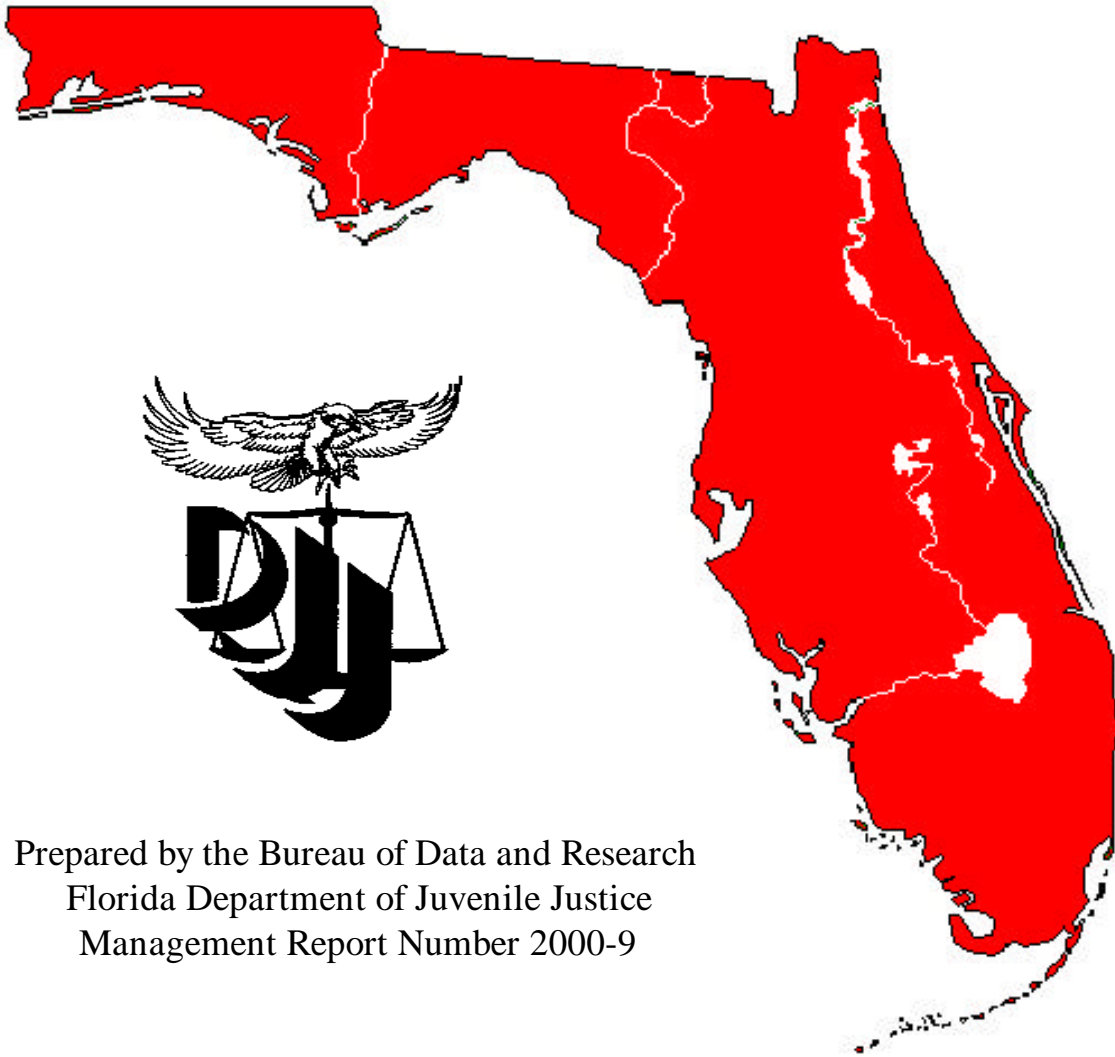


**PROGRAM ACCOUNTABILITY MEASURES FOR
DJJ COMMITMENT PROGRAMS:
A TWO-YEAR ANALYSIS
FY 1999-2000**



Prepared by the Bureau of Data and Research
Florida Department of Juvenile Justice
Management Report Number 2000-9

March 2000

Jeb Bush
Governor

W.G. "Bill" Bankhead
Secretary



STATE OF FLORIDA
DEPARTMENT OF JUVENILE JUSTICE

March 2000

Dear Colleagues:

It is with great pleasure that I present Management Report #2000-9, *Program Accountability Measures of DJJ Commitment Programs*. This document summarizes two years of measurement by the Department of Juvenile Justice regarding cost effectiveness of programs that serve committed delinquent youth. Produced by our Bureau of Data and Research, the report examines inputs, processes, costs and outcomes of 159 programs. The measures allow for comparisons across individual programs and levels.

Program Accountability Measures scores may be thought of as grades: 70 is average and anything above 85 is outstanding. Simply put, a program gets a high score based on success in getting assigned youth to complete the program, for a reasonable cost, with a low rate of recidivism. Actual one-year recidivism is compared to a calculated expected recidivism rate for each program. Programs within categories are rank ordered based on the resulting scores.

To request additional copies of this report, please contact the Bureau of Data and Research at (850) 487-4097 or visit our web site: www.djj.state.fl.us/RnD.

Sincerely,

W.G. "Bill" Bankhead
Secretary

Acknowledgements

The contributions of time, energy and ideas from a number of individuals resulted in significant improvement as this accountability model continued to evolve, through numerous discussions, meetings, reviews, critiques and reports. The Florida Department of Juvenile Justice wishes to acknowledge the contributions made by the following in the production of this report:

- Statistical Consultants: Glen Laird, Dr. Duane A. Meeter, Department of Statistics and Statistical Consulting Center, The Florida State University / Dr. Richard Tate, Department of Educational Research, The Florida State University
- The Florida Department of Juvenile Justice Executive Services, Bureau of Quality Assurance
- The Florida Department of Juvenile Justice Office of Management and Budget, Bureau of Budget Services
- The Florida Juvenile Justice Association
- Representatives of programs that provide services to committed youth.
- The Florida Legislature, Joint Legislative Management Committee, Division of Economic and Demographic Research
- The Florida Legislature, Office of Program Policy Analysis and Government Accountability
- Donna Dugger, Attorney, Senate Criminal Justice Committee, the Florida Senate
- Skip Martin, Deputy Staff Director, Subcommittee on General Government, Senate Ways and Means Committee, the Florida Senate
- Special consultants
 - Dr. David Rasmussen, Director, DeVoe L. Moore Center and Professor of Economics, The Florida State University
 - Dr. Peter Greenwood, Director, Criminal Justice Research Program, RAND Corp.

Introduction

The program accountability model presented here is a step toward a higher level of accountability for programs that provide care, custody and treatment for youth committed to the Department of Juvenile Justice (DJJ). A program accountability index was developed to assess relative program costs and effectiveness. This index includes measures related to input, outcome, process, and cost. The index calculation is based on the following measures:

1. The percentage difference between the observed success rate of youth released and their expected success rate. Success, or non-recidivism, is defined as the absence of any offenses within one year of release, or the absence of either a delinquency adjudication or adult conviction for an offense that occurred within one year after release from the program. The expected non-recidivism rate is based on the percentage of youths who did not have a subsequent delinquency adjudication or adult conviction among those with similar risk factors, including the number of prior adjudications, age, and gender.
2. Program cost related to the number of youths who completed the program compared to the level's average cost per completion.

DJJ funds a variety of commitment programs along a continuum of restrictiveness levels. The restrictiveness level to which a youth is committed is based on assessed risk, according to the youths' delinquency histories and seriousness of commitment offenses. Programs are classified according to the following levels:

Level 2	Minimum-risk non-residential community-based programs
Level 4	Low-risk residential community-based programs
Level 6	Moderate-risk residential community-based programs
Boot Camp	Military-model residential programs
Level 8	High-risk residential programs
Level 10	Maximum-risk residential programs

Program Accountability Measures (PAM) scores are summarized for each of the program categories. Boot camps are reported separately because those programs served both Level 6 and Level 8 youths. Each section contains the Program Accountability Measures Indices for each commitment program. Only programs operating for most of FY 1997-98 and having at least 15 youths released from July 1, 1996 to June 30, 1998 were reported, with recidivism being tracked for one year after release, up to the end of FY 1998-99. Graphic displays of the Program Accountability Measures scores are also provided. The Level 10 section consists only of the summary data table since there were only two programs with at least 15 youths released. Programs are listed in descending order, with higher PAM indices indicating greater relative cost effectiveness. Simply put, a program can get a high score if it indicates a high rate of getting assigned youths to complete the program for a reasonable cost and exhibits a low rate of recidivism considering the recidivism risk among the youth being served.

Appendix 1 provides a methodology for computing the PAM indices that includes an example and Appendix 2 has a summary on "expected recidivism". To view the information on PAM index components and calculations electronically or to see an overview of the Program Accountability Measures models, please visit our website at <http://www.djj.state.fl.us/RnD/>. The Department of Juvenile Justice Bureau of Data and Research compiled all data used for the computation of the Program Accountability Index.

