$9,519,247	\$111,991	60	Average	High
Hillsborough Intensive Residential Treatment (IRT)	15	47%	40% - 49%	0%	\$2,391,762	\$159,451	56	Average	High
DeSoto Juvenile Correctional Facility-Dual Diagnosis	70	43%	42% - 45%	0%	\$15,389,084	\$219,844	56	Average	High
Eckerd Youth Development Center	215	46%	45% - 46%	0%	\$14,808,306	\$68,876	66	Average	High
Dozier Training School	204	47%	46% - 47%	0%	\$10,153,817	\$49,774	69	Average	High
Polk JCF (Premier) (Provider changed)	343	48%	47% - 48%	0%	\$12,009,549	\$35,013	72	Average	Moderate
Hastings Youth Academy High Risk	147	48%	46% - 47%	0%	\$4,098,658	\$27,882	73	Average	Moderate
Bartow Juvenile Correctional Facility	31	48%	43% - 48%	0%	\$857,955	\$27,676	73	Average	Moderate
Elaine Gordon SOP (Three Springs)	58	21%	18% - 20%	0%	\$4,963,766	\$85,582	64	Average	High
Manatee Adolescent Treatment SOP (Premier)	47	21%	18% - 21%	0%	\$4,209,706	\$89,568	63	Average	High
Okaloosa Intensive Halfway House	56	50%	45% - 49%	1%	\$2,780,151	\$49,646	66	Below Average	High
Bartow Serious Habitual Offender Program	35	51%	44% - 49%	2%	\$1,669,506	\$47,700	63	Below Average	High

*Percentages have been rounded to the nearest whole percent

Table 12, (Continued). Male High-Risk Residential Programs Ranked by Program Effectiveness

High Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Sago Palm SOP	149	26%	22% - 23%	2%	\$10,568,030	\$70,926	59	Below Average	High
Kissimmee Juvenile Correctional Facility SOP	51	25%	20% - 23%	3%	\$5,244,981	\$102,843	51	Below Average	High
Broward Intensive Halfway House	61	56%	49% - 52%	4%	\$2,635,711	\$43,208	57	Least Effective	High
Manatee Youth Academy	54	57%	49% - 52%	5%	\$1,860,246	\$34,449	55	Least Effective	Moderate
NAFI Intensive Halfway House	42	57%	47% - 52%	5%	\$1,290,832	\$30,734	56	Least Effective	Moderate
Cypress Creek High Risk (Securicor)	56	59%	50% - 53%	5%	\$1,891,269	\$33,773	55	Least Effective	Moderate

*Percentages have been rounded to the nearest whole percent

Table 13. Female Max-Risk Residential Programs Ranked by Program Effectiveness

Maximum Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
FIG (Premier)-Female-MH Max Risk (Provider changed)	18	22%	21% - 27%	0%	\$4,069,877	\$226,104	56	Average	High

*Percentages have been rounded to the nearest whole percent

Table 14. Male Max-Risk Residential Programs Ranked by Program Effectiveness

Maximum Risk Programs	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Cypress Creek JOCC Maximum Risk (Securicor)	27	26%	35% - 41%	-9%	\$1,936,857	\$71,735	95	Highly Effective	High
Omega JOCC	46	35%	38% - 42%	-3%	\$4,902,308	\$106,572	70	Highly Effective	High
Okeechobee JOCC Maximum Risk (Securicor)	26	42%	40% - 46%	0%	\$3,033,228	\$116,663	59	Average	High

*Percentages have been rounded to the nearest whole percent

PAM Scores by Gender and Program Type

Tables 15 and 16 compare program PAM scores by gender and program type. Program types are derived from the DJJ Bed Management System and were available for use for the first time this year. These categories distinguish programs by restrictiveness level and by treatment specialty. There are a variety of specialty program types including: boot camps, mental health programs, substance abuse programs, and sex offender programs which each serve youth with specific treatment needs. These tables present the following variables for each of the residential programs serving males and females:

- Restrictiveness level (low, moderate, high, maximum)
- Number of youth completing program during the two-year period (N)
- Observed recidivism rate
- Expected recidivism range
- Percent above or below the expected recidivism range
- Two-year program expenditures
- Program cost per completion
- PAM score
- Recidivism effectiveness category within which each program falls
- Cost effectiveness category within which each program falls

Table 15. Female Residential Programs Listed by Program Type

Restrictiveness Level	Program Type/Program Name	Observed Recidivism N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Low Risk-Female										
Low	Leaf Group Treatment Home-Female (Closed)	47	38%	28% - 31%	7%	\$1,317,967	\$28,042	50	Least Effective	Moderate
Low	Rilla White Foundation Family Homes-Female	40	18%	20% - 23%	-2%	\$945,685	\$23,642	80	Effective	Low
Low	STEP II-Female	98	33%	28% - 30%	3%	\$614,558	\$6,271	66	Below Average	Low
Low	Vision Quest-Female Low Risk	220	30%	27% - 28%	2%	\$4,691,616	\$21,326	67	Below Average	Low
Low	Visionary Adolescent Services GTH-Female	30	23%	22% - 26%	0%	\$979,431	\$32,648	72	Average	Moderate
Moderate Risk-Female										
Moderate	Adolescent Therapeutic Center-Female	100	22%	22% - 23%	0%	\$3,676,324	\$36,763	71	Average	Moderate
Moderate	Alachua HWH-Female (State-Operated) (Provider changed)	40	28%	23% - 27%	1%	\$1,148,031	\$28,701	69	Below Average	Moderate
Moderate	Bowling Green Juvenile Residential Facility-Female	94	24%	23% - 25%	0%	\$2,707,607	\$28,804	73	Average	Moderate
Moderate	Bridges Academy-Female	55	22%	21% - 24%	0%	\$1,910,255	\$34,732	72	Average	Moderate
Moderate	Camp E-Nini-Hassee-Female	44	34%	26% - 29%	5%	\$2,683,332	\$60,985	51	Least Effective	High
Moderate	First Step Girls Juvenile Residential Facility-Female	48	23%	22% - 25%	0%	\$1,048,119	\$21,836	74	Average	Low
Moderate	Florida Youth Academy-Female Moderate Risk (Closed)	55	44%	31% - 34%	10%	\$1,319,551	\$23,992	43	Least Effective	Low
Moderate	Kingsley Center-Female	231	31%	28% - 29%	2%	\$6,944,103	\$30,061	66	Below Average	Moderate
Moderate	Live Oak Juvenile Residential Facility-Female	140	23%	22% - 23%	0%	\$5,389,671	\$38,498	71	Average	Moderate
Moderate	Pines Juvenile Residential Facility-Female	194	28%	26% - 27%	1%	\$4,594,372	\$23,682	70	Below Average	Low
Moderate	Sawmill Academy-Female (NAFI) (Provider changed)	76	24%	22% - 24%	0%	\$1,700,959	\$22,381	74	Average	Low
Moderate	Vision Quest-Female Moderate Risk	154	22%	21% - 23%	0%	\$4,399,148	\$28,566	73	Average	Moderate
Moderate	Wilson Academy-Female (FL Yth Academy) (Provider changed)	103	25%	23% - 25%	0%	\$2,562,757	\$24,881	73	Average	Low
Moderate	WINGS-Female	65	17%	19% - 22%	-3%	\$1,835,037	\$28,231	82	Highly Effective	Moderate
Moderate	YMCA Character Halfway House-Female-Pregnancy	58	16%	19% - 21%	-3%	\$1,936,567	\$33,389	82	Highly Effective	Moderate
Boot Camps-Female										
Moderate	Polk Boot Camp-Female (Closed)	40	28%	23% - 27%	1%	\$1,562,266	\$39,057	68	Below Average	High
Moderate Risk Substance Abuse-Female										
Moderate	Francis Walker HWH-Female (State-Oper.) (Provider changed)	37	22%	21% - 25%	0%	\$916,981	\$24,783	73	Average	Low
Moderate	Leaf Recovery-Female-Substance Abuse (Closed)	48	23%	22% - 25%	0%	\$1,580,701	\$32,931	72	Average	Moderate

*Percentages have been rounded to the nearest whole percent

Table 15, (Continued). Female Residential Programs Listed by Program Type

Restrictiveness Level	Program Type/Program Name	Observed Recidivism N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Moderate Risk Mental Health-Female										
Moderate	Bay Behavioral Hope-Female-Mental Health	82	12%	17% - 19%	-5%	\$3,502,315	\$42,711	87	Highly Effective	High
Moderate	DeSoto JRF-Female-Dual Diagnosis Moderate Risk	30	20%	21% - 25%	-1%	\$3,354,843	\$111,828	63	Effective	High
Moderate	Lake Academy-Female-Mental Health	118	25%	23% - 24%	0%	\$7,555,500	\$64,030	67	Average	High
Moderate	Lighthouse JRF-Female-Mental Health	42	29%	24% - 27%	2%	\$1,748,817	\$41,639	64	Below Average	High
Moderate	Milton Juvenile Residential Facility-Female-MH	122	29%	26% - 27%	2%	\$5,580,282	\$45,740	63	Below Average	High
High Risk-Female										
High	Florida Youth Academy-High-Female (Closed)	189	26%	24% - 25%	1%	\$9,205,140	\$48,704	66	Below Average	High
High	Monticello New Life-Female	55	29%	24% - 27%	2%	\$2,920,873	\$53,107	62	Below Average	High
High	Orange Intensive Halfway House-Female	32	25%	22% - 26%	0%	\$1,772,480	\$55,390	68	Average	High
High	South Florida Intensive HWH-Female (Closed)	26	27%	22% - 27%	0%	\$1,272,955	\$48,960	69	Average	High
High	Vernon Place-Female	62	23%	22% - 24%	0%	\$4,478,959	\$72,241	66	Average	High
High Risk Mental Health-Female										
High	FIG (Premier)-Female-MH High Risk (Provider changed)	123	24%	22% - 24%	0%	\$5,429,889	\$44,145	70	Average	High
Maximum Risk Mental Health-Female										
Maximum	FIG (Premier)-Female-MH Max Risk (Provider changed)	18	22%	21% - 27%	0%	\$4,069,877	\$226,104	56	Average	High

