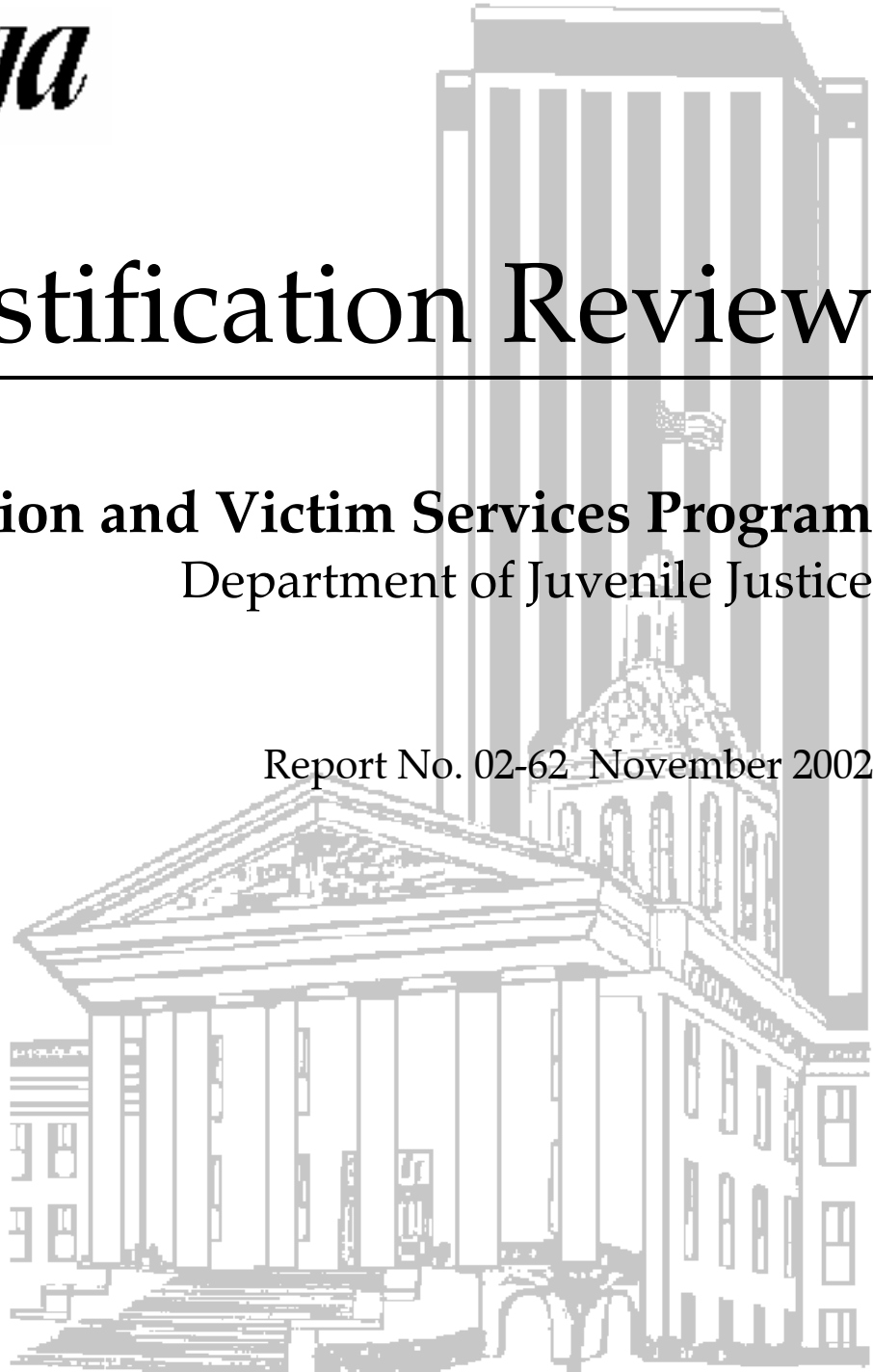


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Justification Review

Prevention and Victim Services Program
Department of Juvenile Justice

Report No. 02-62 November 2002



*Office of Program Policy Analysis
and Government Accountability*

an office of the Florida Legislature

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Florida Monitor: <http://www.oppaga.state.fl.us/>

Project supervised by Kathy McGuire (850/487-9224)

*Project conducted by Richard Dolan (850/487-0872), Drucilla Carpenter (850/487-9277), and Deanna Bishop
John W. Turcotte, OPPAGA Director*



The Florida Legislature

OFFICE OF PROGRAM POLICY ANALYSIS AND GOVERNMENT ACCOUNTABILITY



John W. Turcotte, Director

November 2002

The President of the Senate,
the Speaker of the House of Representatives,
and the Joint Legislative Auditing Committee

I directed our office to examine the *Prevention and Victim Services Program* administered by the Department of Juvenile Justice. OPPAGA reports findings and recommendations as required by the Government Performance and Accountability Act of 1994. Richard Dolan, Drucilla Carpenter, and Deanna Bishop conducted the examination under the supervision of Kathy McGuire.

We wish to express our appreciation to the staff of the Department of Juvenile Justice for its cooperation and the many courtesies shown us during the course of the examination.

Sincerely,

A handwritten signature in black ink, appearing to read "John W. Turcotte".

John W. Turcotte
Director

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Executive Summary

Justification Review of the Prevention and Victim Services Program

Purpose

This report presents the results of our program evaluation and justification review of the Prevention and Victim Services Program administered by the Department of Juvenile Justice.