Program Accountability Index Calculations

The program accountability index is based on the total of two measures standardized across all DJJ commitment programs. The first measure is the proportion of youths released that did not become recidivists during the first year after completing the programs (success rate) and its relative standing against a computed “expected” success rate that incorporates risk factors of youth served. For more on “expected success rate” please refer to Appendix 2. The second measure is cost per completion as compared to the average cost for programs in that level. Since standardization for all DJJ commitment programs was conducted across all programs and levels, it is possible to compare program accountability indices for programs in different restrictiveness levels, as well as within a particular level. Following are the components used to calculate each measure:

- **Success Rate.** The cohort tracked for recidivism consisted of youths who completed delinquency commitment programs during FY 1996-97 or FY1997-98. The number of youths who did not re-offend within one year of release or received neither a subsequent juvenile adjudication nor an adult conviction for an offense that occurred within one year of release, extending to the end of FY 1998-99 was determined. This number was divided by the total number of youths who completed the program to yield a rate of youth that did not meet the definition of a recidivist. Non-recidivism was selected for measurement over recidivism to allow higher rates to contribute positively to the PAM index.
- **Program Cost per Completion.** The average cost per completion was determined by dividing the program’s annual costs to DJJ in both FY 1996-97 and FY 1997-98, by the number of youths who completed the program during that year. The negative of this measure was used in the calculations to allow for lower costs to contribute positively in the PAM indices. Programs are not given credit for those youths who do not complete that program, such as those who are transferred to other non-aftercare programs.

The success rate was compared against a computed expected success rate and the program cost per completion was compared against the corresponding level’s program average cost per completion. The percent difference of both components was calculated and standardized across all levels. (Note: The percent difference refers to the actual difference divided by the expected or average value.) These two standardized values were added with a factor of $\frac{2}{3}$ given to the recidivism component, and $\frac{1}{3}$ to the cost component, to arrive at the Program Accountability Index. Indices were then standardized and translated into a distribution having a mean of 70 and a standard deviation of 10, similar to a school’s grading scale. The indices were capped at 100 for a high and 40 for the low. This produced the Program Accountability Measures (PAM) score. For more on PAM computations including a step-by-step computation of the PAM score, please refer to Appendix 1.

Only programs that released at least 15 youth between July 1, 1996 and June 30, 1998, were included in this report.

**DEPARTMENT OF JUVENILE
JUSTICE**

**COMMITMENT PROGRAM
ACCOUNTABILITY MEASURES**

TABLES AND CHARTS

Level 2 Program Accountability Measures

LEVEL 2 PROGRAMS	Success ²			Total DJJ Program Expenditures ³	Number of Successful Program Completions ¹	Average DJJ Cost Per Successful Completion	Program Accountability Measures Score
	N	Observed Rate %	Expected Rate %				
Pinellas Marine Institute	46	73.9	52.4	\$446,039	46	\$9,697	90
Special Intensive Group District 5 (state operated)	134	67.2	58.5	\$284,699	127	\$2,242	87
Florida Ocean Science Institute	49	73.5	58.1	\$369,985	48	\$7,708	85
Juvenile Services Program	89	75.3	63.4	\$292,637	58	\$5,045	85
Silver River Marine Institute	99	65.7	57.3	\$299,526	99	\$3,026	85
Special Intensive Group District 4 (Bridge-NE FL)	228	69.7	64.0	\$540,000	196	\$2,755	83
Special Intensive Group District 7 (state operated)	192	70.3	62.8	\$615,924	137	\$4,496	82
Southwest Florida Marine Institute	31	67.7	58.1	\$186,370	29	\$6,427	81
Jacksonville Marine Institute West	80	85.0	67.4	\$712,254	64	\$11,129	80
Special Intensive Group District 3 (state operated)	77	61.0	61.0	\$60,878	49	\$1,242	80
Panama City Marine Institute	29	69.0	63.1	\$147,013	28	\$5,250	79
Special Intensive Group District 4 (Clay Behavioral)	32	65.6	62.3	\$110,981	30	\$3,699	79
Special Intensive Group District 14 (Bay Area Yth.)	299	60.9	58.4	\$864,864	253	\$3,418	79
Jacksonville Marine Institute East	55	85.5	66.2	\$637,814	46	\$13,866	77
Tampa Marine Institute	40	70.0	63.8	\$247,973	39	\$6,358	77
Special Intensive Group District 8 (state operated)	33	75.8	71.9	\$137,599	28	\$4,914	77
Gulf Coast Marine Institute	32	62.5	60.7	\$134,134	33	\$4,065	77
Dade Marine Institute South	80	63.8	61.2	\$401,930	80	\$5,024	76
Lakeland Marine Institute	40	65.0	61.6	\$256,054	38	\$6,738	75
Special Intensive Group District 7 (OCSSO & OPD)	81	60.5	58.5	\$526,232	81	\$6,497	74
Special Intensive Group District 4 (state operated)	36	58.3	63.4	\$63,728	35	\$1,821	74
Escambia Bay Marine Institute	91	59.3	62.7	\$304,869	90	\$3,387	74
Gainesville Marine Institute	34	64.7	60.2	\$333,052	34	\$9,796	71
Rainwater Center For Girls	24	87.5	69.8	\$492,750	22	\$22,398	71
Palm Beach Marine Institute	43	76.7	64.6	\$459,625	30	\$15,321	68
Dade Marine Institute North	62	51.6	58.1	\$341,766	63	\$5,425	67
Tampa Intensive Day	25	56.0	49.4	\$658,980	25	\$26,359	65
DATA Day Treatment	20	75.0	68.4	\$648,787	16	\$40,549	62
Orlando Marine Institute (East and West)	92	57.7	61.3	\$941,877	80	\$11,773	60
J.E.S.C.A. Day Treatment	66	66.7	63.8	\$1,448,685	59	\$24,554	59
CBHS Intensive Work Program District 13	33	63.6	62.8	\$521,786	33	\$15,812	58
Keys/Grove Day Treatment	18	61.1	64.7	\$492,466	15	\$32,831	54
The Oaks Day Treatment I & II	99	42.4	57.2	\$1,102,065	98	\$11,246	50
Friends CYF Intensive Day Treatment	28	35.7	55.3	\$706,250	27	\$26,157	40
OVERALL LEVEL 2	2,417	65.5	61.2	\$15,789,592	2,136	\$7,392	73

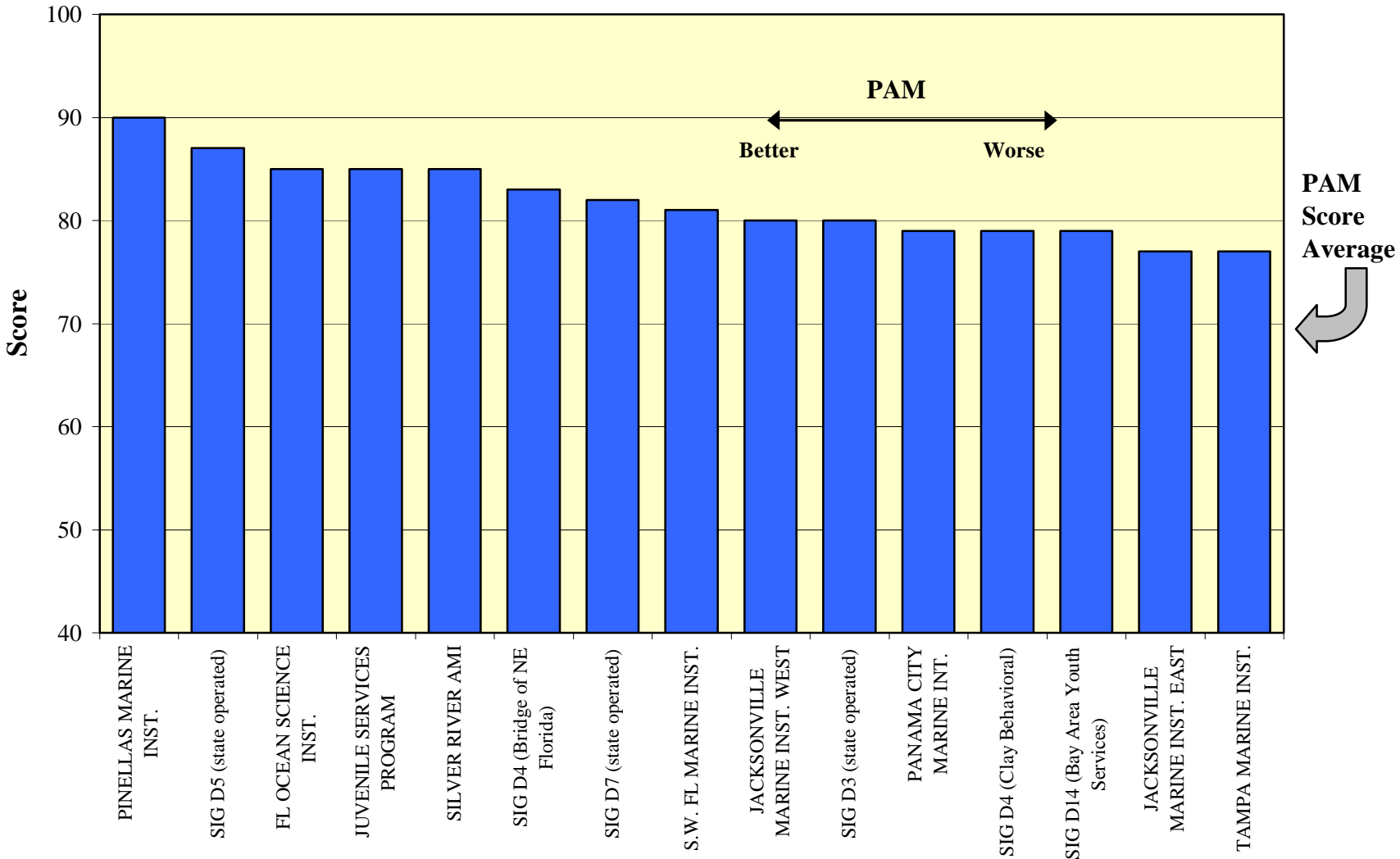
Note 1: Data as compiled from the FL Dept. of Children & Families Client Information System and based on cases closed during FY 1996-97 and FY 1997-98. May differ from number in recidivism pool due to different selection criteria.