*Percentages have been rounded to the nearest whole percent

Table 16. Male Residential Programs Listed by Program Type

Restrictiveness Level	Program Type/Program Name	N	Observed	Expected	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
			Recidivism Rate	Recidivism Range						
Low Risk-Male										
Low	Alligator Short-Term Offender Program Camp	227	42%	42% - 43%	0%	\$1,485,720	\$6,545	76	Average	Low
Low	Blackwater Short-Term Offender Program Camp (CSC)	15	47%	40% - 49%	0%	\$389,719	\$25,981	73	Average	Low
Low	Blackwater STOP Camp (State-Operated) (Provider changed)	151	54%	50% - 52%	2%	\$897,397	\$5,943	70	Below Average	Low
Low	Brevard Group Treatment Home	58	66%	53% - 57%	9%	\$1,818,354	\$31,351	43	Least Effective	Moderate
Low	Dade Group Treatment Home	23	65%	47% - 53%	12%	\$614,685	\$26,725	42	Least Effective	Moderate
Low	Eckerd Youth Conservation Academy	115	46%	44% - 46%	0%	\$4,271,636	\$37,145	71	Average	Moderate
Low	Escambia River Outward Bound	178	52%	49% - 50%	1%	\$3,388,889	\$19,039	71	Below Average	Low
Low	Florida Youth Academy-Male Low Risk (Closed)	75	61%	52% - 55%	6%	\$1,029,960	\$13,733	55	Least Effective	Low
Low	Forestry Youth Academy	77	47%	44% - 47%	0%	\$3,154,076	\$40,962	71	Average	High
Low	Jonathan Dickinson Short-Term Offender Program Camp	121	39%	39% - 41%	-1%	\$1,200,853	\$9,924	79	Effective	Low
Low	Manatee Wilderness Camp (Closed)	137	39%	39% - 41%	-1%	\$2,340,486	\$17,084	78	Effective	Low
Low	Peace River Outward Bound	82	66%	56% - 58%	7%	\$2,972,165	\$36,246	49	Least Effective	Moderate
Low	Rilla White Foundation Family Homes-Male	98	49%	46% - 48%	1%	\$2,333,849	\$23,815	70	Below Average	Low
Low	South Pines Low Risk	135	44%	43% - 44%	0%	\$2,813,970	\$20,844	74	Average	Low
Low	STEP I-Male	277	38%	38% - 39%	-1%	\$1,843,673	\$6,656	79	Effective	Low
Low	Withlacohee Juvenile Residential Facility	69	38%	39% - 42%	-1%	\$923,024	\$13,377	78	Effective	Low
Developmentally Disabled-Male										
Moderate	RAMC-Mentally Challenged (DISC) (Provider changed)	63	57%	50% - 53%	4%	\$3,272,741	\$51,948	56	Least Effective	High
Moderate Risk-Male										
Moderate	ARC Halfway House	240	38%	39% - 40%	-1%	\$7,292,415	\$30,385	76	Effective	Moderate
Moderate	ATC Boys Halfway House	141	33%	35% - 36%	-2%	\$3,814,447	\$27,053	79	Effective	Moderate
Moderate	Avon Park Youth Academy	413	35%	35% - 36%	-1%	\$11,515,611	\$27,883	76	Effective	Moderate
Moderate	Bay Point Schools-North	58	29%	35% - 38%	-5%	\$1,951,268	\$33,643	88	Highly Effective	Moderate
Moderate	Bay Point Schools-West-Kennedy	322	36%	37% - 37%	-1%	\$10,642,895	\$33,052	75	Effective	Moderate
Moderate	Big Cypress Wilderness Institute	85	42%	42% - 44%	0%	\$2,599,449	\$30,582	72	Average	Moderate
Moderate	Bristol Youth Academy	172	43%	42% - 44%	0%	\$4,462,380	\$25,944	73	Average	Low
Moderate	Britt Halfway House	74	51%	47% - 50%	2%	\$1,865,413	\$25,208	67	Below Average	Low
Moderate	Camp E-How-Kee (Closed)	67	36%	38% - 41%	-2%	\$2,226,640	\$33,233	78	Effective	Moderate
Moderate	Camp E-Kel-Etu	64	44%	42% - 45%	0%	\$3,718,384	\$58,100	68	Average	High
Moderate	Camp E-Ma-Chamee	72	65%	55% - 58%	8%	\$3,948,611	\$54,842	42	Least Effective	High

*Percentages have been rounded to the nearest whole percent

Table 16, (Continued). Male Residential Programs Listed by Program Type

Restrictiveness Level	Program Type/Program Name	N	Observed	Expected	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
			Recidivism Rate	Recidivism Range						
Moderate Risk-Male (continued)										
Moderate	Camp E-Tu-Makee	62	61%	52% - 55%	6%	\$3,612,880	\$58,272	48	Least Effective	High
Moderate	Crossroads Wilderness Institute	92	28%	33% - 35%	-5%	\$2,140,530	\$23,267	90	Highly Effective	Low
Moderate	Duval Juvenile Residential Facility	120	50%	47% - 49%	1%	\$1,823,876	\$15,199	71	Below Average	Low
Moderate	Duval START Center (Closed)	53	49%	45% - 48%	1%	\$1,129,142	\$21,305	70	Below Average	Low
Moderate	Eckerd Intensive Halfway House	43	42%	41% - 45%	0%	\$2,867,295	\$66,681	67	Average	High
Moderate	Eckerd Youth Challenge Program	109	37%	38% - 40%	-1%	\$4,617,936	\$42,366	74	Effective	High
Moderate	Falkenberg Academy	292	49%	48% - 49%	0%	\$6,508,762	\$22,290	74	Average	Low
Moderate	Florida City Youth Center	41	49%	44% - 48%	1%	\$1,382,307	\$33,715	69	Below Average	Moderate
Moderate	Florida Environmental Institute	48	31%	36% - 40%	-5%	\$2,143,002	\$44,646	86	Highly Effective	High
Moderate	GOALS	86	44%	43% - 45%	0%	\$3,241,722	\$37,694	71	Average	Moderate
Moderate	Greenville Academy (DISC Village) (Provider changed)	57	47%	44% - 47%	0%	\$1,531,431	\$26,867	73	Average	Moderate
Moderate	Grove Unique Youth Services (GUYS)	45	29%	35% - 39%	-6%	\$2,533,210	\$56,294	88	Highly Effective	High
Moderate	GATE (DISC) (Provider changed)	57	63%	52% - 55%	8%	\$1,471,603	\$25,818	47	Least Effective	Low
Moderate	Gulf Coast Youth Academy (Premier)	310	46%	45% - 46%	0%	\$8,599,970	\$27,742	73	Average	Moderate
Moderate	Hastings Youth Academy Moderate Risk	327	45%	44% - 45%	0%	\$9,985,368	\$30,536	72	Average	Moderate
Moderate	Impact Halfway House	78	40%	40% - 43%	-1%	\$1,774,864	\$22,755	77	Effective	Low
Moderate	Jefferson Halfway House (DISC) (Provider changed)	62	35%	38% - 41%	-2%	\$1,560,973	\$25,177	80	Effective	Low
Moderate	Kelly Hall Halfway House	94	38%	39% - 41%	-1%	\$3,244,446	\$34,515	75	Effective	Moderate
Moderate	Leslie Peters Halfway House	81	43%	42% - 45%	0%	\$2,150,775	\$26,553	73	Average	Moderate
Moderate	Liberty Juvenile Residential Facility	117	38%	38% - 40%	-1%	\$2,492,247	\$21,301	77	Effective	Low
Moderate	MERIT (DISC) (Provider changed)	44	59%	49% - 53%	6%	\$1,475,442	\$33,533	52	Least Effective	Moderate
Moderate	Madison Halfway House (DISC) (Provider changed)	68	62%	52% - 55%	6%	\$1,562,095	\$22,972	54	Least Effective	Low
Moderate	Mandala ATC Halfway House-Dual Diagnosis	90	48%	45% - 47%	0%	\$3,032,376	\$33,693	72	Average	Moderate
Moderate	Marion YDC (Career Systems) (Provider changed)	215	53%	50% - 51%	1%	\$5,357,699	\$24,920	70	Below Average	Low
Moderate	Marion Youth Development Center (CSC)	25	40%	40% - 46%	0%	\$672,199	\$26,888	73	Average	Moderate
Moderate	MATS Halfway House	120	43%	42% - 44%	0%	\$4,247,850	\$35,399	72	Average	Moderate
Moderate	Miami Halfway House (State-Operated) (Provider changed)	45	31%	36% - 40%	-5%	\$1,291,949	\$28,710	89	Highly Effective	Moderate
Moderate	Nassau Halfway House	91	34%	37% - 39%	-2%	\$1,455,400	\$15,993	81	Effective	Low
Moderate	Oaks Juvenile Residential Facility	144	46%	44% - 46%	0%	\$3,468,409	\$24,086	73	Average	Low
Moderate	Okaloosa Halfway House	61	28%	34% - 37%	-6%	\$2,713,218	\$44,479	90	Highly Effective	High

*Percentages have been rounded to the nearest whole percent

Table 16, (Continued). Male Residential Programs Listed by Program Type

Restrictiveness Level	Program Type/Program Name	Observed Recidivism N	Expected Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Moderate Risk-Male (continued)										
Moderate	Okaloosa Youth Academy	264	37%	37% - 38%	-1%	\$8,287,083	\$31,390	75	Effective	Moderate
Moderate	Okeechobee Redirection Camp	131	39%	39% - 41%	-1%	\$3,566,890	\$27,228	76	Effective	Moderate
Moderate	Palm Beach HWH (State-Operated) (Provider changed)	34	41%	40% - 45%	0%	\$1,163,315	\$34,215	72	Average	Moderate
Moderate	Panther Success Center Halfway House	233	56%	54% - 55%	2%	\$2,978,400	\$12,783	69	Below Average	Low
Moderate	Pensacola Boys Base	93	42%	41% - 44%	0%	\$1,662,607	\$17,877	74	Average	Low
Moderate	Polk Halfway House (State-Operated) (Provider changed)	64	52%	46% - 50%	2%	\$1,102,505	\$17,227	68	Below Average	Low
Moderate	Price Halfway House	81	48%	45% - 48%	0%	\$1,730,648	\$21,366	74	Average	Low
Moderate	San Antonio Boys Village	99	51%	47% - 49%	1%	\$1,804,225	\$18,224	71	Below Average	Low
Moderate	Santa Rosa Juvenile Residential Facility	41	39%	40% - 44%	-1%	\$985,675	\$24,041	77	Effective	Low
Moderate	Seminole Work and Learn Center	76	41%	41% - 43%	0%	\$1,373,960	\$18,078	74	Average	Low
Moderate	South Pines Moderate Risk	122	44%	43% - 45%	0%	\$3,224,517	\$26,430	73	Average	Low
Moderate	Southern Glades Youth Camp	198	45%	44% - 45%	0%	\$5,427,351	\$27,411	73	Average	Moderate
Moderate	Space Coast Marine Institute	91	35%	37% - 39%	-2%	\$2,147,278	\$23,596	80	Effective	Low
Moderate	Taylor Halfway House (DISC) (Provider changed)	77	39%	40% - 42%	-1%	\$1,855,816	\$24,102	77	Effective	Low
Moderate	Thompson Academy (YSI)	56	34%	37% - 40%	-3%	\$1,441,365	\$25,739	83	Highly Effective	Low
Moderate	Thompson Academy (PJS) (Provider changed)	260	44%	43% - 44%	0%	\$6,783,907	\$26,092	73	Average	Low
Moderate	Volusia HWH (State-Operated) (Provider changed)	63	43%	42% - 45%	0%	\$1,090,454	\$17,309	74	Average	Low
Moderate	West Florida Wilderness Institute	108	38%	39% - 41%	-1%	\$2,388,547	\$22,116	77	Effective	Low
Moderate	Youth Environmental Services	98	49%	46% - 48%	1%	\$2,264,776	\$23,110	70	Below Average	Low
Boot Camps-Male										
Moderate	Bay Boot Camp	73	55%	49% - 52%	3%	\$1,754,367	\$24,032	64	Below Average	Low
Moderate	Collier Drill Academy	112	38%	39% - 41%	-1%	\$1,805,233	\$16,118	78	Effective	Low
Moderate	Manatee Boot Camp	75	58%	51% - 54%	5%	\$1,886,123	\$25,148	57	Least Effective	Low
Moderate	Martin Boot Camp	90	22%	29% - 32%	-7%	\$3,405,450	\$37,838	94	Highly Effective	Moderate
Moderate	Pinellas Boot Camp	109	53%	49% - 51%	2%	\$3,511,082	\$32,212	66	Below Average	Moderate
Moderate	Polk Boot Camp-Male	141	43%	43% - 44%	0%	\$4,942,480	\$35,053	72	Average	Moderate
Moderate Risk Mental Health-Male										
Moderate	DeSoto Juvenile Residential Facility-Dual Diagnosis	176	41%	41% - 42%	0%	\$10,174,225	\$57,808	68	Average	High
Moderate	Gulf Academy-Mental Health	71	42%	41% - 44%	0%	\$2,624,360	\$36,963	71	Average	Moderate
Moderate	JUST Program-MH (DISC) (Provider changed)	37	41%	40% - 45%	0%	\$1,928,888	\$52,132	69	Average	High