Introduction

The Prevention and Victim Services Program oversees grants and contracts for services to keep at-risk youth from entering the juvenile justice system. Many of these grants and contracts also serve youth that already have a delinquency history, and some program activities provide newly charged delinquents an alternative to the court system. Prevention services include a range of activities, including boys and girls clubs and after school counseling programs. Exhibit 1 on page 2 summarizes the major categories of prevention services and Appendix B describes the individual projects. Approximately 10% of the department's budget, or \$61.4 million for Fiscal Year 2002-03, is allocated to the Prevention Program. The program is largely outsourced: department employees administer service grants and contracts. Providers estimate that they will serve 58,704 youth during the 2002-03 fiscal year.

Program Benefit and Placement

The Prevention and Victim Services Program should remain within the Department of Juvenile Justice. The Legislature created the Department of Juvenile Justice to enhance public safety, so the placement of the program within the department is consistent with the department's mission. The centralized administration of these grants and contracts at the state level is preferable to administration by 67 counties because it provides the structure for appropriate monitoring of state and federal funds. State-level administration also facilitates consistent oversight of grants and contracts that serve multiple locations throughout the state.

Program Performance

When OPPAGA reviewed the department's prevention program in 1997, we found that the department was not directing its prevention resources to high-risk youth and was not measuring program effectiveness so as to make informed funding recommendations to the Legislature. Our 2002 review found that the department has improved the prevention program in many ways, although significant problems remain.

The Prevention Program has begun requiring providers to serve high-risk youth from high-risk zip codes. This decision to target program resources is sound; however, due to the inadequacy of its data system, the department cannot determine whether targeting efforts are successful and what effect they are having on preventing youth from delinquency. We recommend that the department analyze project information to determine whether the providers are meeting their grant and contract targeting requirements, and that it improve the data system to assist with this process.

The department has drawn on national research to target prevention resources. Now the department should assess the results of its strategies by analyzing project information on youth risk areas, prevention program services, and recidivism. It also should integrate project data with evolving national research to identify potential ways to improve the program. For example, research suggests that the department should consider funding more activities that include family participation and that serve younger children.

An audit conducted by the Comptroller in early 2002 found the program had failed to establish fundamental processes to control the disbursement of prevention grant funds. Over the past nine months the program has addressed these deficiencies by developing a draft policies and procedures manual, revising the grant monitoring form, setting up a process to respond to deficient programs, and training staff on the new procedures. We recommend that the department also require program managers to review and approve monitoring reports that include corrective action plans. In addition, the department should revise the draft manual to fully address federally funded projects and shift the basis for payment of federal grants from deliverables to services provided to enhance provider accountability. We also recommend that the department adopt the policies and procedures manual by January 2003.

Three large state contracts, the Florida Network of Youth and Family Services, PACE, and Hurricane Island Outward Bound, which received over \$41.9 million for the 2002-03 fiscal year, constitute 68% of program appropriations. Although the program has established an accountability system for prevention grants, as described above, it has not developed a similar process for prevention contracts. We recommend that the

department establish a formal process to ensure that the programmatic and fiscal requirements of the contracts are met.

In April 2002, the Auditor General released an audit of Juvenile Justice Information System that reported significant problems with the accuracy, completeness, and integrity of the data and the policies and procedures governing this system. We concur with this assessment. We recommend that the department address data in its policies and procedures manual and its monitoring tool to ensure that providers enter required data in the Juvenile Justice Information System (JJIS) and that the information entered is reliable and valid.

The department should increase coordination efforts to ensure that agencies and partners in the public and private sectors target programs effectively. We recommend that the department hold quarterly meetings with other state agencies involved in prevention activities to share information and coordinate state prevention policy. We also recommend that the department describe, on its website, all projects that receive department prevention funding. This will allow other entities involved in prevention to be aware of and coordinate their efforts.

Finally, we found that by entering into contracts with nine persons to perform duties of full-time equivalency positions that the Legislature eliminated, the department appears to have violated legislative intent. We recommend that the department seek the Legislature's approval to contract with the nine OPS employees to provide local and volunteer services. If the Legislature does not approve the current use of these funds, the department should discontinue the contracts and submit a budget amendment to re-allocate the funding as appropriate.

Agency Response

The Secretary of the Department of Juvenile Justice provided a written response to our preliminary and tentative findings and recommendations. (See Appendix D, page 55 for his response.)

Introduction

Purpose

This report presents the results of our program evaluation and justification review of the Prevention and Victim Services Program administered by the Department of Juvenile Justice. State law directs OPPAGA to conduct justification reviews of each program operating under a performance-based program budget.¹ Justification reviews evaluate program performance, identify policy alternatives for improving services and reducing costs, and assess agency performance measures. Appendix A summarizes our conclusions regarding the issue areas the law requires be considered in a justification review.

Background

Prevention activities also serve youth that have been delinquent

The Prevention and Victim Services Program oversees grants and contracts for services to keep at-risk youth from entering the juvenile justice system. Many of these grants and contracts serve youth that already have a delinquency history; according to the department, statewide 37% of all youth served by prevention services had previously received a delinquency referral.² (Referrals are similar to arrests in the adult system.) In addition, some activities funded by the Prevention Program provide newly charged delinquents an alternative to the court system. For example, civil citation, a federally funded prevention program, allows law enforcement officers to issue delinquent youth tickets imposing community service sanctions instead of sending them before a judge. The inclusion of youth who have been or are delinquent in activities that are labeled “prevention” can be confusing; however, prevention services can be appropriate interventions to deter these youth from further involvement in the juvenile justice system.