Note 2: Recidivism data as compiled from the FL Dept. of Children & Families Client Information System, the DJJ Juvenile Justice Information System (JJIS), the FL Dept. of Law Enforcement and the FL Dept. of Corrections and based on youth released from commitment programs during FY 1996-97 and FY 1997-98. The success rate is defined as the percentage of youths with no offenses within one year of release or no subsequent adjudications or convictions for an arrest that occurred within 1 year after release.

Note 3: Program expenditure data for FY 1996-97 and FY 1997-98 for state-operated programs were compiled from SAMAS and for contracted programs from independent CPA audit affidavits. The amount shown reflects the amount within the contracted total allotted for Day Treatment or SIG placements only. Totals may differ from amounts shown in other DJJ reports.

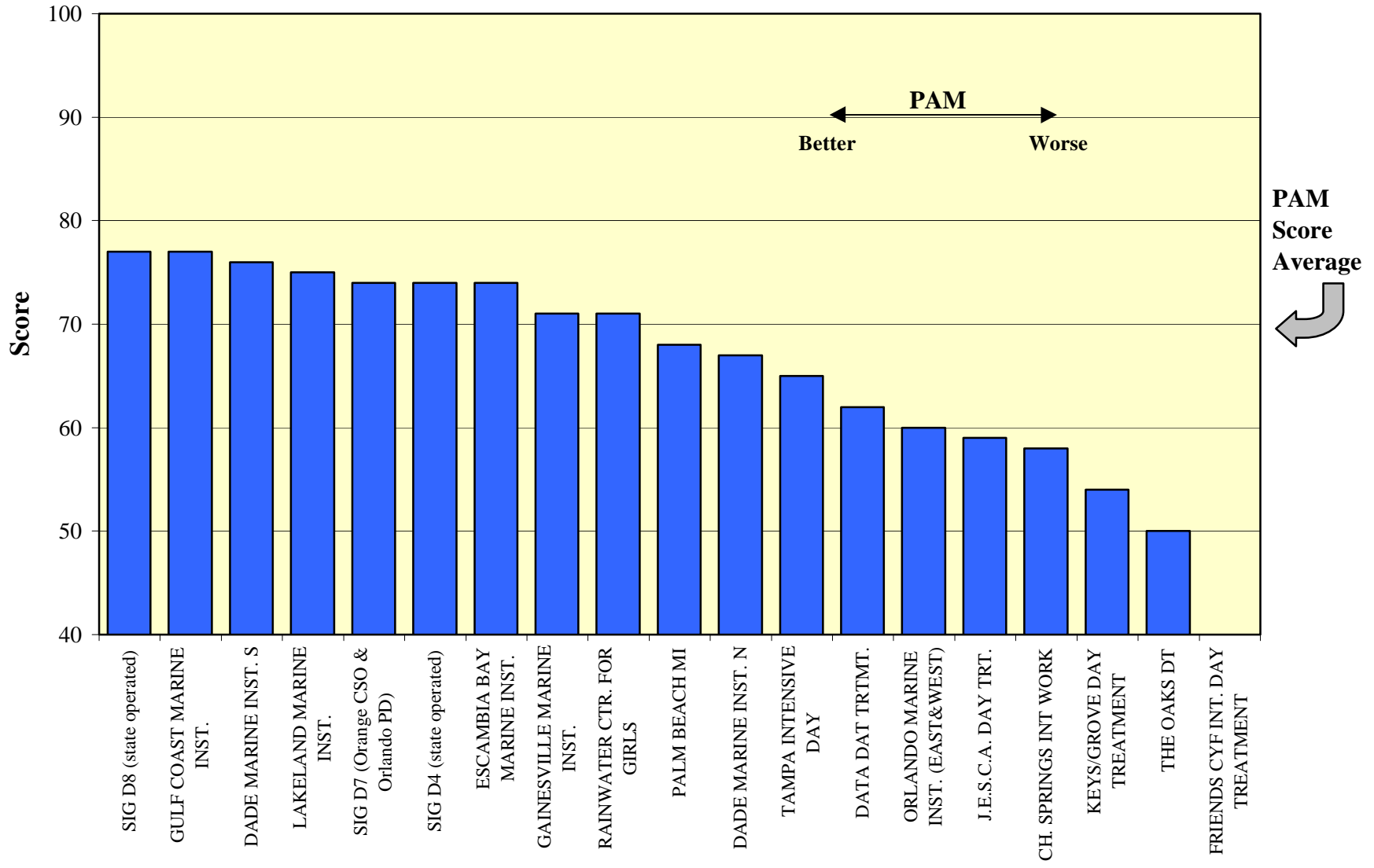
Level 2 Program Accountability Measures Scores

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Level 2 Program Accountability Measures Scores

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**Level 4
Program Accountability Measures**