*Percentages have been rounded to the nearest whole percent

Table 16, (Continued). Male Residential Programs Listed by Program Type

Restrictiveness Level	Program Type/Program Name	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Moderate Risk Substance Abuse-Male										
Moderate	ATC Substance Abuse Halfway House	101	38%	39% - 41%	-1%	\$3,713,985	\$36,772	75	Effective	Moderate
Moderate	Bassin House-Substance Abuse (DISC) (Provider changed)	43	44%	42% - 46%	0%	\$1,167,935	\$27,161	73	Average	Moderate
Moderate	Ft. Walton Adolescent Substance Abuse Program	79	35%	38% - 40%	-2%	\$3,224,940	\$40,822	77	Effective	High
Moderate	Riverside Academy-Substance Abuse	312	40%	40% - 41%	0%	\$12,551,150	\$40,228	71	Average	High
High Risk-Male										
High	ARC Serious Habitual Offender Program	45	47%	43% - 47%	0%	\$2,501,298	\$55,584	68	Average	High
High	Bartow Juvenile Correctional Facility	31	48%	43% - 48%	0%	\$857,955	\$27,676	73	Average	Moderate
High	Bartow Serious Habitual Offender Program	35	51%	44% - 49%	2%	\$1,669,506	\$47,700	63	Below Average	High
High	Broward Intensive Halfway House	61	56%	49% - 52%	4%	\$2,635,711	\$43,208	57	Least Effective	High
High	Cypress Creek High Risk (Securicor)	56	59%	50% - 53%	5%	\$1,891,269	\$33,773	55	Least Effective	Moderate
High	Dozier Training School	204	47%	46% - 47%	0%	\$10,153,817	\$49,774	69	Average	High
High	Eckerd Youth Development Center	215	46%	45% - 46%	0%	\$14,808,306	\$68,876	66	Average	High
High	Everglades Youth Development Center (Premier)	187	45%	44% - 45%	0%	\$7,813,788	\$41,785	71	Average	High
High	Hastings Youth Academy High Risk	147	48%	46% - 47%	0%	\$4,098,658	\$27,882	73	Average	Moderate
High	Hillsborough Intensive Residential Treatment (IRT)	15	47%	40% - 49%	0%	\$2,391,762	\$159,451	56	Average	High
High	Jackson Juvenile Offender Correctional Center	113	41%	40% - 42%	0%	\$4,744,789	\$41,989	71	Average	High
High	Manatee Youth Academy	54	57%	49% - 52%	5%	\$1,860,246	\$34,449	55	Least Effective	Moderate
High	Marion Juvenile Correctional Facility	84	39%	40% - 42%	-1%	\$3,109,469	\$37,017	75	Effective	Moderate
High	NAFI Intensive Halfway House	42	57%	47% - 52%	5%	\$1,290,832	\$30,734	56	Least Effective	Moderate
High	NAFI Serious Habitual Offender Program	51	29%	35% - 39%	-6%	\$2,724,744	\$53,426	88	Highly Effective	High
High	Okaloosa Intensive Halfway House	56	50%	45% - 49%	1%	\$2,780,151	\$49,646	66	Below Average	High
High	Polk JCF (Premier) (Provider changed)	343	48%	47% - 48%	0%	\$12,009,549	\$35,013	72	Average	Moderate
High	Sago Palm Youth Development Center	189	41%	41% - 42%	0%	\$5,701,975	\$30,169	72	Average	Moderate
High	Tiger Success SHOP (Youthtrack) (Provider changed)	31	32%	37% - 42%	-5%	\$1,776,297	\$57,300	84	Highly Effective	High
High Risk Mental Health-Male										
High	DeSoto Juvenile Correctional Facility-Dual Diagnosis	70	43%	42% - 45%	0%	\$15,389,084	\$219,844	56	Average	High
High	DeSoto Juvenile Correctional Facility-MH	39	28%	35% - 40%	-7%	\$3,670,291	\$94,110	85	Highly Effective	High

*Percentages have been rounded to the nearest whole percent

Table 16, (Continued). Male Residential Programs Listed by Program Type

Restrictiveness Level	Program Type/Program Name	N	Observed	Expected	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
			Recidivism Rate	Recidivism Range						
High Risk Substance Abuse-Male										
High	Sago Palm Pathfinders-Substance Abuse	95	41%	41% - 43%	0%	\$4,395,906	\$46,273	70	Average	High
High Risk Sex Offender-Male										
High	Dozier SOP	85	19%	17% - 19%	0%	\$9,519,247	\$111,991	60	Average	High
High	Elaine Gordon SOP (Three Springs)	58	21%	18% - 20%	0%	\$4,963,766	\$85,582	64	Average	High
High	Jackson JOCC SOP	42	19%	17% - 20%	0%	\$4,421,534	\$105,275	61	Average	High
High	Kissimmee Juvenile Correctional Facility SOP	51	25%	20% - 23%	3%	\$5,244,981	\$102,843	51	Below Average	High
High	Manatee Adolescent Treatment SOP (Premier)	47	21%	18% - 21%	0%	\$4,209,706	\$89,568	63	Average	High
High	Okeechobee JOCC SOP (Securicor)	38	13%	16% - 19%	-2%	\$3,318,869	\$87,339	70	Effective	High
High	Sago Palm SOP	149	26%	22% - 23%	2%	\$10,568,030	\$70,926	59	Below Average	High
High	Three Springs SOP	44	20%	18% - 21%	0%	\$3,613,500	\$82,125	64	Average	High
Maximum Risk-Male										
Maximum	Cypress Creek JOCC Maximum Risk (Securicor)	27	26%	35% - 41%	-9%	\$1,936,857	\$71,735	95	Highly Effective	High
Maximum	Okeechobee JOCC Maximum Risk (Securicor)	26	42%	40% - 46%	0%	\$3,033,228	\$116,663	59	Average	High
Maximum	Omega JOCC	46	35%	38% - 42%	-3%	\$4,902,308	\$106,572	70	Highly Effective	High

*Percentages have been rounded to the nearest whole percent

PAM Scores and Program Expenditures by Provider

Table 17 presents PAM scores, effectiveness and cost categories by program provider. This allows for a comparison of program effectiveness relative to cost effectiveness by provider organizations. There are 42 providers of juvenile residential programming in Florida, this includes state-operated, DJJ-administered facilities.

These tables present the following variables for each of the provider organizations and the programs they operate:

- Restrictiveness level (low, moderate, high, maximum)
- Number of youth completing program during the two-year period (N)
- Observed recidivism rate
- Expected recidivism range
- Percent above or below the expected recidivism range
- Two-year program expenditures
- Program cost per completion
- PAM score
- Recidivism effectiveness category within which each program falls
- Cost effectiveness category within which each program falls

Table 17. PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	Observed Recidivism N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Associated Marine Institutes										
Moderate	Big Cypress Wilderness Institute	85	42%	42% - 44%	0%	\$2,599,449	\$30,582	72	Average	Moderate
Moderate	Crossroads Wilderness Institute	92	28%	33% - 35%	-5%	\$2,140,530	\$23,267	90	Highly Effective	Low
Moderate	Florida Environmental Institute	48	31%	36% - 40%	-5%	\$2,143,002	\$44,646	86	Highly Effective	High
Moderate	Space Coast Marine Institute	91	35%	37% - 39%	-2%	\$2,147,278	\$23,596	80	Effective	Low
Moderate	West Florida Wilderness Institute	108	38%	39% - 41%	-1%	\$2,388,547	\$22,116	77	Effective	Low
Moderate	WINGS-Female	65	17%	19% - 22%	-3%	\$1,835,037	\$28,231	82	Highly Effective	Moderate
Moderate	Youth Environmental Services	98	49%	46% - 48%	1%	\$2,264,776	\$23,110	70	Below Average	Low
Bay County Sheriff's Office										
Moderate	Bay Boot Camp	73	55%	49% - 52%	3%	\$1,754,367	\$24,032	64	Below Average	Low
Center for Drug Free Living, Inc.										
Moderate	Adolescent Therapeutic Center-Female	100	22%	22% - 23%	0%	\$3,676,324	\$36,763	71	Average	Moderate
Moderate	ARC Halfway House	240	38%	39% - 40%	-1%	\$7,292,415	\$30,385	76	Effective	Moderate
High	ARC Serious Habitual Offender Program	45	47%	43% - 47%	0%	\$2,501,298	\$55,584	68	Average	High
Moderate	ATC Boys Halfway House	141	33%	35% - 36%	-2%	\$3,814,447	\$27,053	79	Effective	Moderate
Moderate	ATC Substance Abuse Halfway House	101	38%	39% - 41%	-1%	\$3,713,985	\$36,772	75	Effective	Moderate
Low	Brevard Group Treatment Home	58	66%	53% - 57%	9%	\$1,818,354	\$31,351	43	Least Effective	Moderate
Central Florida Youth Services										
Moderate	Bowling Green Juvenile Residential Facility-Female	94	24%	23% - 25%	0%	\$2,707,607	\$28,804	73	Average	Moderate
Coastal Recovery, Inc.										
Moderate	Kelly Hall Halfway House	94	38%	39% - 41%	-1%	\$3,244,446	\$34,515	75	Effective	Moderate
Collier County Sheriff's Office										
Moderate	Collier Drill Academy	112	38%	39% - 41%	-1%	\$1,805,233	\$16,118	78	Effective	Low