Delinquency prevention services include a range of activities, from boys and girls clubs, to after-school enrichment and counseling programs, to weekend boot camps. Exhibit 1 summarizes the major categories of

¹ Section 11.513(3), *F.S.*

² The [2002 Outcome Evaluation Report](#), February 2002, prepared by the Justice Research Center, Inc., and the Department of Juvenile Justice Bureau of Data and Research.

Introduction

delinquency prevention services and Appendix B of this report describes the individual projects. In their applications, providers estimated that they will serve 58,704 youth during the 2002-03 fiscal year.

Exhibit 1 Delinquency Prevention Activities Are Varied

Prevention Activity	Funding Allocation FY 2002-03		Description
State Funded			
Invest in Children Tag Fee	\$ 1,256,106	Grants	Revenue generated by sales of Invest In Children license tags in each county funds programs and services to prevent delinquency in that county.
Motor Vehicle Theft Fee	4,305,823	Grants	The motor vehicle theft fee is allocated to counties based on a formula that includes delinquency referrals, population between ages 10 and 17, abuse registry calls, and other factors. These two funds, along with \$1,900,980 in Juvenile Accountability Incentive Block Grant funds (see below) are combined to support 95 "community partnership" grants that are projected to serve 16,190 youth in the 2002-03 fiscal year. ²
PACE (Practical Academic and Cultural Education Program)	9,810,627 ¹	Contract	PACE centers for girls provide programs and education in a day-treatment setting at 19 locations throughout the state. Participants include truant, run-away, and delinquent girls. PACE projects it will serve 3,392 girls in Fiscal Year 2002-03.
Florida Network of Youth and Family Services	31,302,459	Contract	The network is a provider association that manages 24 subcontracts across the state. The network serves youth who are considered to be at risk of delinquency because they are truants, runaways, or beyond the control of their parents. This population is referred to as Children in Need of Services (CINS) and Families in Need of Services (FINS). The network provides many community services, including shelters. The network projects it will serve 23,000 youth in Fiscal Year 2002-03.
Hurricane Island Outward Bound	870,000	Contract	Hurricane Island is an 18-day wilderness experience that operates from locations in Monroe and Brevard counties. The program is intended to improve problem-solving, communication, and leadership skills. The program projects it will serve 286 youth in Fiscal Year 2002-03.
Legislative Initiatives	2,910,000	Contracts	This \$2.6 million allocation to the Prevention and Victim Services Program funds prevention projects as well as activities in other department program areas. Further, other department program areas, such as probation, administer some of these funds budgeted to prevention. (For more detail, see Appendix C.) The prevention projects are projected to serve 3,510 youth in Fiscal Year 2002-03.
Federally Funded			
Title II	\$2,113,034	Grants	Thirty Title II grants provide seed money to establish innovative delinquency prevention programs to address school-based prevention, alternatives to incarceration, and community-based programs for minority youth. These grants are projected to serve 5,334 youth in Fiscal Year 2002-03.
Title V	931,554	Grants	Ten Title V grants provide funding to local governments for delinquency prevention and early intervention programs and coordinates local prevention activities. The grants are projected to serve 2,367 youth in Fiscal Year 2002-03.
Challenge grants	351,574	Grants	Six challenge grants address gender bias in the placement and treatment of females in the juvenile justice system. These grants are projected to serve 540 youth in Fiscal Year 2002-03.

Prevention Activity	Funding Allocation FY 2002-03		Description
Juvenile Accountability Incentive Block Grant	\$1,303,024	Grants	Twenty-two civil citation projects divert youth who commit misdemeanors from the juvenile justice system. Citations are issued by law enforcement officers and require community service and other interventions. These projects are projected to serve 2,565 youth in Fiscal Year 2002-03.
	654,055	Grants	Thirteen Neighborhood Accountability Boards projects promote restorative justice. Citizen boards develop meaningful neighborhood-driven consequences for juvenile delinquents that are intended to repair the harm done to victims and communities. These grants are projected to serve 1,519 youth in Fiscal Year 2002-03.
	1,900,980	Grants	These funds supplement "partnership" state grants that are also funded with tag and vehicle theft funds. Twenty-eight of the 95 community partnership grants are funded in whole or in part with these funds.

¹ This includes a legislative initiative of \$175,000 to fund PACE projects in Broward and Monroe counties.