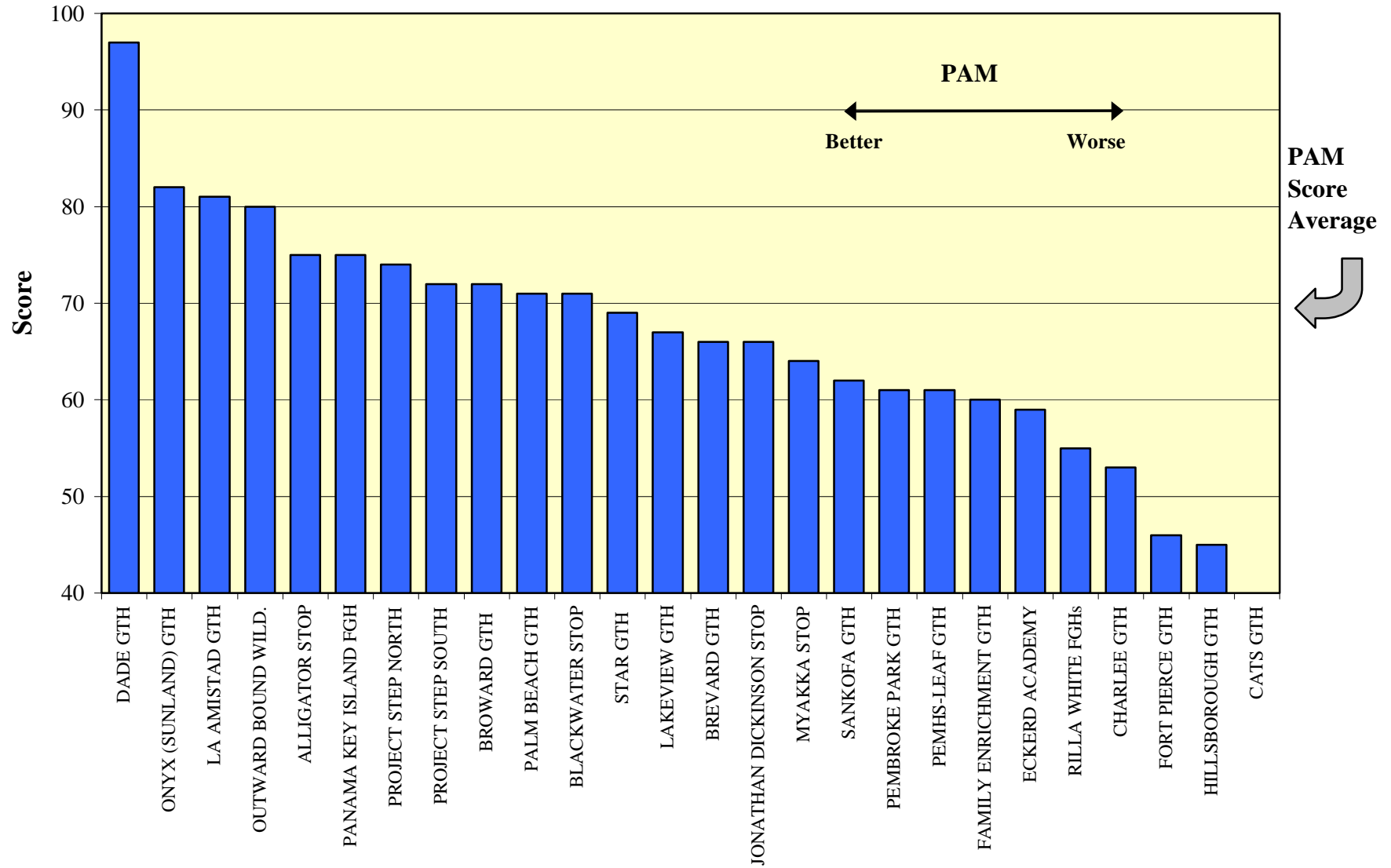
LEVEL 4 PROGRAMS	Success ²			Total DJJ Program Expenditures ³	Number of Successful Program Completions ¹	Average DJJ Cost Per Successful Completion	Program Accountability Measures Score
	N	Observed Rate %	Expected Rate %				
Dade Group Treatment Home	23	69.6	43.0	\$375,779	23	\$16,338	97
Onyx Group Treatment Home	27	48.1	35.4	\$435,833	26	\$16,763	82
La Amistad Group Treatment Home	35	45.7	36.2	\$430,864	33	\$13,056	81
Manatee Wilderness Camp	242	58.3	53.8	\$1,226,400	241	\$5,089	80
Alligator Short Term Offender Program	321	57.9	58.8	\$1,442,776	321	\$4,495	75
Panama Key Family Group Home	126	48.4	50.5	\$438,000	126	\$3,476	75
Short Term Expedition Program - North	552	58.0	61.9	\$1,738,910	551	\$3,156	74
Short Term Expedition Program - South	153	50.3	55.7	\$472,780	152	\$3,110	72
Broward Group Treatment Home	23	69.6	54.9	\$992,800	22	\$45,127	72
Palm Beach Group Treatment Home	27	44.4	35.5	\$496,400	27	\$18,385	71
Blackwater Short Term Offender Program	295	50.5	56.6	\$1,173,306	299	\$3,924	71
Star Group Treatment Home	87	52.9	54.4	\$801,075	87	\$9,208	69
Lakeview Group Treatment Home	36	77.8	71.5	\$555,145	35	\$15,861	67
Brevard Group Treatment Home	59	39.0	35.7	\$992,800	58	\$17,117	66
J. Dickinson Short Term Offender Program	153	47.7	54.0	\$1,100,925	152	\$7,243	66
Myakka Short Term Offender Program	156	43.6	51.3	\$1,216,868	156	\$7,800	64
Sankofa Group Treatment Home	32	53.1	49.2	\$959,620	26	\$36,908	62
Pembroke Park Group Treatment Home	40	55.0	51.4	\$1,241,000	35	\$35,457	61
PEMS-LEAF Group Treatment Home	36	75.0	69.5	\$1,149,299	31	\$37,074	61
Family Enrichment Group Treatment Home	147	52.4	49.9	\$3,084,932	147	\$20,986	60
Eckerd Academy	80	55.0	52.9	\$1,616,036	79	\$20,456	59
R. White Family Group Homes	144	54.9	57.0	\$2,443,447	122	\$20,028	55
Charlee Group Treatment Home	16	62.5	66.8	\$299,115	16	\$18,695	53
Ft. Pierce Group Treatment Home	20	50.0	62.2	\$423,976	20	\$21,199	46
Hillsborough Group Treatment Home	33	24.2	35.2	\$547,500	35	\$15,643	45
CATS Group Treatment Home	15	46.7	66.9	\$371,775	13	\$28,598	40
OVERALL LEVEL 4	2,878	53.7	55.3	\$ 26,027,361	2,833	\$ 9,187	66

Note 1: Data as compiled from the FL Dept. of Children & Families Client Information System and based on cases closed during FY 1996-97 and FY 1997-98. May differ from number in recidivism pool due to different selection criteria.

Note 2: Recidivism data as compiled from the FL Dept. of Children & Families Client Information System, the DJJ Juvenile Justice Information System (JJIS), the FL Dept. of Law Enforcement and the FL Dept. of Corrections and based on youth released from commitment programs during FY 1996-97 and FY 1997-98. The success rate is defined as the percentage of youths with no offenses within one year of release or no subsequent adjudications or convictions for an arrest that occurred within 1 year after release.

Note 3: Program expenditure data for FY 1996-97 and FY 1997-98 for state-operated programs were compiled from SAMAS and for contracted programs from independent CPA audit affidavits.

Level 4 Program Accountability Measures Scores



Level 6
Program Accountability Measures
 (Page 1 of 2)

LEVEL 6 PROGRAMS	Success ²			Total DJJ Program Expenditures ³	Number of Successful Program Completions ¹	Average DJJ Cost Per Successful Completion	Program Accountability Measures Score
	N	Observed Rate %	Expected Rate %				
Grove Unique Youth Services	77	66.2	55.7	\$973,088	73	\$13,330	83
Nassau Halfway House	82	68.3	57.9	\$1,231,255	82	\$15,015	81
Peace River Outward Bound	102	47.1	41.1	\$1,653,750	102	\$16,213	79
Polk Halfway House	124	56.5	52.9	\$1,180,024	121	\$9,752	79
Eckerd Youth Challenge North	151	58.9	54.1	\$1,981,077	151	\$13,120	78
Withlacoochee STOP	142	58.5	55.8	\$1,325,556	141	\$9,401	78
Cove Halfway House	51	78.4	70.6	\$810,276	51	\$15,888	77
Palm Beach Banyon Work Halfway House	97	63.9	59.4	\$1,295,293	99	\$13,084	77
Panther Success Halfway House	113	58.4	55.1	\$1,314,000	114	\$11,526	77
Madison Halfway House	88	38.6	37.1	\$1,012,875	87	\$11,642	76
Crossroads Wilderness	92	62.0	55.7	\$1,683,672	92	\$18,301	75
Gator-Nole Halfway House/Okeechobee Re-dir. Camp	288	53.8	55.2	\$2,265,556	288	\$7,867	75
Mandala ATC Halfway House	54	53.7	47.4	\$1,123,500	53	\$21,198	74
Miami Halfway House	85	62.4	55.0	\$1,876,399	84	\$22,338	74
ARC Halfway House A	114	54.4	52.7	\$1,466,250	111	\$13,209	74
Youth Development Academy (RW)	145	55.9	54.9	\$1,831,886	147	\$12,462	74
Impact Halfway House	149	55.7	56.9	\$1,368,750	147	\$9,311	74
ATC Dual Diagnosis	182	54.4	52.9	\$2,577,525	182	\$14,162	73
ARC Halfway House B	122	54.9	54.9	\$1,466,250	122	\$12,018	73
Dade Intensive Control	88	51.1	51.9	\$1,030,902	87	\$11,849	73
Seminole Work Halfway House	109	55.0	57.3	\$1,092,780	109	\$10,026	73
Youth Environmental Services	76	61.8	54.7	\$1,861,500	74	\$25,155	72
West Florida Wilderness Institute	102	58.8	56.8	\$1,642,500	100	\$16,425	72
Duval Halfway House	117	59.8	59.0	\$1,688,808	115	\$14,685	72
Brevard Halfway House	89	71.9	70.8	\$1,325,930	88	\$15,067	72
LEAF Halfway House	90	72.2	70.3	\$1,545,849	90	\$17,176	71
Price Halfway House	126	53.2	55.6	\$1,543,398	126	\$12,249	71
Jefferson Halfway House	103	50.5	55.2	\$1,012,875	103	\$9,834	70
Bay Point Schools	86	75.6	61.3	\$4,031,325	83	\$48,570	70
YMCA Halfway House	24	87.5	72.1	\$852,067	23	\$37,046	69
Alachua Halfway House	70	77.1	72.9	\$1,586,267	68	\$23,327	69
Pines Halfway House	81	64.2	70.2	\$876,000	80	\$10,950	69