*Percentages have been rounded to the nearest whole percent

Table 17, (Continued). PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Correctional Services Corporation										
Low	Blackwater Short-Term Offender Program Camp (CSC)	15	47%	40% - 49%	0%	\$389,719	\$25,981	73	Average	Low
Moderate	Marion Youth Development Center (CSC)	25	40%	40% - 46%	0%	\$672,199	\$26,888	73	Average	Moderate
Moderate	Okaloosa Halfway House	61	28%	34% - 37%	-6%	\$2,713,218	\$44,479	90	Highly Effective	High
High	Okaloosa Intensive Halfway House	56	50%	45% - 49%	1%	\$2,780,151	\$49,646	66	Below Average	High
Department of Juvenile Justice										
Moderate	Alachua HWH-Female (State-Operated) (Provider changed)	40	28%	23% - 27%	1%	\$1,148,031	\$28,701	69	Below Average	Moderate
Low	Alligator Short-Term Offender Program Camp	227	42%	42% - 43%	0%	\$1,485,720	\$6,545	76	Average	Low
Low	Blackwater STOP Camp (State-Operated) (Provider changed)	151	54%	50% - 52%	2%	\$897,397	\$5,943	70	Below Average	Low
Moderate	Britt Halfway House	74	51%	47% - 50%	2%	\$1,865,413	\$25,208	67	Below Average	Low
High	Broward Intensive Halfway House	61	56%	49% - 52%	4%	\$2,635,711	\$43,208	57	Least Effective	High
High	DeSoto Juvenile Correctional Facility-Dual Diagnosis	70	43%	42% - 45%	0%	\$15,389,084	\$219,844	56	Average	High
High	DeSoto Juvenile Correctional Facility-MH	39	28%	35% - 40%	-7%	\$3,670,291	\$94,110	85	Highly Effective	High
Moderate	DeSoto Juvenile Residential Facility-Dual Diagnosis	176	41%	41% - 42%	0%	\$10,174,225	\$57,808	68	Average	High
Moderate	DeSoto JRF-Female-Dual Diagnosis Moderate Risk	30	20%	21% - 25%	-1%	\$3,354,843	\$111,828	63	Effective	High
High	Dozier SOP	85	19%	17% - 19%	0%	\$9,519,247	\$111,991	60	Average	High
High	Dozier Training School	204	47%	46% - 47%	0%	\$10,153,817	\$49,774	69	Average	High
Moderate	Duval Juvenile Residential Facility	120	50%	47% - 49%	1%	\$1,823,876	\$15,199	71	Below Average	Low
Moderate	Duval START Center (Closed)	53	49%	45% - 48%	1%	\$1,129,142	\$21,305	70	Below Average	Low
Moderate	Falkenberg Academy	292	49%	48% - 49%	0%	\$6,508,762	\$22,290	74	Average	Low
Moderate	Francis Walker HWH-Female (State-Oper.) (Provider changed)	37	22%	21% - 25%	0%	\$916,981	\$24,783	73	Average	Low
High	Jackson JOCC SOP	42	19%	17% - 20%	0%	\$4,421,534	\$105,275	61	Average	High
High	Jackson Juvenile Offender Correctional Center	113	41%	40% - 42%	0%	\$4,744,789	\$41,989	71	Average	High
Moderate	Leslie Peters Halfway House	81	43%	42% - 45%	0%	\$2,150,775	\$26,553	73	Average	Moderate

*Percentages have been rounded to the nearest whole percent

Table 17, (Continued). PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Department of Juvenile Justice (continued)										
Moderate	Miami Halfway House (State-Operated) (Provider changed)	45	31%	36% - 40%	-5%	\$1,291,949	\$28,710	89	Highly Effective	Moderate
High	Orange Intensive Halfway House-Female	32	25%	22% - 26%	0%	\$1,772,480	\$55,390	68	Average	High
Moderate	Palm Beach HWH (State-Operated) (Provider changed)	34	41%	40% - 45%	0%	\$1,163,315	\$34,215	72	Average	Moderate
Moderate	Pensacola Boys Base	93	42%	41% - 44%	0%	\$1,662,607	\$17,877	74	Average	Low
Moderate	Polk Halfway House (State-Operated) (Provider changed)	64	52%	46% - 50%	2%	\$1,102,505	\$17,227	68	Below Average	Low
Moderate	Price Halfway House	81	48%	45% - 48%	0%	\$1,730,648	\$21,366	74	Average	Low
Moderate	Volusia HWH (State-Operated) (Provider changed)	63	43%	42% - 45%	0%	\$1,090,454	\$17,309	74	Average	Low
DISC Village, Inc.										
Moderate	Bassin House-Substance Abuse (DISC) (Provider changed)	43	44%	42% - 46%	0%	\$1,167,935	\$27,161	73	Average	Moderate
Moderate	Greenville Academy (DISC Village) (Provider changed)	57	47%	44% - 47%	0%	\$1,531,431	\$26,867	73	Average	Moderate
Moderate	GATE (DISC) (Provider changed)	57	63%	52% - 55%	8%	\$1,471,603	\$25,818	47	Least Effective	Low
Moderate	Jefferson Halfway House (DISC) (Provider changed)	62	35%	38% - 41%	-2%	\$1,560,973	\$25,177	80	Effective	Low
Moderate	JUST Program-MH (DISC) (Provider changed)	37	41%	40% - 45%	0%	\$1,928,888	\$52,132	69	Average	High
Moderate	MERIT (DISC) (Provider changed)	44	59%	49% - 53%	6%	\$1,475,442	\$33,533	52	Least Effective	Moderate
Moderate	Madison Halfway House (DISC) (Provider changed)	68	62%	52% - 55%	6%	\$1,562,095	\$22,972	54	Least Effective	Low
Moderate	RAMC-Mentally Challenged (DISC) (Provider changed)	63	57%	50% - 53%	4%	\$3,272,741	\$51,948	56	Least Effective	High
Moderate	Taylor Halfway House (DISC) (Provider changed)	77	39%	40% - 42%	-1%	\$1,855,816	\$24,102	77	Effective	Low
Eckerd Youth Alternatives, Inc.										
Moderate	Camp E-How-Kee (Closed)	67	36%	38% - 41%	-2%	\$2,226,640	\$33,233	78	Effective	Moderate
Moderate	Camp E-Kel-Etu	64	44%	42% - 45%	0%	\$3,718,384	\$58,100	68	Average	High
Moderate	Camp E-Ma-Chamee	72	65%	55% - 58%	8%	\$3,948,611	\$54,842	42	Least Effective	High
Moderate	Camp E-Nini-Hassee-Female	44	34%	26% - 29%	5%	\$2,683,332	\$60,985	51	Least Effective	High
Moderate	Camp E-Tu-Makee	62	61%	52% - 55%	6%	\$3,612,880	\$58,272	48	Least Effective	High
Moderate	Eckerd Intensive Halfway House	43	42%	41% - 45%	0%	\$2,867,295	\$66,681	67	Average	High

*Percentages have been rounded to the nearest whole percent

Table 17, (Continued). PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Eckerd Youth Alternatives, Inc. (continued)										
Moderate	Eckerd Youth Challenge Program	109	37%	38% - 40%	-1%	\$4,617,936	\$42,366	74	Effective	High
Low	Eckerd Youth Conservation Academy	115	46%	44% - 46%	0%	\$4,271,636	\$37,145	71	Average	Moderate
High	Eckerd Youth Development Center	215	46%	45% - 46%	0%	\$14,808,306	\$68,876	66	Average	High
High	Vernon Place-Female	62	23%	22% - 24%	0%	\$4,478,959	\$72,241	66	Average	High
First Step Adolescent Services, Inc.										
Moderate	First Step Girls Juvenile Residential Facility-Female	48	23%	22% - 25%	0%	\$1,048,119	\$21,836	74	Average	Low
Low	Visionary Adolescent Services GTH-Female	30	23%	22% - 26%	0%	\$979,431	\$32,648	72	Average	Moderate
Florida Department of Agriculture Division of Forestry										
Low	Forestry Youth Academy	77	47%	44% - 47%	0%	\$3,154,076	\$40,962	71	Average	High
Florida Youth Academy										
Low	Florida Youth Academy-Male Low Risk (Closed)	75	61%	52% - 55%	6%	\$1,029,960	\$13,733	55	Least Effective	Low
High	Florida Youth Academy-High-Female (Closed)	189	26%	24% - 25%	1%	\$9,205,140	\$48,704	66	Below Average	High
Moderate	Florida Youth Academy-Female Moderate Risk (Closed)	55	44%	31% - 34%	10%	\$1,319,551	\$23,992	43	Least Effective	Low
Moderate	Wilson Academy-Female (FL Yth Academy) (Provider changed)	103	25%	23% - 25%	0%	\$2,562,757	\$24,881	73	Average	Low
Gateway Community Services, Inc.										
Moderate	Impact Halfway House	78	40%	40% - 43%	-1%	\$1,774,864	\$22,755	77	Effective	Low
Global Redirection Services (formally Career Systems Development)										
High	Marion Juvenile Correctional Facility	84	39%	40% - 42%	-1%	\$3,109,469	\$37,017	75	Effective	Moderate
Moderate	Marion YDC (Career Systems) (Provider changed)	215	53%	50% - 51%	1%	\$5,357,699	\$24,920	70	Below Average	Low
Moderate	Nassau Halfway House	91	34%	37% - 39%	-2%	\$1,455,400	\$15,993	81	Effective	Low
Moderate	Okeechobee Redirection Camp	131	39%	39% - 41%	-1%	\$3,566,890	\$27,228	76	Effective	Moderate
Low	Withlacoohee Juvenile Residential Facility	69	38%	39% - 42%	-1%	\$923,024	\$13,377	78	Effective	Low

*Percentages have been rounded to the nearest whole percent

Table 17, (Continued). PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Harbor Behavioral Health Care										
Moderate	Mandala ATC Halfway House-Dual Diagnosis	90	48%	45% - 47%	0%	\$3,032,376	\$33,693	72	Average	Moderate
Henry and Rilla White Foundation, Inc.										
Low	Rilla White Foundation Family Homes-Female	40	18%	20% - 23%	-2%	\$945,685	\$23,642	80	Effective	Low
Low	Rilla White Foundation Family Homes-Male	98	49%	46% - 48%	1%	\$2,333,849	\$23,815	70	Below Average	Low
Hurricane Island Outward Bound										
Low	Escambia River Outward Bound	178	52%	49% - 50%	1%	\$3,388,889	\$19,039	71	Below Average	Low
Low	Manatee Wilderness Camp (Closed)	137	39%	39% - 41%	-1%	\$2,340,486	\$17,084	78	Effective	Low
Low	Peace River Outward Bound	82	66%	56% - 58%	7%	\$2,972,165	\$36,246	49	Least Effective	Moderate
Low	STEP II-Female	98	33%	28% - 30%	3%	\$614,558	\$6,271	66	Below Average	Low
Low	STEP I-Male	277	38%	38% - 39%	-1%	\$1,843,673	\$6,656	79	Effective	Low
ICARE, Inc.										
Moderate	Bay Point Schools-North	58	29%	35% - 38%	-5%	\$1,951,268	\$33,643	88	Highly Effective	Moderate
Moderate	Bay Point Schools-West-Kennedy	322	36%	37% - 37%	-1%	\$10,642,895	\$33,052	75	Effective	Moderate
Keystone Education and Youth Services										
Moderate	Bay Behavioral Hope-Female-Mental Health	82	12%	17% - 19%	-5%	\$3,502,315	\$42,711	87	Highly Effective	High
Moderate	Bristol Youth Academy	172	43%	42% - 44%	0%	\$4,462,380	\$25,944	73	Average	Low
Lighthouse Care Center										
Moderate	Lighthouse JRF-Female-Mental Health	42	29%	24% - 27%	2%	\$1,748,817	\$41,639	64	Below Average	High
Manatee County Sheriff's Office										
Moderate	Manatee Boot Camp	75	58%	51% - 54%	5%	\$1,886,123	\$25,148	57	Least Effective	Low
High	Manatee Youth Academy	54	57%	49% - 52%	5%	\$1,860,246	\$34,449	55	Least Effective	Moderate
Maximum	Omega JOCC	46	35%	38% - 42%	-3%	\$4,902,308	\$106,572	70	Highly Effective	High