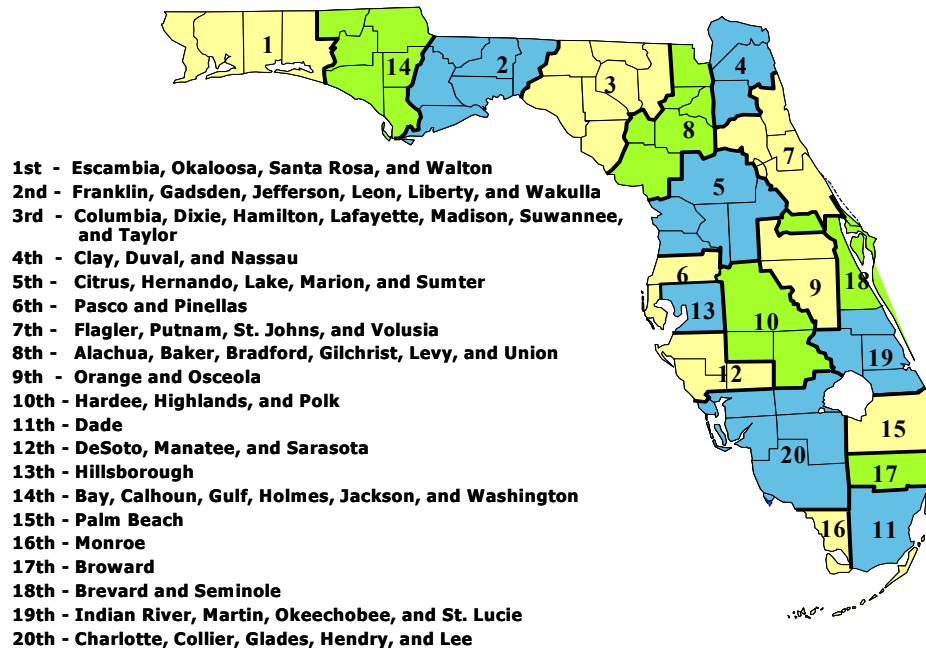
² Includes youth served in programs that receive Juvenile Accountability Incentive Block Grant funds.

Source: Department of Juvenile Justice.

Organization

The assistant secretary of the Office of Delinquency Prevention and Victim Services administers the program. Services are provided throughout the state in the 20 judicial circuits, as shown in Exhibit 2.

Exhibit 2 Delinquency Prevention Services Are Provided in All Judicial Circuits

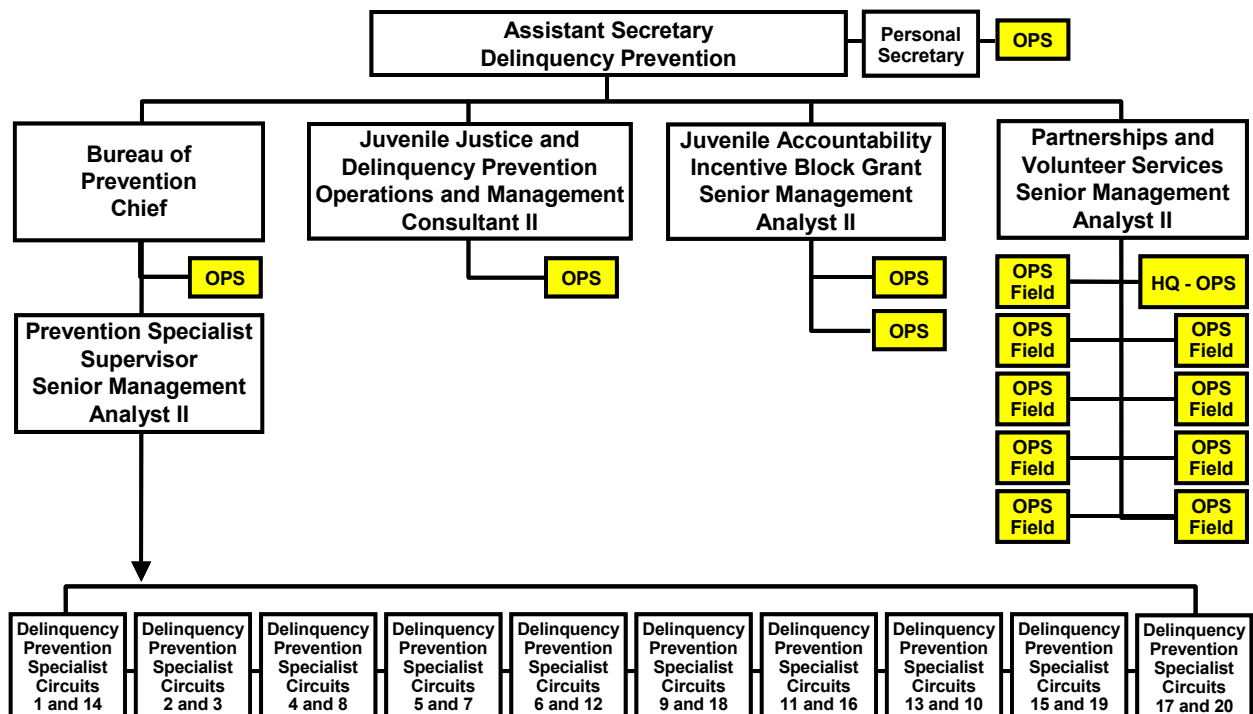


Source: Chapter 26, Florida Statutes.

Introduction

Delinquency prevention personnel consist of 17 full-time equivalency (FTE) positions. This includes 7 persons that work in Tallahassee at department headquarters and 10 that work in the field, as shown in Exhibit 3.³ In addition, 15 OPS positions support the program, 6 in the central office and 9 in the field.

Exhibit 3
The Program Employs 17 FTE and 15 OPS Employees



Source: Department of Juvenile Justice.

The seven headquarters positions include the assistant secretary, bureau chief, administrators of different grants and contracts, and supervisors of the FTE and OPS field employees. Program managers also coordinate Florida’s Business Partners for Juvenile Justice, Inc., a non-profit group that fosters community involvement in delinquency issues.⁴

³ Exhibit 4 reflects the organization of the Prevention Office during the review period. As of October 2002, the Juvenile Justice and Delinquency Prevention FTE and related advisory group and projects are organized under the Federal Programs and Administration FTE.