**Level 6
Program Accountability Measures
(Page 2 of 2)**

LEVEL 6 PROGRAMS	Success ²			Total DJJ Program Expenditures ³	Number of Successful Program Completions ¹	Average DJJ Cost Per Successful Completion	Program Accountability Measures Score
	N	Observed Rate %	Expected Rate %				
Bartow Youth Training Halfway House	90	47.8	51.0	\$1,314,000	90	\$14,600	68
Kelly Hall Halfway House	58	63.8	58.8	\$1,642,500	59	\$27,839	67
Bradley Manor	52	36.5	34.9	\$1,314,000	53	\$24,792	67
San Antonio Boys Village	73	46.6	49.7	\$1,251,818	73	\$17,148	66
Hendry/Lee Halfway House	111	48.6	51.9	\$1,865,742	109	\$17,117	66
Space Coast Marine Institute	100	43.0	47.7	\$1,402,875	100	\$14,029	66
Pahokee Youth Development Center	612	48.4	52.0	\$11,025,498	606	\$18,194	65
Pensacola Boys Base	156	47.4	57.9	\$1,345,115	154	\$8,735	65
Leslie Peters Halfway House	140	45.7	55.2	\$1,631,906	140	\$11,656	64
Terrace Halfway House	80	43.8	53.4	\$876,000	79	\$11,089	64
Timberline Halfway House	29	69.0	69.4	\$770,250	28	\$27,509	62
Charter Pinellas Treatment Center	56	60.7	68.7	\$1,066,175	55	\$19,385	62
Forestry Youth Academy	27	66.7	61.3	\$2,676,667	23	\$116,377	62
Volusia Halfway House	110	42.7	52.4	\$1,445,654	103	\$14,035	61
Gate Center	82	36.6	46.9	\$940,841	82	\$11,474	61
Eckerd Comp. Treatment	34	55.9	52.5	\$1,606,000	34	\$47,235	61
Raft Center for Girls	52	63.5	72.1	\$1,041,722	50	\$20,834	60
Taylor Halfway House	87	46.0	53.8	\$1,694,290	85	\$19,933	59
Britt Halfway House	80	43.8	51.9	\$1,408,891	70	\$20,127	59
Duval START	97	38.1	46.2	\$1,881,536	98	\$19,199	58
Merit START	68	29.4	38.8	\$1,037,544	68	\$15,258	57
Escambia Outward Bound	65	46.2	50.0	\$2,058,128	64	\$32,158	55
Palm Beach Halfway House	82	35.4	46.1	\$1,830,633	85	\$21,537	53
Mega Mats Halfway House	102	43.1	54.2	\$2,736,225	102	\$26,826	51
Robert E. Lee Halfway House	75	25.3	50.7	\$876,000	75	\$11,680	45
OVERALL LEVEL 6	5,937	53.2	54.6	\$95,267,193	5,878	\$16,207	68

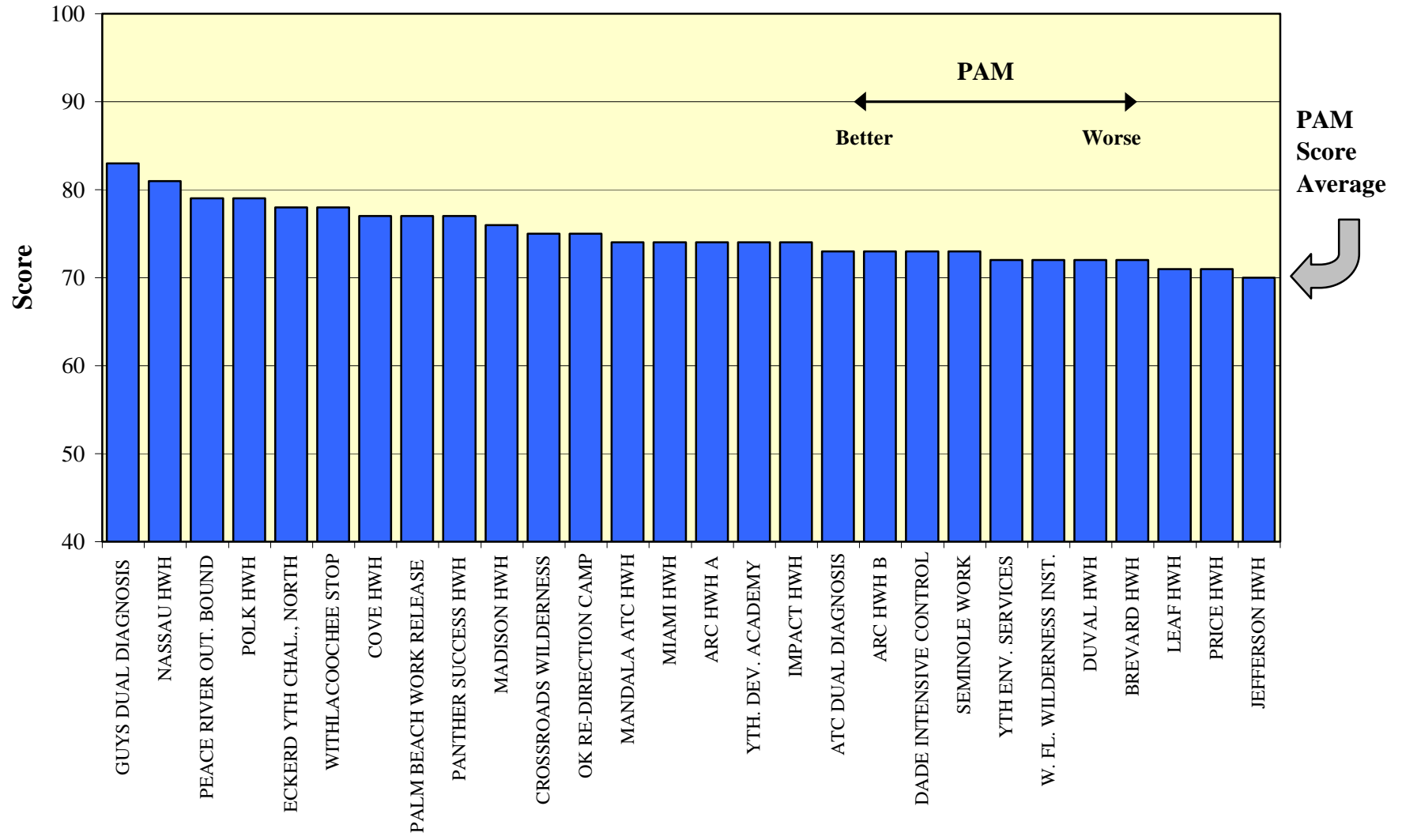
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Note 2: Recidivism data as compiled from the FL Dept. of Children & Families Client Information System, the DJJ Juvenile Justice Information System (JJIS), the FL Dept. of Law Enforcement and the FL Dept. of Corrections and based on youth released from commitment programs during FY 1996-97 or FY 1997-98. The success rate is defined as the percentage of youths with no offenses within one year of release or no subsequent adjudications or convictions for an arrest that occurred within 1 year after release.

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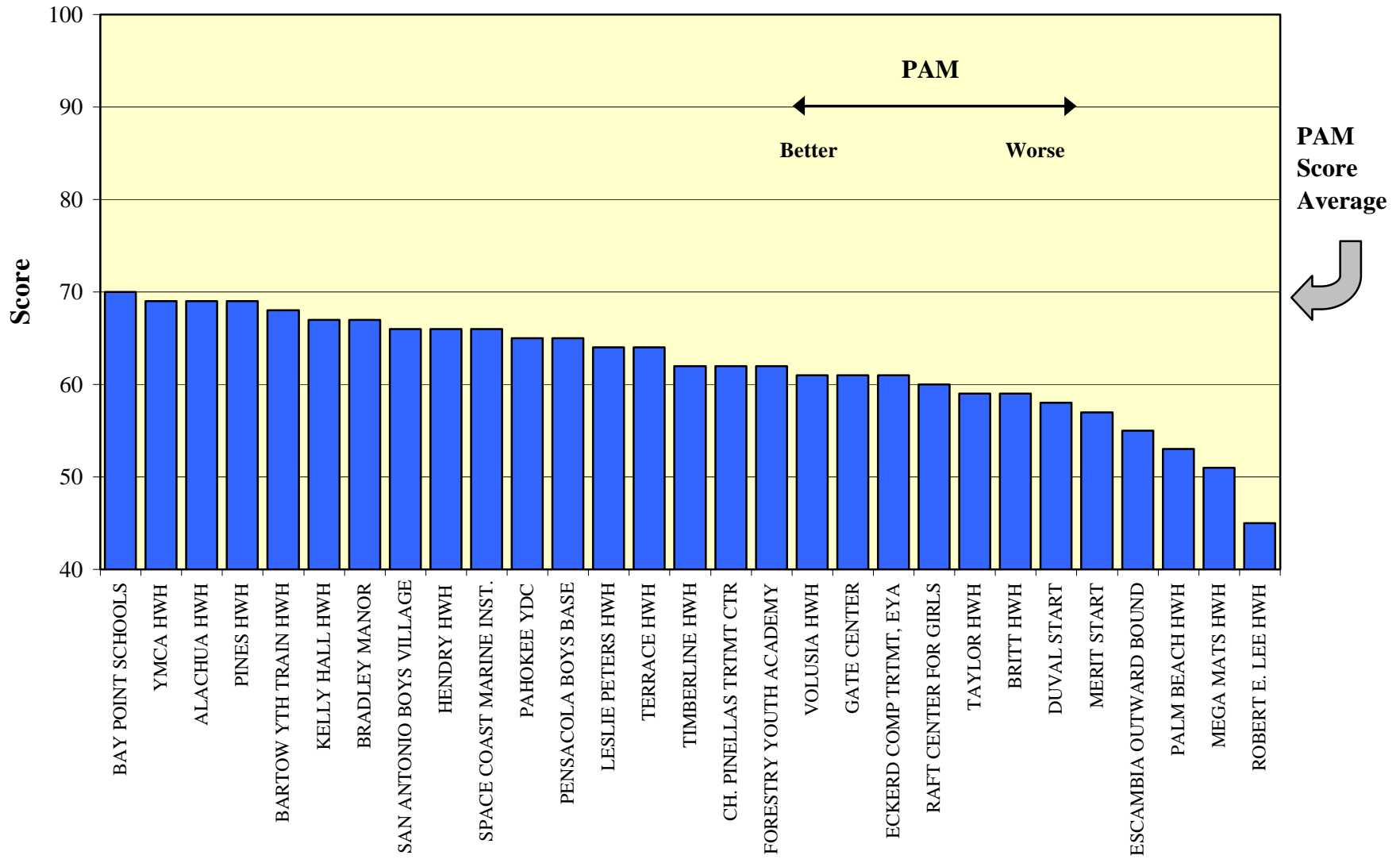
Level 6 Program Accountability Measures Scores