*Percentages have been rounded to the nearest whole percent

Table 17, (Continued). PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Martin County Sheriff's Office										
Moderate	Martin Boot Camp	90	22%	29% - 32%	-7%	\$3,405,450	\$37,838	94	Highly Effective	Moderate
Miami River of Life										
Low	Dade Group Treatment Home	23	65%	47% - 53%	12%	\$614,685	\$26,725	42	Least Effective	Moderate
North American Family Institute										
High	Monticello New Life-Female	55	29%	24% - 27%	2%	\$2,920,873	\$53,107	62	Below Average	High
High	NAFI Intensive Halfway House	42	57%	47% - 52%	5%	\$1,290,832	\$30,734	56	Least Effective	Moderate
High	NAFI Serious Habitual Offender Program	51	29%	35% - 39%	-6%	\$2,724,744	\$53,426	88	Highly Effective	High
Moderate	Sawmill Academy-Female (NAFI) (Provider changed)	76	24%	22% - 24%	0%	\$1,700,959	\$22,381	74	Average	Low
Personal Enrichment Through Mental Health										
Low	Leaf Group Treatment Home-Female (Closed)	47	38%	28% - 31%	7%	\$1,317,967	\$28,042	50	Least Effective	Moderate
Moderate	Leaf Recovery-Female-Substance Abuse (Closed)	48	23%	22% - 25%	0%	\$1,580,701	\$32,931	72	Average	Moderate
Pinellas County Sheriff's Office										
Moderate	Pinellas Boot Camp	109	53%	49% - 51%	2%	\$3,511,082	\$32,212	66	Below Average	Moderate
Polk County Sheriffs Office										
Moderate	Polk Boot Camp-Female (Closed)	40	28%	23% - 27%	1%	\$1,562,266	\$39,057	68	Below Average	High
Moderate	Polk Boot Camp-Male	141	43%	43% - 44%	0%	\$4,942,480	\$35,053	72	Average	Moderate
Premier Behavioral Solutions (formally Ramsey Health Care)										
High	Bartow Juvenile Correctional Facility	31	48%	43% - 48%	0%	\$857,955	\$27,676	73	Average	Moderate
High	Bartow Serious Habitual Offender Program	35	51%	44% - 49%	2%	\$1,669,506	\$47,700	63	Below Average	High
High	Everglades Youth Development Center (Premier)	187	45%	44% - 45%	0%	\$7,813,788	\$41,785	71	Average	High
Moderate	Florida City Youth Center	41	49%	44% - 48%	1%	\$1,382,307	\$33,715	69	Below Average	Moderate
High	FIG (Premier)-Female-MH High Risk (Provider changed)	123	24%	22% - 24%	0%	\$5,429,889	\$44,145	70	Average	High
Maximum	FIG (Premier)-Female-MH Max Risk (Provider changed)	18	22%	21% - 27%	0%	\$4,069,877	\$226,104	56	Average	High

*Percentages have been rounded to the nearest whole percent

Table 17, (Continued). PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	Observed Recidivism N	Expected Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Premier Behavioral Solutions (formally Ramsey Health Care) (continued)										
Moderate	Ft. Walton Adolescent Substance Abuse Program	79	35%	38% - 40%	-2%	\$3,224,940	\$40,822	77	Effective	High
Moderate	Gulf Coast Youth Academy (Premier)	310	46%	45% - 46%	0%	\$8,599,970	\$27,742	73	Average	Moderate
Moderate	Kingsley Center-Female	231	31%	28% - 29%	2%	\$6,944,103	\$30,061	66	Below Average	Moderate
High	Manatee Adolescent Treatment SOP (Premier)	47	21%	18% - 21%	0%	\$4,209,706	\$89,568	63	Average	High
Moderate	MATS Halfway House	120	43%	42% - 44%	0%	\$4,247,850	\$35,399	72	Average	Moderate
Moderate	Milton Juvenile Residential Facility-Female-MH	122	29%	26% - 27%	2%	\$5,580,282	\$45,740	63	Below Average	High
Moderate	Okaloosa Youth Academy	264	37%	37% - 38%	-1%	\$8,287,083	\$31,390	75	Effective	Moderate
High	Polk JCF (Premier) (Provider changed)	343	48%	47% - 48%	0%	\$12,009,549	\$35,013	72	Average	Moderate
Moderate	Southern Glades Youth Camp	198	45%	44% - 45%	0%	\$5,427,351	\$27,411	73	Average	Moderate
Psychotherapeutic Juvenile Services										
High	South Florida Intensive HWH-Female (Closed)	26	27%	22% - 27%	0%	\$1,272,955	\$48,960	69	Average	High
Low	South Pines Low Risk	135	44%	43% - 44%	0%	\$2,813,970	\$20,844	74	Average	Low
Moderate	South Pines Moderate Risk	122	44%	43% - 45%	0%	\$3,224,517	\$26,430	73	Average	Low
Moderate	Thompson Academy (PJS) (Provider changed)	260	44%	43% - 44%	0%	\$6,783,907	\$26,092	73	Average	Low
San Antonio Boys Village, Inc.										
Moderate	San Antonio Boys Village	99	51%	47% - 49%	1%	\$1,804,225	\$18,224	71	Below Average	Low
Sarasota Family YMCA										
Moderate	YMCA Character Halfway House-Female-Pregnancy	58	16%	19% - 21%	-3%	\$1,936,567	\$33,389	82	Highly Effective	Moderate

*Percentages have been rounded to the nearest whole percent

Table 17, (Continued). PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Securicor New Century										
Moderate	Avon Park Youth Academy	413	35%	35% - 36%	-1%	\$11,515,611	\$27,883	76	Effective	Moderate
High	Cypress Creek High Risk (Securicor)	56	59%	50% - 53%	5%	\$1,891,269	\$33,773	55	Least Effective	Moderate
Maximum	Cypress Creek JOCC Maximum Risk (Securicor)	27	26%	35% - 41%	-9%	\$1,936,857	\$71,735	95	Highly Effective	High
Moderate	Hastings Youth Academy Moderate Risk	327	45%	44% - 45%	0%	\$9,985,368	\$30,536	72	Average	Moderate
High	Hastings Youth Academy High Risk	147	48%	46% - 47%	0%	\$4,098,658	\$27,882	73	Average	Moderate
Maximum	Okeechobee JOCC Maximum Risk (Securicor)	26	42%	40% - 46%	0%	\$3,033,228	\$116,663	59	Average	High
High	Okeechobee JOCC SOP (Securicor)	38	13%	16% - 19%	-2%	\$3,318,869	\$87,339	70	Effective	High
High	Sago Palm Pathfinders-Substance Abuse	95	41%	41% - 43%	0%	\$4,395,906	\$46,273	70	Average	High
High	Sago Palm SOP	149	26%	22% - 23%	2%	\$10,568,030	\$70,926	59	Below Average	High
High	Sago Palm Youth Development Center	189	41%	41% - 42%	0%	\$5,701,975	\$30,169	72	Average	Moderate
Stewart Marchman Center										
Moderate	Oaks Juvenile Residential Facility	144	46%	44% - 46%	0%	\$3,468,409	\$24,086	73	Average	Low
Moderate	Pines Juvenile Residential Facility-Female	194	28%	26% - 27%	1%	\$4,594,372	\$23,682	70	Below Average	Low
Sunshine Youth Services										
Moderate	Gulf Academy-Mental Health	71	42%	41% - 44%	0%	\$2,624,360	\$36,963	71	Average	Moderate
Moderate	Lake Academy-Female-Mental Health	118	25%	23% - 24%	0%	\$7,555,500	\$64,030	67	Average	High
Moderate	Live Oak Juvenile Residential Facility-Female	140	23%	22% - 23%	0%	\$5,389,671	\$38,498	71	Average	Moderate
Moderate	Riverside Academy-Substance Abuse	312	40%	40% - 41%	0%	\$12,551,150	\$40,228	71	Average	High
The Grove Counseling Center										
Moderate	GOALS	86	44%	43% - 45%	0%	\$3,241,722	\$37,694	71	Average	Moderate
Moderate	Grove Unique Youth Services (GUYS)	45	29%	35% - 39%	-6%	\$2,533,210	\$56,294	88	Highly Effective	High
Three Springs, Inc.										
High	Elaine Gordon SOP (Three Springs)	58	21%	18% - 20%	0%	\$4,963,766	\$85,582	64	Average	High
High	Kissimmee Juvenile Correctional Facility SOP	51	25%	20% - 23%	3%	\$5,244,981	\$102,843	51	Below Average	High
High	Three Springs SOP	44	20%	18% - 21%	0%	\$3,613,500	\$82,125	64	Average	High

*Percentages have been rounded to the nearest whole percent

Table 17, (Continued). PAM Scores and Program Expenditures by Provider

Restrictiveness Level	Program Name	Observed Recidivism N	Observed Recidivism Rate	Expected Recidivism Range	Percent Difference*	Two-Year Expenditures	Cost per Completion	PAM Score	Effectiveness Category	Cost Category
Twin Oaks Juvenile Development										
Moderate	Liberty Juvenile Residential Facility	117	38%	38% - 40%	-1%	\$2,492,247	\$21,301	77	Effective	Low
Vision Quest										
Moderate	Vision Quest-Female Moderate Risk	154	22%	21% - 23%	0%	\$4,399,148	\$28,566	73	Average	Moderate
Low	Vision Quest-Female Low Risk	220	30%	27% - 28%	2%	\$4,691,616	\$21,326	67	Below Average	Low
Youth Services International of Florida, Inc.										
Moderate	Bridges Academy-Female	55	22%	21% - 24%	0%	\$1,910,255	\$34,732	72	Average	Moderate
High	Hillsborough Intensive Residential Treatment (IRT)	15	47%	40% - 49%	0%	\$2,391,762	\$159,451	56	Average	High
Moderate	Santa Rosa Juvenile Residential Facility	41	39%	40% - 44%	-1%	\$985,675	\$24,041	77	Effective	Low
Moderate	Thompson Academy (YSI)	56	34%	37% - 40%	-3%	\$1,441,365	\$25,739	83	Highly Effective	Low
Youthtrack Inc.										
Low	Jonathan Dickinson Short-Term Offender Program Camp	121	39%	39% - 41%	-1%	\$1,200,853	\$9,924	79	Effective	Low
Moderate	Panther Success Center Halfway House	233	56%	54% - 55%	2%	\$2,978,400	\$12,783	69	Below Average	Low
Moderate	Seminole Work and Learn Center	76	41%	41% - 43%	0%	\$1,373,960	\$18,078	74	Average	Low
High	Tiger Success SHOP (Youthtrack) (Provider changed)	31	32%	37% - 42%	-5%	\$1,776,297	\$57,300	84	Highly Effective	High

*Percentages have been rounded to the nearest whole percent

Appendix 1

Definitions of Terms

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

Expected recidivism rate: The average probability of recidivism for youth released from a program, based on the risk factors for recidivism. The risk factors are listed in Appendix 3.

Included programs: Residential programs with at least 15 youth released between July 1, 2002 and June 30, 2004. Programs with no releases in FY 2003-04 are excluded from PAM calculations.

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

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

Percent difference: The percent above or below the expected recidivism range (see recidivism reduction effect).

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 18 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 9 programs affected include: Pinellas, Polk and Manatee Boot Camps, Withlacoochee Juvenile Residential Facility, Florida Youth Academy-(Closed), Nassau Halfway House, Youth Environmental Services, Duval Juvenile Residential Facility, and Alligator Short-Term Offender Program Camp.

Program cost per completion: Total expenditures for each program divided by the number of program completions for the two-year period including FY 2002-03 and FY 2003-04 (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 completion of a Department of Juvenile Justice commitment program and release to the community or a conditional release program.