⁴ [Florida’s Business Partners for Juvenile Justice, Inc.](#) fosters collaboration among business people, members of the community, parents, youth, and Florida’s juvenile justice system and educates the business community about the crucial issues concerning juvenile crime and delinquency in the state. The group makes nominations for the annual Governor’s Community Investment Awards that recognize business leaders for their voluntary efforts to create alternatives to crime for Florida’s youth.

Delinquency prevention specialists monitor grants and contracts

Each of the 10 FTE in the field is assigned two circuits. For these circuits, the delinquency prevention specialist provides technical assistance to potential grant applicants and manages and monitors most grants.⁵ Each specialist monitors an average total of 19 grants and contracts. The specialists are housed wherever space in their area is available, such as at a juvenile probation office or detention center.⁶

The nine OPS positions in the field serve as staff for the circuit boards, attend county juvenile justice council meetings when feasible, assist the FTE delinquency prevention specialists with some duties, and help coordinate volunteers and faith-based efforts.^{7,8} Like the FTE field employees, the OPS field workers are generally assigned two circuits each and are housed where space is available.

In December 2001, delinquency prevention positions were cut from 94 to 17 FTEs

Prior to December 2001, the delinquency prevention positions numbered 94 FTEs. As part of the overall budget reductions required by the state's revenue shortfall, the Legislature cut the 77 positions as shown below.

- The Bureau of Partnerships, with 21 FTE. However, the 9 OPS field personnel continue to work with volunteers and to staff the circuit juvenile justice boards.
- The Bureau of Victim Services, with 15 FTE. The Prevention and Victim Services Program no longer provides victim services. The department's Probation Program now notifies victims of juvenile offenders' court and release dates.
- Intensive Learning Alternatives Program, with 19 FTE. Hillsborough County School District contracted with the department to provide this state-operated delinquency prevention program.
- Five FTEs from federally funded grant programs and 17 from state-funded grant and contract programs. The 10 remaining delinquency prevention specialists and headquarters managers now conduct the project monitoring work previously performed by these positions.

⁵ Headquarters personnel manage the Florida Network for Youth and Family Services, PACE, and Hurricane Island/Outward Bound contracts.

⁶ Delinquency prevention specialists drive their own cars, as they do not drive enough miles each year to make it cost-effective to be assigned a state vehicle.

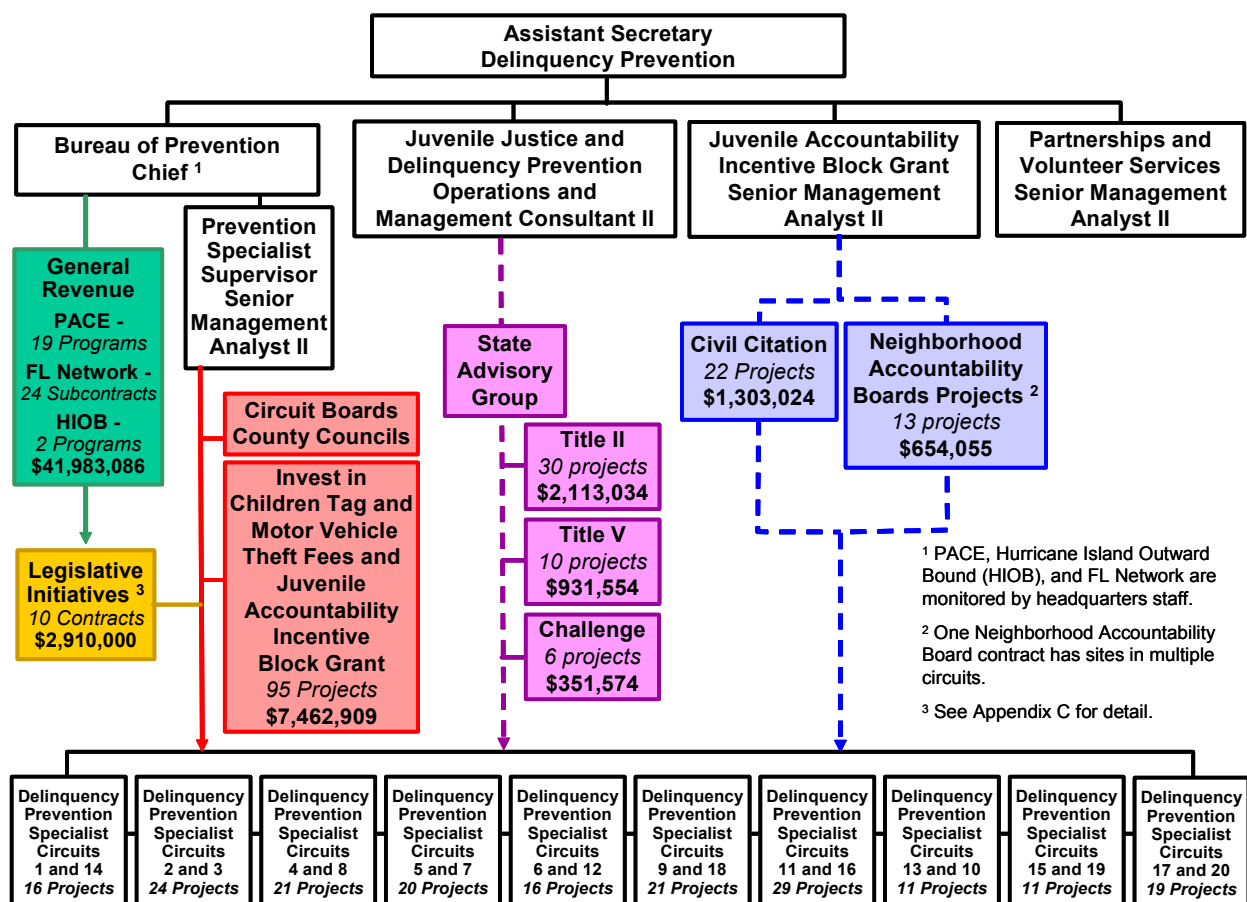
⁷ Section 985.4135, *F.S.*, authorizes juvenile justice circuit boards and county councils in each of the 20 circuits and 67 counties. Currently, there are boards in each circuit and councils in 55 counties. The boards and councils advise the department in developing and implementing juvenile justice programs and work to improve programs to address the emerging needs of youth who are at risk of delinquency. Each council is required to develop a juvenile justice prevention and early intervention plan for the county and collaborate with the circuit board and other county councils in the development of a comprehensive plan for the circuit.