(Page 1 of 2)



Level 6 Program Accountability Measures Scores

(Page 2 of 2)



Level 8 Program Accountability Measures

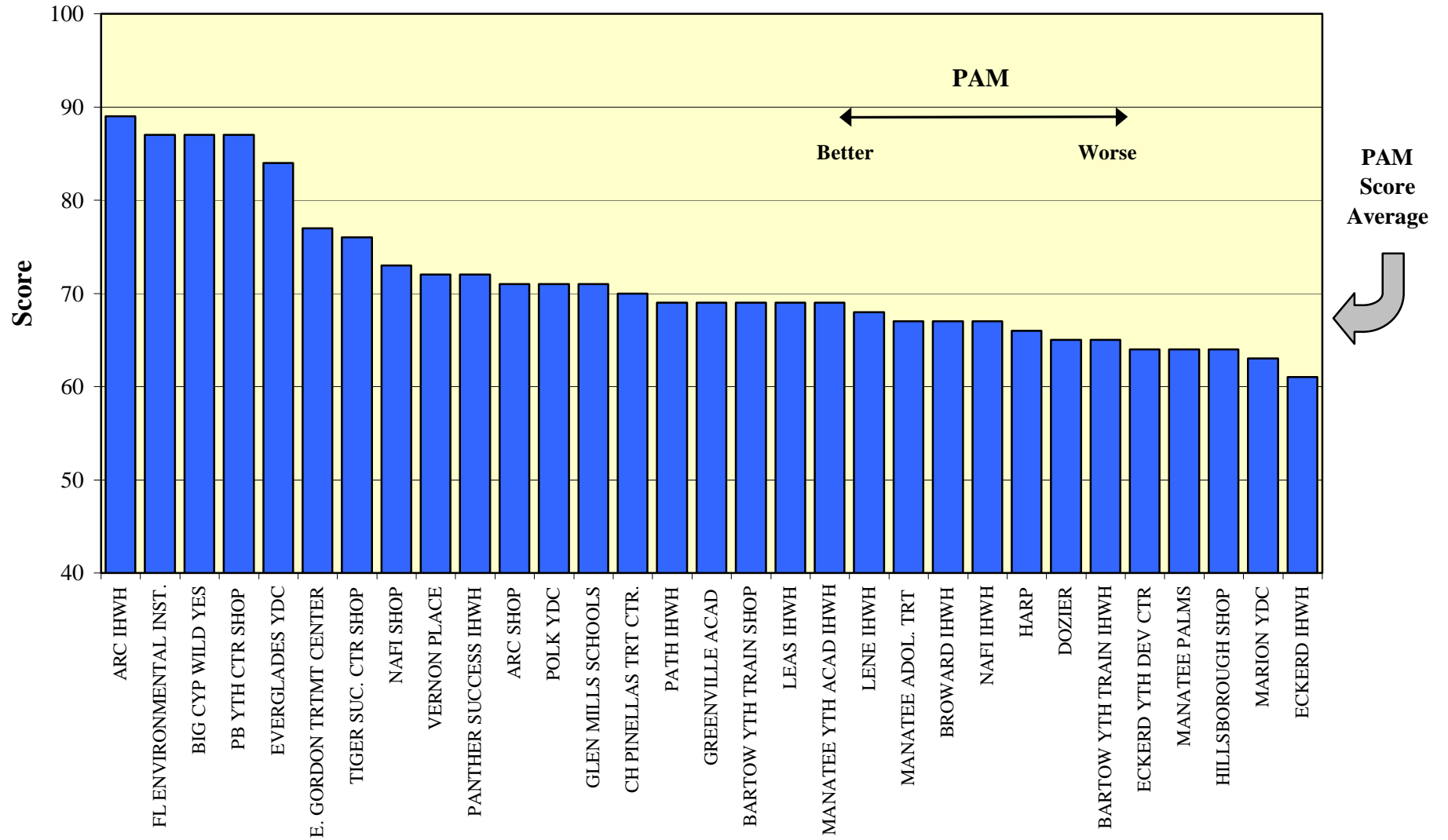
LEVEL 8 PROGRAMS	Success ²			Total DJJ Program Expenditures ³	Number of Successful Program Completions ¹	Average DJJ Cost Per Successful Completion	Program Accountability Measures Score
	N	Observed Rate %	Expected Rate %				
Arc Intensive Halfway House	49	65.3	53.1	\$1,175,150	48	\$24,482	89
Florida Environmental Institute	28	78.6	57.9	\$1,685,469	29	\$58,120	87
Big Cypress Wilderness Institute	48	68.8	54.7	\$1,721,970	47	\$36,638	87
Palm Beach Youth Center Serious Habitual Offender Program	37	73.0	57.7	\$1,918,294	48	\$39,964	87
Everglades Academy	20	85.0	58.0	\$3,452,167	21	\$164,389	84
Elaine Gordon Treatment Center	27	85.2	62.7	\$3,304,924	28	\$118,033	77
Tiger Success Serious Habitual Offender Program	44	59.1	57.0	\$1,359,990	45	\$30,222	76
NAFI Serious Habitual Offender Program	47	57.4	53.8	\$2,308,930	46	\$50,194	73
Vernon Place	30	93.3	73.6	\$2,887,316	30	\$96,244	72
Panther Success Intensive Halfway House	80	52.5	56.8	\$1,664,400	78	\$21,338	72
ARC Serious Habitual Offender Program	42	52.4	51.6	\$1,898,000	41	\$46,293	71
Polk Youth Development Center	337	52.2	53.7	\$11,517,414	328	\$35,114	71
Glen Mills Schools	127	63.0	60.3	\$6,720,345	125	\$53,763	71
Charter Pinellas Treatment Center	92	66.3	70.3	\$3,120,750	91	\$34,294	70
Path Intensive Halfway House	35	42.9	48.8	\$693,500	33	\$21,015	69
Greenville Academy Intensive Halfway House	67	47.8	54.7	\$1,387,000	67	\$20,701	69
Bartow Youth Training Serious Habitual Offender Program	55	47.3	49.3	\$2,409,052	56	\$43,019	69
Leas Intensive Halfway House	55	47.3	52.4	\$1,662,185	56	\$29,682	69
Manatee Youth Academy Intensive Halfway House	64	46.9	53.3	\$1,733,750	70	\$24,768	69
Lene Intensive Halfway House	60	48.3	55.1	\$1,547,385	58	\$26,679	68
Manatee Adolescent Treatment Sex Offender Program	34	67.6	62.8	\$2,788,424	37	\$75,363	67
Broward Intensive Halfway House	69	44.9	51.3	\$2,141,716	72	\$29,746	67
NAFI Intensive Halfway House	42	47.6	56.4	\$1,036,355	42	\$24,675	67
Hillsborough Alternate Residence Program	23	47.8	49.8	\$1,204,500	22	\$54,750	66
Dozier School for Boys	267	54.3	54.8	\$16,866,314	263	\$64,130	65
Bartow Youth Training Intensive Halfway House	71	40.8	51.6	\$1,387,000	68	\$20,397	65
Eckerd Youth Development Center	269	49.4	52.0	\$16,184,429	272	\$59,502	64
Charter BHS/Manatee Palms	21	62.6	66.4	\$2,469,205	42	\$58,791	64
Hillsborough Serious Habitual Offender Program	54	46.3	52.4	\$2,372,500	53	\$44,764	64
Marion Youth Development Center	55	47.3	55.5	\$2,142,330	55	\$38,951	63
Eckerd Intensive Halfway House	64	40.6	52.3	\$1,909,166	63	\$30,304	61
OVERALL LEVEL 8	2,313	54.3	55.2	\$104,669,930	2,334	\$44,846	71

Note 1: Data as compiled from the FL Dept. of Children & Families Client Information System and based on cases closed during FY 1996-97 and FY 1997-98. May differ from number in recidivism pool due to different selection criteria.

Note 2: Recidivism data as compiled from the FL Dept. of Children & Families Client Information System, the DJJ Juvenile Justice Information System (JJIS), the FL Dept. of Law Enforcement and the FL Dept. of Corrections and based on youth released from commitment programs during FY 1996-97 and FY 1997-98. The success rate is defined as the percentage of youths with no offenses within one year of release or no subsequent adjudications or convictions for an arrest that occurred within 1 year after release.

Note 3: Program expenditure data for FY 1996-97 and FY 1997-98 for state-operated programs were compiled from SAMAS and for contracted programs from independent CPA audit affidavits.