Recidivism pool: A pool of 16,606 youth completing a residential program and released from the program to the community or a conditional release program between July 1, 2002 and June 30, 2004. Recidivism is tracked for one year after each youth's release. Therefore, a youth released on June 29, 2003 is tracked till June 28, 2004. Details of the selection of the recidivism pool can be found in the *2006 Outcome Evaluation Report* available at: www.djj.state.fl.us/Research/index.html

Recidivism rate: The percentage of youth completing a program who recidivated (as defined above) within one year after release.

Recidivism reduction effect, or program effectiveness index: The difference between the observed recidivism rate and the upper limit (for positive differences) or lower limit (for negative differences) of the expected recidivism 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.

Total Expenditures (Two-Year Expenditures): DJJ expenditures plus all other sources of government funding including all state and federal monies, excluding school funding, for FY 2002-03 and FY 2003-04.

Appendix 2

Programs Not Included in PAM Score Calculations

Table A1. Programs Not Included in PAM Score Calculations

Name of Program	2002-03 Releases	2003-04 Releases	Total Releases	2002-03 Expenditures	2003-04 Expenditures	Total Expenditures	Reason Dropped from Analysis
Alachua Juvenile Residential Facility-Female (First Step)	0	10	10	\$0	\$633,107	\$633,107	Less than 15 releases in 2 years
Blackwater Career Development Center (Closed)	41	0	41	\$1,261,146	\$0	\$1,261,146	Closed in 2nd year of PAM analysis
CSC IHWH (Bartow) (Provider changed)	23	0	23	\$520,600	\$0	\$520,600	Provider changed in 2nd year of PAM analysis
CSC SHOP (Bartow) (Provider changed)	23	0	23	\$1,018,380	\$0	\$1,018,380	Provider changed in 2nd year of PAM analysis
Cypress Creek JOCC (YSI) (Provider changed)	51	0	51	\$2,990,006	\$0	\$2,990,006	Provider changed in 2nd year of PAM analysis
Deborahs Way-Female (Closed)	13	0	13	\$589,541	\$0	\$589,541	Closed in 2nd year of PAM analysis & less than 15 releases in 2 years
DeSoto JCF-Dual Diagnosis-High-Risk-Female	1	9	10	\$2,967,376	\$2,059,722	\$5,027,098	Less than 15 releases in 2 years
Eckerd Comprehensive Treatment Program-MH (Closed)	17	0	17	\$892,617	\$0	\$892,617	Closed in 2nd year of PAM analysis
Florida Institute For Girls (Lighthouse)-MH (Closed)	0	3	3	\$0	\$398,059	\$398,059	Closed in 2nd year of PAM analysis & less than 15 releases in 2 years
Fort Pierce GTH-Female (1st Step) (Closed)	8	5	13	\$240,568	\$250,296	\$490,864	Closed in 2nd year of PAM analysis & less than 15 releases in 2 years
Foster America Group Homes-Female (Closed)	10	0	10	\$99,603	\$0	\$99,603	Closed in 2nd year of PAM analysis & less than 15 releases in 2 years
Foster America Group Homes-Male (Closed)	7	0	7	\$69,215	\$0	\$69,215	Closed in 2nd year of PAM analysis & less than 15 releases in 2 years
Francis Walker HWH-Female (Center Drug Free Living)	0	7	7	\$0	\$616,680	\$616,680	Less than 15 releases in 2 years
Hendry Halfway House (Closed)	29	0	29	\$940,904	\$0	\$940,904	Closed in 2nd year of PAM analysis
Miami Halfway House (ICare Bay Point)	0	5	5	\$0	\$591,145	\$591,145	Less than 15 releases in 2 years
Okeechobee JOCC SOP (CCA) (Provider changed)	18	0	18	\$1,656,288	\$0	\$1,656,288	Provider changed in 2nd year of PAM analysis
Okeechobee JOCC-(CCA) (Provider changed)	13	0	13	\$1,518,769	\$0	\$1,518,769	Provider changed in 2nd year of PAM analysis & less than 15 releases in 2 years
Palm Beach JRF-Female (PEMS) (Closed)	0	13	13	\$0	\$873,253	\$873,253	Closed in 2nd year of PAM analysis & less than 15 releases in 2 years
Polk Halfway House (Sunshine Youth Services)	0	4	4	\$0	\$581,203	\$581,203	Less than 15 releases in 2 years
Polk Youth Development Center (CCA) (Provider changed)	259	0	259	\$6,804,115	\$0	\$6,804,115	Provider changed in 2nd year of PAM analysis
South Florida Halfway House-Female (PJS) (Closed)	0	14	14	\$0	\$656,864	\$656,864	Closed in 2nd year of PAM analysis & less than 15 releases in 2 years
St. Johns Juvenile Residential Facility (Closed)	0	10	10	\$0	\$1,246,243	\$1,246,243	Closed in 2nd year of PAM analysis & less than 15 releases in 2 years
Tiger SHOP (Correctional Services of Florida)	0	7	7	\$0	\$177,480	\$177,480	Less than 15 releases in 2 years
Union Juvenile Residential Facility-Sex Offender	0	7	7	\$0	\$919,310	\$919,310	Less than 15 releases in 2 years
Youth Development Academy (NAFI) (Closed)	32	0	32	\$939,833	\$0	\$939,833	Closed in 2nd year of PAM analysis

Appendix 3

Variables Examined at Bivariate and Multivariate Level

Demographic Variables

- REGION: Region of state where youth resides (northwest, northeast, east, west, south)
- LEVEL: Program restrictiveness level (low, moderate, high, maximum)
- TRANSFER : Whether youth was transferred from another residential program
- DAYS SERVED: Youth's length of stay in the program (in days)
- AGE AT FIRST OFFENSE: Age at time of first offense
- AGE AT RELEASE: Age at time of release from PAM program
- SEX : Male, female
- RACE: Non-white, white

Extent of Prior Offending Variables

- TOTAL REFERRALS: Total number of prior referrals
- TOTAL ADJUDICATIONS: Total number of prior referrals adjudicated
- PRIOR REFERRALS (Categorized): Total prior referrals categorized into quartiles
- PRIOR ADJUDICATIONS (Categorized): Total prior referrals adjudicated, categorized into quartiles
- CHRONIC REFERRALS: Whether youth has five or more total prior referrals
- CHRONIC ADJUDICATIONS: Whether youth has five or more prior referral adjudications

Seriousness of Prior Offending Variables

- MOST SERIOUS PRIOR OFFENSE: Specific most serious prior offense (ordinal)
- WORST OFFENSE: Most serious prior offense categorized into: violent felony, felony property, felony other, misdemeanor, other delinquency, interstate compact
- REFERRAL INDEX: Average seriousness score of all prior referrals (1 to 8, with 8 highest)
- ADJUDICATION INDEX: Average seriousness score of all prior adjudications (1 to 8, with 8 highest)
- PERSON OFFENSE: Whether most serious prior referral was a person offense
- PROPERTY OFFENSE: Whether most serious prior referral was a property offense
- PUBLIC ORDER OFFENSE: Whether most serious prior referral was a public order offense
- DRUG OFFENSE: Whether most serious prior referral was a drug offense

Prior Felony and Misdemeanor Variables

- FELONY REFERRALS (Categorized): Total prior felony referrals categorized into quartiles
- FELONY ADJUDICATIONS (Categorized): Total prior felony referrals adjudicated categorized into quartiles
- NUMBER OF FELONY REFERRALS: Total number of prior felony referrals
- NUMBER OF FELONY ADJUDICATIONS: Total number of prior felony referrals adjudicated
- FELONY ONE: Whether youth had only one prior felony referral
- FELONY TWO-THREE: Whether youth had two or three prior felony referrals
- FELONY FOUR-SIX: Whether youth had four to six prior felony referrals
- FELONY SEVEN: Whether youth had seven or more prior felony referrals (the last four variables were used to examine curvilinear effects of prior felony referral variable)

- ANY FELONY REFERRAL: Whether youth had any prior felony referrals
- ANY FELONY ADJUDICATION: Whether youth had any prior felony adjudications
- NUMBER OF VIOLENT FELONY ADJUDICATIONS: Total number of prior violent felony adjudications
- VIOLENT FELONY ADJUDICATION: Whether youth had any prior violent felony referral adjudications
- VIOLENT FELONY REFERRAL: Whether youth had any prior violent felony referrals
- NUMBER OF FELONY PROPERTY ADJUDICATIONS: Total number of prior property felony adjudications
- FELONY PROPERTY ADJUDICATION: Whether youth had any prior felony property adjudications
- NUMBER OF PRIOR MISDEMEANOR REFERRALS ADJUDICATED: Total number of prior misdemeanor referrals adjudicated
- PRIOR MISDEMEANOR REFERRALS ADJUDICATED (Categorized): Prior misdemeanor adjudications categorized into quartiles
- MISDEMEANOR: Whether youth had more than one prior misdemeanor adjudication

Specific Offenses (Whether most serious prior referral was...)

- MURDER
- ROBBERY
- AGGRAVATED ASSAULT
- ASSAULT-BATTERY
- BURGLARY
- AUTO THEFT
- GRAND LARCENY
- VANDALISM
- DISORDERLY CONDUCT
- ESCAPE
- FELONY WEAPON OFFENSE
- FELONY DRUG OFFENSE
- MISDEMEANOR DRUG OFFENSE
- FELONY SEX OFFENSE
- MISDEMEANOR SEX OFFENSE
- SEX OFFENSE
- ANY SEX OFFENSE REFERRAL: Whether any prior referrals was for a sex offense

DRAI and SRCI Variables

- DETENTION PLACEMENT: Detention Risk Assessment Instrument placement decision prior to admission into PAM program (DRAI variable)
- CURRENT ABUSE: Whether youth was currently being abused (DRAI variable)
- HISTORY OF ABUSE: Whether youth had history of abuse (DRAI variable)
- PHYSICAL ABUSE: Whether youth was physically abused (DRAI variable)
- SEXUAL ABUSE: Whether youth was sexually abused (DRAI variable)
- NEGLECT: Whether youth was neglected (DRAI variable)
- EMOTIONAL ABUSE: Whether youth was emotionally abused (DRAI variable)
- ESCAPE: Whether youth escaped from a program (DRAI variable)

- DOMESTIC VIOLENCE OFFENSE: Whether current offense involved domestic violence incident (DRAI variable)
- TOTAL SRCI SCORE: Maximum SRCI score received prior to youth's admission into the PAM residential program (SRCI variable)
- SRCI RISK LEVEL: Youth's classified risk level on SRCI (SRCI variable)
- HIGHEST PLACEMENT LEVEL: Highest level of prior sanction: none, probation, commitment (SRCI variable)
- DRUG USE: Whether youth uses drugs chronically, occasionally, or not at all (SRCI variable)
- SCHOOL ATTENDANCE: Whether youth was regularly attending school, chronically truant or tardy, or dropped out of school or was expelled/suspended (SRCI variable)
- NEGATIVE PEERS: Whether youth associated with primarily negative peers (SRCI variable)
- GANG-INVOLVED PEERS: Whether youth was in a gang or associated with gang members (SRCI variable)
- PARENTAL CONTROL: Whether parents supervised and controlled youth, had limited control and supervision over youth, or had no control or supervision over youth (SRCI variable)
- NEGLECT: Whether youth was neglected (SRCI variable)
- ABUSE: Whether youth was physically or sexually abused (SRCI variable)
- MENTAL HEALTH ASSESSMENT NEEDED: Whether youth was deemed in need of mental health assessment (SRCI variable)
- MENTAL HEALTH DIAGNOSIS: Whether youth had been diagnosed with a mental health problem or DSM-4 diagnosis (SRCI variable)
- EMPLOYMENT: Whether youth was 16 or older, not employed and not pursuing education (SRCI variable)