⁸ The Faith Community Network recruits faith-based volunteers. Department OPS employees recruit, educate, and provide technical assistance to these volunteer groups.

Funding

The program administers funds from various sources, including the federal Office of Juvenile Justice and Delinquency Prevention, state general revenue, the Florida Motor Vehicle Theft Prevention Trust Fund, and Invest in Children specialty license plates.^{9,10} Exhibit 4 illustrates the various funding sources, the number of projects, and the department positions designated to manage the funds and projects.¹¹ A state advisory group allocates several categories of federal funds.

**Exhibit 4
Delinquency Prevention Employees Are Responsible for Numerous Funds and Projects**



Source: Department of Juvenile Justice.

⁹ The Florida Motor Vehicle Theft Prevention Trust Fund is authorized by s. 860.158, *F.S.*

¹⁰ Invest in Children specialty license plates are authorized by s. 320.08058(11), *F.S.*

¹¹ Exhibit 4 reflects the organization of the Prevention Office during the review period. As of October 2002, the Juvenile Justice and Delinquency Prevention FTE and related advisory group and projects are organized under the Federal Programs and Administration FTE.

State funds account for 87% of prevention program funds

State funds account for \$50,455,015 or 87% of the delinquency prevention funds managed by the program. The Legislature appropriates the majority of these state funds, \$41.9 million, to three large general revenue contracts to the Florida Network of Youth and Family Services, PACE, and Hurricane Outward Bound. In addition, \$2.9 million goes to 10 projects also specified by the Legislature. The remaining \$5.6 million supports the remaining 89 grant projects.

Total delinquency prevention program appropriations for the past three fiscal years are shown in Exhibit 5. The decrease in appropriations for the 2001-02 and 2003-03 fiscal years reflects a reduction in overall appropriations due to the downturn in the economy.

**Exhibit 5
Delinquency Prevention Funding Has Decreased from FY 2000-01**

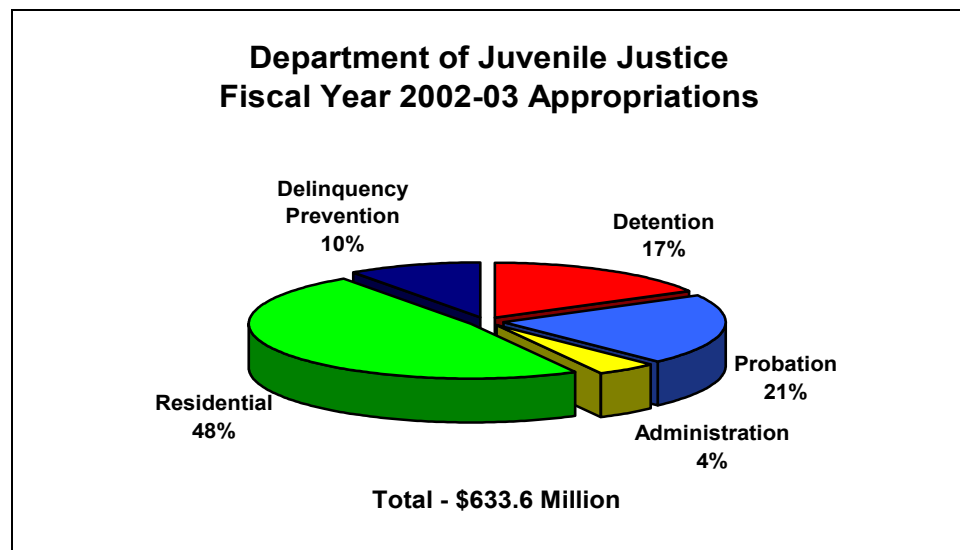
Fiscal Year	Legislative Appropriation
2000-01	\$77,524,222
2001-02	64,375,655
2002-03	61,462,266

Source: General Appropriations Acts.

Prevention is 10% of the department budget

Despite differences in appropriations over the past three years, the portion of funds allocated to delinquency prevention as a percentage of the Department of Juvenile Justice's total appropriation has remained consistent. This portion is approximately 10%, as shown in Exhibit 6.

**Exhibit 6
10% of Department Appropriations Are Allocated to Delinquency Prevention**



Source: Fiscal Year 2002-03 Appropriations.