Level 8 Program Accountability Measures Scores



Boot Camp Program Accountability Measures

BOOT CAMP PROGRAMS	Success ²			Total DJJ Program Expenditures ³	Number of Successful Program Completions ¹	Average DJJ Cost Per Successful Completion	Program Accountability Measures Score
	N	Observed Rate %	Expected Rate %				
Martin Boot Camp ⁴	83	75.9	57.9	\$2,956,500	109	\$27,124	83
Manatee Boot Camp	125	60.8	54.7	\$1,423,500	125	\$11,388	81
Orange Boot Camp	21	66.7	49.9	\$711,750	20	\$35,588	80
Bay Boot Camp	101	61.4	55.9	\$1,423,500	102	\$13,956	79
Collier Drill Academy	102	57.8	55.7	\$1,642,500	104	\$15,793	75
Polk Boot Camp (Males) ⁴	170	55.9	54.7	\$3,985,800	180	\$22,143	70
Pinellas Boot Camp	133	45.9	50.9	\$1,423,500	133	\$10,703	70
Polk Boot Camp (Females) ⁴	59	69.5	72.3	\$1,306,700	63	\$20,741	67
Leon Boot Camp ⁴	103	43.7	55.2	\$3,066,000	101	\$30,356	52
OVERALL BOOT CAMP PROGRAMS	897	57.5	55.8	\$17,939,750	937	\$19,146	73

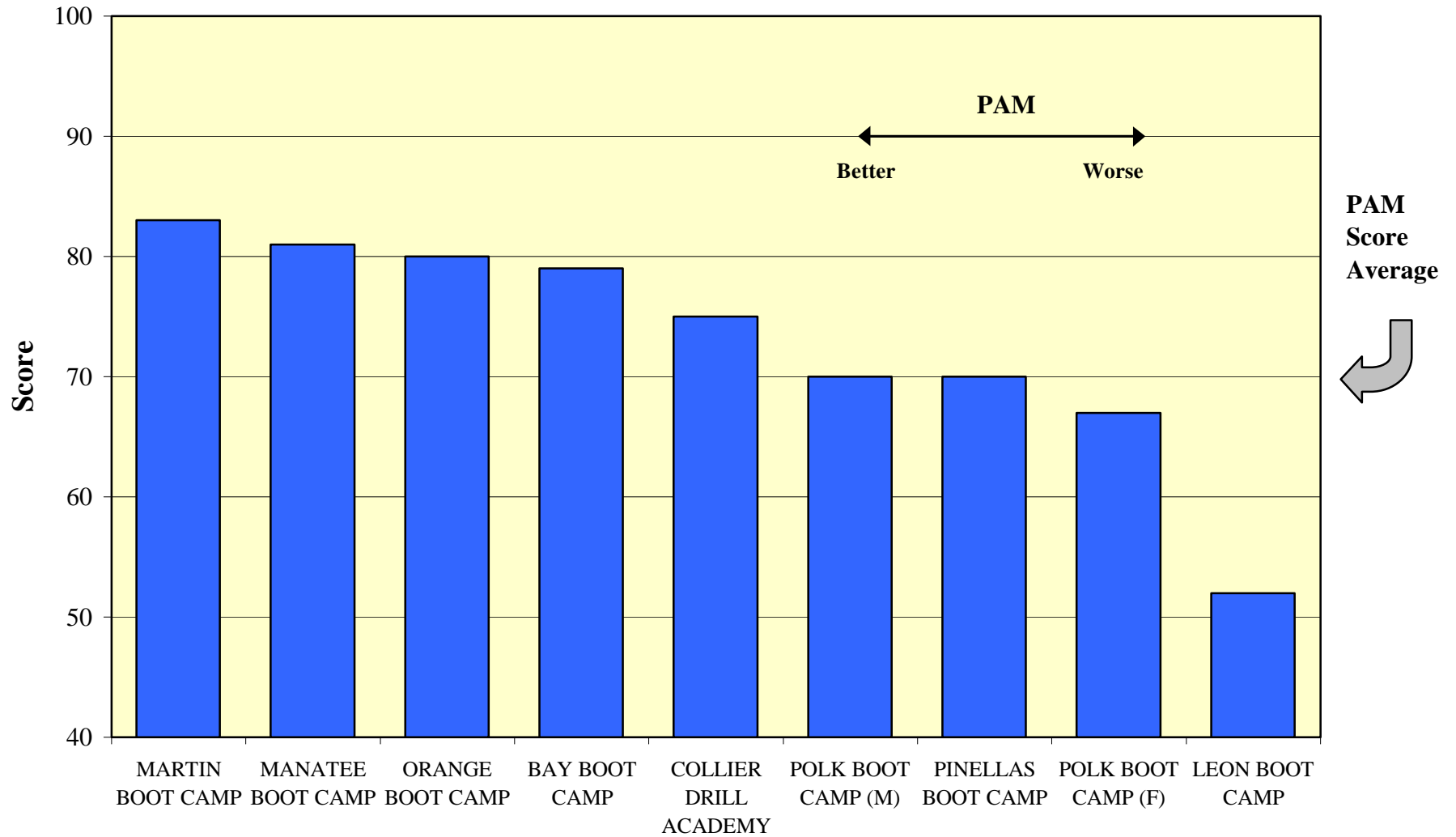
Note 1: Data as compiled from the FL Dept. of Children & Families Client Information System and based on cases closed during FY 1996-96 and FY 1997-98. May differ from number in recidivism pool due to different selection criteria.

Note 2: Recidivism data as compiled from the FL Dept. of Children & Families Client Information System, the DJJ Juvenile Justice Information System (JJIS), the FL Dept. of Law Enforcement and the FL Dept. of Corrections and based on youth released from commitment programs during FY 1996-97 and FY 1997-98. The success rate is defined as the percentage of youths with no offenses within one year of release or no subsequent adjudications or convictions for an arrest that occurred within 1 year after release.

Note 3: Program expenditure data for FY 1996-97 and FY 1997-98 for state-operated programs were compiled from SAMAS and for contracted programs from independent CPA audit affidavits.

Note 4: Program figures include data from any corresponding transition program.

Boot Camp Program Accountability Measures Scores



Level 10 Program Accountability Measures

LEVEL 10 PROGRAM	Success ²		Total DJJ Program Expenditures ³	Number of Successful Program Completions ¹	Average DJJ Cost Per Successful Completion	Program Accountability Measures Score	
	N	Observed Rate %					Expected Rate %
Cypress Creek	30	71.9	60.8	\$4,060,958	30	\$135,365	81
Omega Manatee	33	63.6	55.1	\$4,635,500	33	\$140,470	79
Level 10 Programs	63	67.6	57.8	\$8,696,458	63	\$138,039	80

Note 1: Data as compiled from the FL Dept. of Children & Families Client Information System and based on cases closed during FY 1996-97 and FY 1997-98. May differ from number in recidivism pool due to different selection criteria.

Note 2: Recidivism data as compiled from the FL Dept. of Children & Families Client Information System, the DJJ Juvenile Justice Information System (JJIS), the FL Dept. of Law Enforcement and the FL Dept. of Corrections and based on youth released from commitment programs during FY 1996-97 and FY 1997-98. The success rate is defined as the percentage of youths with no offenses within one year of release or no subsequent adjudications or convictions for any arrest that occurred within 1 year after release.

Note 3: Program expenditure data for FY 1996-97 and FY 1997-98 for state-operated programs were compiled from SAMAS and for contracted programs from independent CPA audit affidavits.

APPENDIX 1

Program Accountability Measures Scores Methodology

The initial step is to compute the percent difference of the program's success rate against its expected success rate and the percent difference of the program's cost per completion against the average cost per completion for the corresponding level. These measures were adequately distributed and were standardized without any transformations. (Note: Any program having a cost per successful completion that was twice the level's average or more was not included in the cost component standardization and given an automatic standardized cost score of -3 .) Next, resulting z-scores for each of the program's components were added together with a factor of $2/3$ for the recidivism component and $1/3$ for the cost. This sum was standardized and then translated into a distribution with an average of 70 and a standard deviation of 10.

For standardization, the average value for the data is set at 0 and the standard deviation is set at 1. A standard score of 2 indicates that a component's value for that program is 2 standard deviations above the mean. This implies the value is greater than approximately 97.5% of all other program's component values. A standardized score of -2 would imply the value is greater than only approximately 2.5% of all other program's component values.