Appendix 4

Program Risk Factors by Gender and Restrictiveness Levels

Tables A2 through A9 present the mean values for identified risk factors in the 2006 PAM analyses for each program by gender and restrictiveness level. Program averages on these risk factors provide an indication of the seriousness of youth served by the facility, which in turn contributes to the program's expected recidivism range. Each table includes data on the following variables for each program:

- Recidivism pool (total number of youth completing the program and released to the community or a conditional release program)
- Average age of youth at release from program
- Gender of youth (presented as percent male)
- Race of youth (presented as percent non-white)
- Average number of prior juvenile referrals
- Percent of youth with at least one prior felony property adjudication
- Percent of youth with prior juvenile commitment (0=none/probation; 1=commitment)
- Percent of youth chronically using drugs (0=none/occasional drug use; 1=chronic drug use)
- Percent of youth regularly attending school (0=chronically truant or tardy/suspended or expelled/dropped out; 1=regularly attending)
- Percent of youth residing in the east or south region of state

Table A2. Risk Factors Used to Calculate Effectiveness Measures for Female Low-Risk Residential Programs

Low Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
Leaf Group Treatment Home-Female (Closed)	47	15.9	0%	57%	4.53	28%	30%	19%	9%	77%
Rilla White Foundation Family Homes-Female	40	15.8	0%	65%	4.55	23%	8%	21%	10%	10%
STEP II-Female	98	16.3	0%	49%	4.19	19%	12%	21%	18%	10%
Vision Quest-Female Low Risk	220	15.9	0%	61%	4.40	27%	17%	19%	11%	42%
Visionary Adolescent Services GTH-Female	30	15.5	0%	60%	3.87	20%	11%	25%	7%	53%

Table A3. Risk Factors Used to Calculate Effectiveness Measures for Male Low-Risk Residential Programs

Low Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
Alligator Short-Term Offender Program Camp	226	16.6	100%	63%	4.96	42%	20%	20%	13%	3%
Blackwater Short-Term Offender Program Camp (CSC)	15	16.8	100%	73%	4.93	27%	36%	14%	14%	0%
Blackwater STOP Camp (State-Operated) (Provider changed)	151	16.7	100%	52%	4.66	35%	13%	17%	19%	1%
Brevard Group Treatment Home	58	14.0	100%	50%	6.38	60%	16%	19%	14%	76%
Dade Group Treatment Home	23	13.9	100%	74%	5.96	70%	16%	5%	16%	78%
Eckerd Youth Conservation Academy	115	16.0	100%	57%	6.15	57%	30%	20%	5%	87%
Escambia River Outward Bound	178	16.0	100%	62%	4.80	42%	17%	16%	19%	1%
Florida Youth Academy-Male Low Risk (Closed)	74	13.5	100%	46%	6.23	38%	14%	14%	12%	18%
Forestry Youth Academy	77	17.9	100%	38%	7.48	75%	45%	23%	8%	3%
Jonathan Dickinson Short-Term Offender Program Camp	121	16.2	100%	64%	5.39	54%	20%	15%	17%	77%
Manatee Wilderness Camp (Closed)	137	16.7	100%	39%	5.88	51%	17%	31%	11%	26%
Peace River Outward Bound	82	14.7	100%	50%	5.87	62%	15%	11%	15%	6%
Rilla White Foundation Family Homes-Male	98	14.9	100%	58%	6.29	50%	24%	14%	16%	8%
South Pines Low Risk	135	16.2	100%	61%	6.19	57%	44%	30%	5%	80%
STEP I-Male	277	16.7	100%	48%	5.26	41%	21%	22%	19%	7%
Withlacoohee Juvenile Residential Facility	68	17.0	100%	54%	5.15	37%	16%	29%	12%	0%

Table A4. Risk Factors Used to Calculate Effectiveness Measures for Female Moderate-Risk Residential Programs

Moderate Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
Adolescent Therapeutic Center-Female	100	16.7	0%	33%	6.41	31%	27%	49%	4%	65%
Alachua HWH-Female (State-Operated) (Provider changed)	40	16.3	0%	50%	5.20	25%	18%	37%	18%	3%
Bay Behavioral Hope-Female-Mental Health	82	16.5	0%	27%	4.62	32%	24%	32%	8%	1%
Bowling Green Juvenile Residential Facility-Female	94	16.4	0%	39%	5.76	36%	22%	29%	10%	7%
Bridges Academy-Female	55	16.0	0%	40%	5.60	35%	27%	25%	15%	2%
Camp E-Nini-Hassee-Female	44	15.9	0%	16%	5.16	30%	12%	29%	10%	14%
DeSoto JRF-Female-Dual Diagnosis Moderate Risk	30	16.8	0%	13%	5.50	23%	24%	55%	10%	33%
First Step Girls Juvenile Residential Facility-Female	48	16.8	0%	50%	6.73	42%	24%	46%	7%	75%
Florida Youth Academy-Female Moderate Risk (Closed)	55	16.5	0%	55%	7.76	31%	31%	47%	4%	24%
Francis Walker HWH-Female (State-Oper.) (Provider changed)	37	16.9	0%	54%	6.30	57%	45%	24%	18%	76%
Kingsley Center-Female	231	16.5	0%	47%	6.00	36%	27%	37%	9%	35%
Lake Academy-Female-Mental Health	118	16.1	0%	33%	5.49	30%	20%	35%	12%	25%
Leaf Recovery-Female-Substance Abuse (Closed)	48	17.3	0%	17%	5.81	38%	20%	65%	24%	21%
Lighthouse JRF-Female-Mental Health	42	16.7	0%	33%	6.21	36%	41%	44%	12%	29%
Live Oak Juvenile Residential Facility-Female	140	16.6	0%	38%	6.46	36%	28%	32%	12%	16%
Milton Juvenile Residential Facility-Female-MH	122	16.4	0%	23%	5.31	30%	27%	34%	13%	10%
Pines Juvenile Residential Facility-Female	194	16.5	0%	44%	6.28	33%	26%	36%	7%	6%
Polk Boot Camp-Female (Closed)	40	17.2	0%	25%	5.93	70%	28%	42%	14%	5%
Sawmill Academy-Female (NAFI) (Provider changed)	76	16.7	0%	47%	5.00	34%	22%	30%	13%	3%
Vision Quest-Female Moderate Risk	154	16.6	0%	40%	6.05	34%	25%	28%	10%	46%
Wilson Academy-Female (FL Yth Academy) (Provider changed)	103	16.3	0%	19%	5.10	49%	18%	45%	10%	1%
WINGS-Female	65	16.5	0%	71%	5.11	26%	23%	25%	5%	74%
YMCA Character Halfway House-Female-Pregnancy	58	17.1	0%	50%	5.43	45%	33%	19%	13%	24%

Table A5. Risk Factors Used to Calculate Effectiveness Measures for Male Moderate-Risk Residential Programs

Moderate Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
ARC Halfway House	240	17.2	100%	46%	7.70	54%	30%	48%	9%	68%
ATC Boys Halfway House	141	17.3	100%	40%	7.89	56%	31%	57%	13%	77%
ATC Substance Abuse Halfway House	101	17.8	100%	30%	7.09	68%	39%	74%	9%	86%
Avon Park Youth Academy	413	18.0	100%	38%	7.04	70%	35%	37%	14%	33%
Bassin House-Substance Abuse (DISC) (Provider changed)	43	17.3	100%	26%	5.28	42%	28%	63%	16%	5%
Bay Boot Camp	73	16.9	100%	48%	4.77	74%	23%	30%	16%	0%
Bay Point Schools-North	58	17.2	100%	71%	6.41	66%	25%	27%	11%	90%
Bay Point Schools-West-Kennedy	322	17.5	100%	69%	6.60	60%	29%	32%	11%	98%
Big Cypress Wilderness Institute	85	16.9	100%	26%	6.76	72%	18%	39%	5%	7%
Bristol Youth Academy	172	17.0	100%	49%	6.72	63%	28%	38%	13%	15%
Britt Halfway House	74	16.8	100%	50%	8.28	78%	30%	39%	13%	3%
Camp E-How-Kee (Closed)	67	15.1	100%	16%	5.01	60%	14%	20%	21%	0%
Camp E-Kel-Etu	64	15.3	100%	30%	6.86	64%	21%	41%	23%	17%
Camp E-Ma-Chamee	72	14.6	100%	47%	5.06	46%	5%	12%	18%	0%
Camp E-Tu-Makee	62	14.8	100%	32%	6.19	55%	25%	20%	18%	26%
Collier Drill Academy	112	16.6	100%	19%	4.82	46%	18%	29%	14%	0%
Crossroads Wilderness Institute	92	16.9	100%	38%	6.46	67%	22%	24%	18%	1%
DeSoto Juvenile Residential Facility-Dual Diagnosis	176	17.1	100%	19%	7.09	57%	40%	38%	14%	37%
Duval Juvenile Residential Facility	119	16.5	100%	61%	6.67	61%	35%	34%	12%	8%
Duval START Center (Closed)	53	14.2	100%	57%	6.42	58%	20%	10%	18%	32%
Eckerd Intensive Halfway House	43	16.7	100%	44%	6.42	58%	38%	38%	8%	93%
Eckerd Youth Challenge Program	109	16.4	100%	39%	6.10	58%	27%	24%	20%	5%
Falkenberg Academy	292	16.7	100%	53%	8.08	62%	41%	39%	11%	20%
Florida City Youth Center	41	16.3	100%	76%	6.24	66%	46%	24%	14%	78%
Florida Environmental Institute	48	18.3	100%	73%	8.17	83%	51%	42%	7%	48%

Table A5, (Continued). Risk Factors Used to Calculate Effectiveness Measures for Male Moderate-Risk Residential Programs