Program Placement

The program should remain with DJJ

Statutes direct OPPAGA to evaluate the organizational placement of programs as part of the justification review process. We concluded that the Prevention and Victim Services Program should remain within the Department of Juvenile Justice. The 1994 Juvenile Justice Reform Act created the Department of Juvenile Justice to provide a continuum of care and services for juvenile offenders and to enhance public safety.¹² The department administers the Prevention and Victim Services Program as a part of this continuum. Chapter 985, *Florida Statutes*, directs the department to “develop and implement effective programs to prevent delinquency.” The placement of the program within the department is therefore consistent with the department’s mission and has a number of advantages over placement with local governments or other state agencies.

Delinquency prevention activities are delivered by the private sector

Department employees oversee grants and contracts for delinquency prevention services, which are completely outsourced. The centralized administration of these grants and contracts at the state level is preferable to administration by 67 counties because it provides the structure for appropriate monitoring of state and federal funds.¹³ State-level administration also facilitates consistent oversight of grants and contracts that serve multiple locations throughout the state.

The Prevention Program would not benefit from placement in a different state agency, such as the Department of Education or the Department of Children and Families, although some of these agencies’ work pertains to delinquency. Many school districts participate in delinquency prevention programs and provide educational services to youth in prevention and delinquency programs; however, delinquency prevention is not the school districts’ or the Department of Education’s core mission.

The Department of Children and Families (DCF) provides some prevention services, such as child abuse and neglect prevention and substance abuse prevention for adolescents. When the Legislature created the Department of Juvenile Justice, it debated whether to leave Children in Need of Services and Families in Need of Services, a delinquency prevention program, with the Department of Health and Rehabilitative Services (the forerunner of DCF) because runaway and other troubled youth frequently end up in the delinquency system. However, it concluded that the program was best provided as part of the juvenile justice continuum. This placement is appropriate, as running

¹² Chapter 985, *F.S.*

¹³ The Department of Juvenile Justice has been designated as the state agency to receive and allocate federal funds from the United States Department of Justice, Bureau of Justice Assistance, Office of Juvenile Justice and Delinquency Prevention.

away and family factors are associated with delinquency. In addition, Department of Juvenile Justice administration of the program makes it easier for the state to track youth served and future delinquency referrals than it would be if DCF were providing prevention services, as DCF has different information systems. Operating delinquency prevention programs and tracking youth data also allow the Department of Juvenile Justice to determine how many juveniles in residential commitment programs were previously provided prevention services.

Program Performance

There are many different philosophies on how to prevent children from becoming delinquent. The department is challenged to provide an integrated approach to delinquency prevention using multiple funding sources that have different requirements, designate different types of programs, have different funding cycles, and require input from different advisory boards.

The departments plan sets three goals

Our justification review evaluated the extent to which the department is meeting the three goals it established in its Delinquency Prevention Plan for Fiscal Year 2000-2001.¹⁴

- **Targeting** services toward youth at highest risk for delinquency in their communities and targeting funding toward research-based programs.
- Increasing the **effectiveness, efficiency, and accountability** of delinquency prevention programs to ensure that program success is proportional to program costs and that program measurements include reliable, valid, and consistent data.
- **Coordinating** prevention efforts to ensure that agencies and partners at various levels of the public and private sectors serve targeted populations to prevent juveniles from committing their first acts of delinquency or becoming chronic offenders.

When OPPAGA reviewed the department's delinquency prevention program in 1997, we found that the department was not directing its prevention resources to high-risk youth and was not measuring program effectiveness so as to make informed funding recommendations to the Legislature.¹⁵ Our follow-up report in 1999 found that the program was still not reaching high-risk youth.¹⁶ The Juvenile Justice Advisory Board, in the *1999 Prevention Outcome Evaluation Report*, also noted that the department did not have an overarching, unified approach to delinquency prevention activities.

Our 2002 review found that the department has improved the delinquency prevention program in many ways, although significant

¹⁴ This remains the department's most current prevention plan.

¹⁵ *Policy Review of Prevention Programs of the Department of Juvenile Justice*, OPPAGA [Report No. 96-35](#), January 1997.

¹⁶ *Follow-up Report on Prevention Programs Administered by the Department of Juvenile Justice*, OPPAGA [Report No. 98-63](#), February 1999.

problems remain. The program is taking an integrated approach to identifying and serving high-risk youth and using research-based programs. However, due to the inadequacy of its data system, the department cannot track either the characteristics of the youth participating in delinquency prevention programs or the number of youth served. As a result, it cannot determine whether targeting efforts are successful and what effect they are having on preventing youth from delinquency. The department should use additional research to improve prevention activities. A review by the Comptroller reported that the department had failed to provide adequate fiscal management over the program; we found that it is implementing new procedures to address these deficiencies in managing delinquency prevention grants, and needs to implement similar procedures for prevention contracts. The department should also increase coordination efforts to ensure that agencies and partners in the public and private sectors target programs effectively.