Example

Program: Florida Environmental Institute
Type: Level 8

PAM Score: **87**

1. Determine raw scores.

Non-recidivism: 78.6%

Expected Non-recidivism: 57.9%

Cost per Successful Completion: \$58,120

Level 8 Average Cost per Successful Completion: \$44,846

2. Calculate percent difference.

Non-recidivism $\Rightarrow (78.6 - 57.9) / 57.9 = 35.8\%$

Cost $\Rightarrow (58,120 - 44,846) / 44,846 = 29.6\%$

3. Standardize scores.

$Z_{\text{non-rec}} = (35.8 - 2.2) / 16.5 = 2.0$ $\left\{ \begin{array}{l} \text{Average: } 2.2 \\ \text{Standard deviation: } 16.5 \end{array} \right.$

$Z_{\text{cost}} = (29.6 + 5.6) / 41.3 = .85$ $\left\{ \begin{array}{l} \text{Average: } -5.6 \\ \text{Standard deviation: } 41.3 \end{array} \right.$

4. Add. (Inverse cost used to allow lower cost to contribute positively.)

$\text{PAM Index} = 2/3 \times Z_{\text{non-rec}} + 1/3 \times (-Z_{\text{cost}}) = 1.33 - .28 = 1.05$

5. Standardize sum of component z-scores.

$Z = (1.05 + .16) / .71 = 1.70$ $\left\{ \begin{array}{l} \text{PAM Index average: } -.16 \\ \text{PAM Index standard deviation: } .71 \end{array} \right.$

6. Translate.

$\text{PAM Score} = (1.70 * 10) + 70 = 87$ $\left\{ \begin{array}{l} \text{PAM Score average: } 70 \\ \text{PAM Score standard deviation: } 10 \end{array} \right.$

APPENDIX 2

Calculating an Expected Success Rate Based on the Type of Youths Assigned to Each Program

Rationale and Approach

The ultimate goal of each juvenile justice commitment program is to promote future law abiding behavior of delinquent youth in the most cost-effective manner. Given this goal, any outcome evaluation of programs necessarily includes the percentage of youth served who remain crime-free after release, and the cost of serving them. However, by legislative and program design, programs serve types of youth who differ initially in their risk of recidivating. The expected success rate was developed to take into account the differing risk of recidivism of the types of youths assigned to different programs, allowing comparison of each program's performance relative to its clients' risk of recidivating.

Previous versions of the Program Accountability Index incorporated an Offender Seriousness Index to take into account the differing risk of recidivism of the types of youths assigned to different programs. An analysis of various risk factors associated with recidivism among youths released from commitment programs has shown that other risk factors, most notably the youth's age at release, are more closely associated with recidivism than the Offender Seriousness Index. In preparation of the current report, the risk factors predictive of recidivism were determined empirically and the method of calculating the Program Accountability Index was revised to more accurately reflect each program's performance relative to its clients' risk of recidivating.

An expected success rate was calculated for each program, using a regression analysis model similar to that used in predicting subsequent referrals in the *Challenge Grant Prevention Program Evaluation Project Phase I, DJJ Management Report No. 99-9* (May, 1999). A recidivism risk score was calculated for each youth from a logistic regression analysis of the risk factors that best predicted recidivism at the individual level for 21,555 youth with complete data released from commitment programs in FY 1996-97 or FY 1997-98.

A model with three risk factors—age at release, number of prior adjudications, and gender—was used because it predicted success at the individual level and correlated with the success rate at the program level approximately as well as a model including additional factors.

The recidivism risk scores of youths assigned to a program were averaged to determine an expected recidivism rate for each program, and the expected recidivism rate was subtracted from one hundred percent to determine the expected success rate.

Each program's expected success rate represents the average success rate for the type of youths assigned to the program. Subtracting a program's expected success rate from its actual success rate gives an estimate of the crime reduction effect that the program achieved. The measure of actual minus expected success for youths released from a program allows an assessment of the performance of each program in promoting law-abiding behavior without regard to the performance of other programs. This measure can also be used as a benchmark for subsequent performance, as it allows for the comparison of scores from one time period to the next.

Because the calculation of expected success rates in this study is based on empirically determined risk factors, it gives a more realistic point of reference for program performance. This model represents another step forward in the Department's ability to identify programs that are effective in promoting future law-abiding behavior of juvenile offenders.

Procedure and Results

Recidivism is defined as whether a youth released from a Department of Juvenile Justice commitment program in FY 1996-97 or 97-98 had a subsequent juvenile adjudication or adult conviction for an offense that occurred within one year of release from the program. Success is defined as non-recidivism. Twelve risk factors having a statistically significant association with recidivism were identified or calculated from existing data, as listed in the table below, and examined for their contribution to the accuracy of predicting recidivism.

Risk Factors Analyzed
Age at Release from This Commitment
Number of Prior Adjudications
Average Seriousness of All Adjudications
Gender
School Attendance
Type of Drug Used, Alcohol to Cocaine etc.
Age of 1 st Offense
Behavior at School
Most Serious Offense in the Offense History
Ratings of Family Functioning
Ratings of Maturity Level
Ratings of Aggressiveness

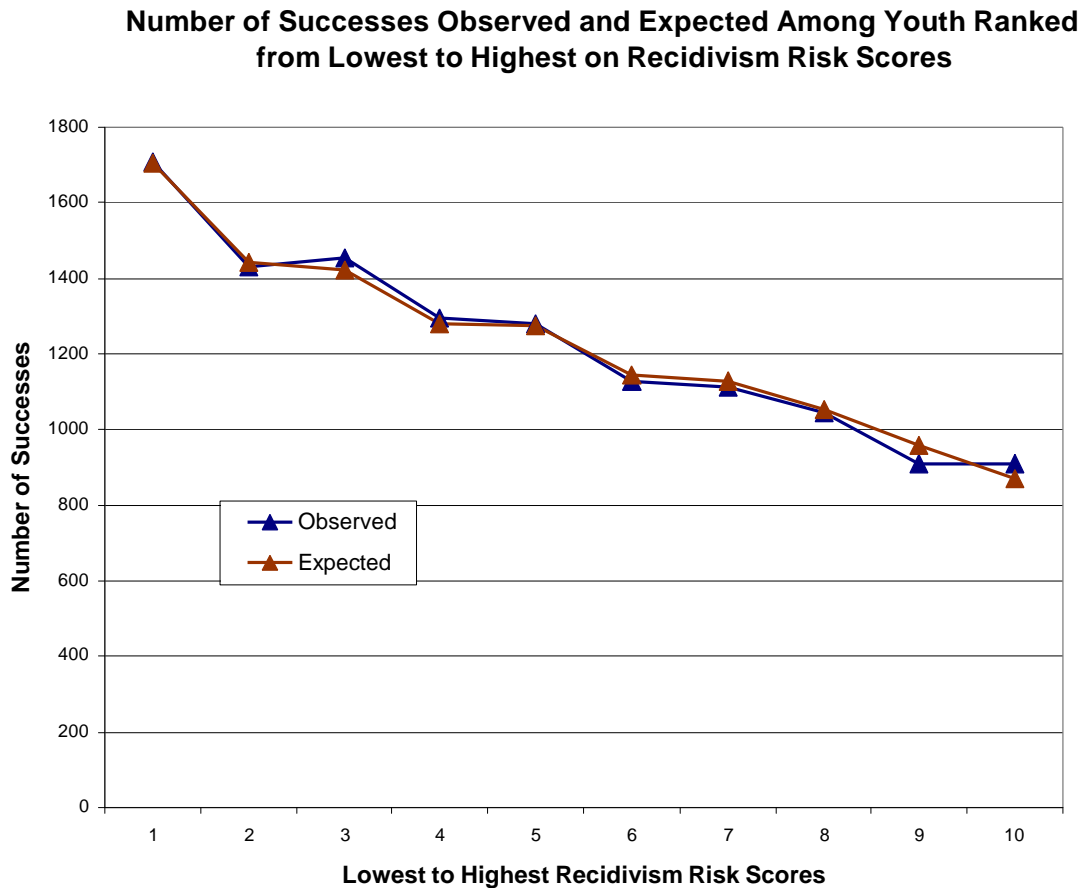
A regression model with the three risk factors listed below predicted success at the individual level and correlated with the success rate at the program level approximately as well as a model including additional factors.

Risk Factors Used in the Final Model
Age at Release from This Commitment
Number of Prior Adjudications
Gender

Logistic regression analysis was used to calculate a predicted recidivism risk score from these three risk factors for each of 21,555 youths with complete data released from commitment programs in FY 1996-97 or 1997-98. The number of prior adjudications was transformed mathematically to improve the consistency of the model in predicting recidivism for all risk levels. Statistical tests suggest that the model is sufficiently accurate for use in predicting recidivism rates for programs, and did not suggest any significant violation of the assumptions required for regression analysis. The model using additional variables did not increase the accuracy of prediction substantially above that obtained with three variables.

Of the factors available in the data, age appears to be the most significant single variable in assessing the likelihood of recidivism. Age and prior offense history are the risk factors most strongly associated with recidivism, but they work in opposite directions. Recidivism increases with an increase in the number of prior offenses. One would expect the number of prior adjudications to increase with age. However, controlling for prior offenses, recidivism decreases with age. In other words, the data suggest younger offenders are more likely to recidivate than older offenders when compared to those with similar offense histories.

The decrease in the success rate of youth with increasing recidivism risk scores, and the accuracy of the prediction based on expected recidivism, are depicted in the following chart.



Limitations

The expected success measure developed in this study explains only a portion of the variation in recidivism among programs. The remainder of the variation is due to program effects and to the effects of unknown factors. These measures are intended to be used to assist in program evaluation and not for predicting outcomes for individuals, as they explain only a small part of the variation in recidivism rates among individuals. They are not intended for individual prediction, and are not valid for that purpose.