Moderate Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
Ft. Walton Adolescent Substance Abuse Program	79	17.7	100%	29%	6.30	48%	30%	66%	19%	16%
GOALS	86	17.1	100%	57%	7.94	59%	36%	34%	10%	62%
Greenville Academy (DISC Village) (Provider changed)	57	17.1	100%	40%	6.40	61%	39%	48%	14%	5%
Grove Unique Youth Services (GUYS)	45	17.0	100%	36%	6.84	64%	32%	39%	9%	64%
GATE (DISC) (Provider changed)	57	15.0	100%	54%	5.53	42%	19%	23%	13%	5%
Gulf Academy-Mental Health	71	16.3	100%	30%	6.79	49%	43%	26%	15%	46%
Gulf Coast Youth Academy (Premier)	310	16.8	100%	45%	6.73	59%	34%	28%	14%	16%
Hastings Youth Academy Moderate Risk	327	17.2	100%	48%	7.81	58%	46%	40%	10%	12%
Impact Halfway House	78	17.1	100%	56%	6.55	60%	22%	29%	14%	14%
Jefferson Halfway House (DISC) (Provider changed)	62	17.3	100%	39%	6.21	48%	33%	35%	13%	2%
JUST Program-MH (DISC) (Provider changed)	37	15.8	100%	30%	5.14	32%	35%	29%	16%	0%
Kelly Hall Halfway House	94	17.6	100%	15%	7.45	60%	24%	62%	11%	2%
Leslie Peters Halfway House	81	17.5	100%	44%	7.81	64%	34%	53%	10%	7%
Liberty Juvenile Residential Facility	117	17.0	100%	48%	5.98	65%	29%	23%	17%	2%
MERIT (DISC) (Provider changed)	44	13.4	100%	59%	5.86	52%	21%	7%	16%	5%
Madison Halfway House (DISC) (Provider changed)	68	13.2	100%	57%	5.69	46%	30%	14%	8%	3%
Manatee Boot Camp	72	16.6	100%	71%	7.68	74%	31%	21%	8%	1%
Mandala ATC Halfway House-Dual Diagnosis	90	16.2	100%	13%	7.27	62%	47%	39%	11%	2%
Marion YDC (Career Systems) (Provider changed)	215	17.1	100%	62%	7.98	62%	45%	31%	7%	27%
Marion Youth Development Center (CSC)	25	17.3	100%	48%	7.96	68%	52%	40%	4%	48%
Martin Boot Camp	90	17.5	100%	38%	5.66	76%	29%	34%	14%	100%
MATS Halfway House	120	16.4	100%	25%	7.58	68%	40%	37%	16%	3%
Miami Halfway House (State-Operated) (Provider changed)	45	17.1	100%	47%	6.27	67%	32%	34%	29%	98%
Nassau Halfway House	90	17.0	100%	27%	6.78	57%	28%	49%	11%	1%

Table A5, (Continued). Risk Factors Used to Calculate Effectiveness Measures for Male Moderate-Risk Residential Programs

Moderate Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
Oaks Juvenile Residential Facility	144	16.5	100%	41%	7.55	47%	30%	37%	7%	4%
Okaloosa Halfway House	61	16.8	100%	51%	6.90	52%	50%	29%	15%	7%
Okaloosa Youth Academy	264	17.1	100%	50%	6.83	50%	40%	31%	13%	11%
Okeechobee Redirection Camp	131	17.1	100%	54%	6.79	55%	30%	36%	8%	89%
Palm Beach HWH (State-Operated) (Provider changed)	34	15.6	100%	65%	6.35	53%	38%	24%	6%	97%
Panther Success Center Halfway House	233	16.2	100%	55%	7.15	60%	40%	33%	7%	3%
Pensacola Boys Base	93	17.7	100%	52%	5.88	55%	26%	32%	21%	2%
Pinellas Boot Camp	103	16.9	100%	48%	7.49	80%	18%	48%	11%	0%
Polk Boot Camp-Male	138	17.0	100%	36%	7.13	78%	25%	31%	22%	2%
Polk Halfway House (State-Operated) (Provider changed)	64	17.0	100%	25%	6.67	55%	32%	48%	14%	5%
Price Halfway House	81	16.9	100%	47%	7.67	60%	25%	25%	13%	10%
RAMC-Mentally Challenged (DISC) (Provider changed)	63	16.7	100%	76%	9.65	59%	67%	20%	14%	27%
Riverside Academy-Substance Abuse	312	17.7	100%	26%	7.21	63%	33%	68%	11%	30%
San Antonio Boys Village	99	16.1	100%	34%	6.86	65%	13%	30%	10%	2%
Santa Rosa Juvenile Residential Facility	41	17.4	100%	41%	5.95	56%	29%	41%	15%	10%
Seminole Work and Learn Center	76	17.3	100%	45%	6.24	42%	32%	28%	9%	8%
South Pines Moderate Risk	122	16.9	100%	48%	7.16	66%	39%	38%	8%	87%
Southern Glades Youth Camp	198	16.8	100%	64%	7.61	67%	51%	38%	6%	97%
Space Coast Marine Institute	91	17.4	100%	55%	7.31	70%	23%	34%	13%	93%
Taylor Halfway House (DISC) (Provider changed)	77	17.2	100%	38%	6.27	51%	40%	44%	9%	8%
Thompson Academy (YSI)	56	16.4	100%	61%	6.38	64%	48%	21%	2%	71%
Thompson Academy (PJS) (Provider changed)	260	16.7	100%	52%	7.26	65%	34%	29%	11%	73%
Volusia HWH (State-Operated) (Provider changed)	63	16.7	100%	40%	6.67	54%	40%	35%	8%	29%
West Florida Wilderness Institute	108	17.0	100%	44%	5.47	58%	23%	32%	13%	0%
Youth Environmental Services	97	17.1	100%	54%	7.99	60%	28%	31%	11%	0%

Table A6. Risk Factors Used to Calculate Effectiveness Measures for Female High-Risk Residential Programs

	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
High Risk Programs										
FIG (Premier)-Female-MH High Risk (Provider changed)	123	17.2	0%	59%	9.05	41%	61%	40%	12%	66%
Florida Youth Academy-High-Female (Closed)	189	17.3	0%	49%	9.13	51%	66%	39%	14%	25%
Monticello New Life-Female	55	17.4	0%	47%	7.95	42%	50%	39%	7%	16%
Orange Intensive Halfway House-Female	32	17.3	0%	50%	9.06	56%	65%	52%	17%	69%
South Florida Intensive HWH-Female (Closed)	26	16.9	0%	58%	5.62	31%	50%	21%	4%	92%
Vernon Place-Female	62	17.1	0%	39%	6.77	48%	55%	24%	16%	8%

Table A7. Risk Factors Used to Calculate Effectiveness Measures for Male High-Risk Residential Programs

High Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
ARC Serious Habitual Offender Program	45	18.0	100%	42%	10.51	64%	80%	46%	10%	60%
Bartow Juvenile Correctional Facility	31	17.3	100%	39%	9.42	61%	64%	50%	7%	32%
Bartow Serious Habitual Offender Program	35	18.0	100%	46%	11.46	89%	88%	50%	6%	3%
Broward Intensive Halfway House	61	17.1	100%	75%	8.00	70%	51%	41%	4%	97%
Cypress Creek High Risk (Securicor)	56	17.5	100%	39%	10.21	71%	73%	55%	5%	25%
DeSoto Juvenile Correctional Facility-Dual Diagnosis	70	18.0	100%	20%	9.16	74%	72%	63%	7%	39%
DeSoto Juvenile Correctional Facility-MH	39	18.2	100%	31%	10.21	72%	83%	46%	14%	23%
Dozier SOP	85	17.8	100%	31%	4.69	26%	35%	9%	37%	9%
Dozier Training School	204	17.5	100%	46%	8.88	75%	66%	34%	16%	8%
Eckerd Youth Development Center	215	17.7	100%	56%	9.79	77%	68%	35%	19%	77%
Elaine Gordon SOP (Three Springs)	58	16.8	100%	40%	4.16	26%	27%	9%	39%	57%
Everglades Youth Development Center (Premier)	187	17.7	100%	66%	9.73	75%	66%	40%	10%	87%
Hastings Youth Academy High Risk	147	17.7	100%	63%	9.21	67%	72%	34%	12%	34%
Hillsborough Intensive Residential Treatment (IRT)	15	14.2	100%	67%	8.33	80%	50%	25%	0%	33%
Jackson JOCC SOP	42	18.2	100%	33%	4.33	19%	50%	25%	30%	29%
Jackson Juvenile Offender Correctional Center	113	17.5	100%	52%	8.65	67%	67%	38%	12%	10%
Kissimmee Juvenile Correctional Facility SOP	51	17.1	100%	51%	4.12	22%	14%	12%	36%	24%
Manatee Adolescent Treatment SOP (Premier)	47	17.2	100%	26%	4.68	30%	22%	5%	49%	4%
Manatee Youth Academy	54	17.0	100%	46%	8.83	69%	50%	54%	7%	4%
Marion Juvenile Correctional Facility	84	17.7	100%	43%	8.54	74%	67%	46%	8%	1%
NAFI Intensive Halfway House	42	16.7	100%	60%	7.95	60%	53%	33%	15%	5%
NAFI Serious Habitual Offender Program	51	17.6	100%	55%	8.67	73%	49%	37%	15%	10%
Okaloosa Intensive Halfway House	56	17.3	100%	61%	8.70	63%	56%	41%	10%	16%

Table A7, (Continued). Risk Factors Used to Calculate Effectiveness Measures for Male High-Risk Residential Programs

High Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
Okeechobee JOCC SOP (Securicor)	38	18.1	100%	47%	5.26	34%	28%	7%	31%	53%
Polk JCF (Premier) (Provider changed)	343	17.8	100%	61%	10.43	79%	73%	43%	12%	38%
Sago Palm Pathfinders-Substance Abuse	95	18.0	100%	45%	9.26	73%	64%	56%	10%	69%
Sago Palm SOP	149	17.5	100%	39%	5.04	30%	35%	21%	38%	31%
Sago Palm Youth Development Center	189	17.7	100%	57%	9.64	70%	67%	45%	11%	79%
Three Springs SOP	44	17.2	100%	39%	3.48	14%	28%	16%	28%	7%
Tiger Success SHOP (Youthtrack) (Provider changed)	31	17.7	100%	84%	8.26	61%	70%	30%	11%	0%

Table A8. Risk Factors Used to Calculate Effectiveness Measures for Female Maximum-Risk Residential Programs

Maximum Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
FIG (Premier)-Female-MH Max Risk (Provider changed)	18	18.8	0%	50%	12.06	50%	88%	25%	38%	44%

Table A9. Risk Factors Used to Calculate Effectiveness Measures for Male Maximum-Risk Residential Programs

Maximum Risk Programs	Risk Factors									
	Recidivism Pool	Average Age at Release	Percent Male	Percent Non-White	Average Number of Prior Referrals	Percent with Prior Felony Property Adjud.	Percent With Prior Juvenile Commitment	Percent Chronic Drug Users	Percent Regularly Attending School	Percent Residing in East or South Region
Cypress Creek JOCC Maximum Risk (Securicor)	27	18.3	100%	52%	7.30	67%	50%	29%	17%	22%
Okeechobee JOCC Maximum Risk (Securicor)	26	18.6	100%	65%	9.00	62%	76%	29%	35%	62%
Omega JOCC	46	18.5	100%	63%	11.07	78%	68%	44%	16%	33%

Appendix 5

Acronym Descriptions

ARC: Adolescent Residential Campus

ATC: Adolescent Therapeutic Center

CCA: Corrections Corporation of America

CSC: Correctional Services Corporation

FIG: Florida Institute for Girls

GATE: Guided Adolescent Treatment Environment

GTH: Group Treatment Home

HWH: Halfway House

IHWH: Intensive Halfway House

IRT: Intensive Residential Treatment

JCF: Juvenile Correctional Facility

JOCC: Juvenile Offender Correctional Center

JRF: Juvenile Residential Facility

JUST: Juvenile Unit for Specialized Treatment

MATS: Mandala Adolescent Treatment Services

MERIT: Madison Early Residential Intervention and Treatment

MH: Mental Health

NAFI: North American Family Institute

RAMC: Residential Alternative for the Mentally Challenged

SA: Substance Abuse

SHOP: Serious Habitual Offender Program

SOP: Sex Offender Program

START: Short-Term Adolescent Rehabilitation and Treatment Center

STEP: Short Term Expedition Program

WINGS: Women in Need of Greater Strength

YDC: Youth Development Center

YMCA: Young Men's Christian Association

YSI: Youth Services International

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