Targeting

The department directs delinquency prevention resources to high-risk youth, but effects are unknown

The program directs resources to high-risk youth and communities

The Prevention Program has begun requiring providers to serve high-risk youth. However, it cannot determine the extent to which providers are complying with these requirements, because it is not collecting or analyzing this data on a statewide basis. Prevention approaches usually focus on either individuals or communities. The department has combined these two targeting strategies. The department began targeting high-risk youth in Fiscal Year 2001-02. It required projects funded from tag and license fees, and some federal funds, to serve youth in two of the four categories that nearly all prevention literature identifies as important: community, family, school, or individual/peer. Projects were to address at least three specific problem issues within the categories. For example, the project Partnering for Drug Free Youth reported it would address risk factors in the categories of family, school, and individual/peers. Within these categories, the project would address the issues of poor parenting skills, poor school attendance, low academic achievement, use of drugs and alcohol, and associating with anti-social peers.

For Fiscal Year 2002-03, the Prevention Program improved its targeting in two ways. First, it required all delinquency prevention grant and contract projects to participate in targeting efforts. And second, in addition to reaching high-risk youth, projects are directed to serve youth living in high-risk zip codes. The department mapped delinquency referrals and

identified 335 zip codes as high-risk areas. The department funded some projects that do not serve youth from these zip codes; however, these projects are required to serve youth that meet four instead of three risk categories.

The department is not tracking whether providers are complying with targeting requirements

The decision to target delinquency prevention resources to high-risk youth and zip codes appears to be sound; unfortunately, the department is unable to determine whether providers are complying with these requirements. The department developed a risk assessment form that providers are required to complete on every delinquency prevention program participant to determine whether the youth are high-risk and are from high-risk zip codes. Delinquency prevention specialists review a sample of these forms when they monitor the programs. However, the department has just begun to collect and analyze this data and information on what risk factors the youth have and whether the youth live in high-risk zip codes. As a result, the department cannot report on the degree to which providers are meeting program-targeting requirements.

- We recommend that the department collect and analyze information from projects funded for Fiscal Year 2002-03 to determine whether the providers are meeting grant and contract requirements to serve high-risk youth from high-risk zip codes.

The department should use additional research to improve delinquency prevention activities

The department has used research models

The department has developed its current delinquency prevention policies drawing heavily from two models, Communities that Care and the 8% Solution. The Communities that Care model, developed in the early 1990s, drew on over 30 years of research from various fields on the causes of juvenile delinquency.¹⁷ It is a community-based, risk-focused prevention model that provides a comprehensive approach to planning and implementing delinquency prevention programs. The 8% Solution is a program used in Orange County, California to identify and respond to a small group of youth who are likely to become repeat offenders responsible for a large proportion of the juvenile crime. The 8% Solution draws on the Communities that Care model by using a subset of the risk factors to identify high-risk youth. We commend the department for drawing on national research to target resources for prevention programs. To improve its delinquency prevention activities, the department needs to assess the results of its delinquency prevention strategies and identify additional ways to refine the program.

¹⁷ *Communities That Care*, David Hawkins and Richard Catalano, Jossey-Bass, Inc., 1992.

The department should assess the results of its strategies

While the department uses the Communities that Care risk factors, it allows providers some flexibility in choosing which factors to address. To effectively manage the projects and make appropriate funding recommendations, project managers should be collecting and analyzing project information to answer several key questions.

- How many projects are addressing each of the risk categories and subcategories?
- Are the youths' identified risk areas, indicated on their risk assessment form, consistent with the risk categories being addressed by the programs they are enrolled in?
- And, what are the correlations between program offerings, youth risk factors, and recidivism?

The answers to these types of questions should be used to inform program development, but the department is not conducting these types of analyses.

The department should also integrate project data with juvenile justice research to identify potential ways to improve the program, such as the three examples below.

1. Childhood maltreatment is significantly related to delinquency, especially serious, violent and frequent offending, suggesting that the department should place greater weight on maltreatment as a risk factor.
2. Research indicates that effective delinquency prevention programs involve the family. However, when OPPAGA tabulated how many projects funded in the 2001-02 fiscal year addressed the family risk category, only approximately one-third of the projects did so.
3. Earlier onset of delinquency behavior suggests that delinquency prevention program should target children 12 years of age and younger rather than 15 years of age and younger, as targeted by the department's programs.

The department should use these types of analysis to continue to develop and improve the delinquency prevention program and to inform funding decisions.

- We recommend that the department collect and analyze project data on key aspects of the delinquency prevention program, including the types of risk factors addressed by the projects it is funding, how the project services compare with the needs presented by high-risk youth, and what the correlations are between program offerings, youth risk factors, and recidivism.
- We also recommend that the department continue to identify and apply new research to its selection and funding of delinquency prevention programs.

Effectiveness, Efficiency, and Accountability

Grant management was inadequate, but the department is taking appropriate corrective actions

An audit conducted by the Comptroller in early 2002 found substantial problems with the department's fiscal management of delinquency prevention grants. Specifically, the program had failed to establish fundamental processes to control the disbursement of funds. Over the past nine months the program has developed procedures to resolve its deficiencies, but our review noted areas the department still needs to address.

Audits found lack of fiscal oversight

The Comptroller's Bureau of Auditing reported in February 2002 that Department of Juvenile Justice "has not managed the prevention grant program in a manner that ensures accountability of public funds or ensures the delivery of services." Specifically, the audit found that the department

- did not maintain complete and accurate grant files;
- did not have adequate procedures for processing grant payments;
- did not require grant recipients to maintain attendance records to document youth participation;
- did not monitor grant recipients consistently; and
- reimbursed grant recipients for unallowable, unsupported, and unreasonable expenses.

Two of the numerous examples of inadequate oversight included reimbursement of \$4,800 for softball coaches for May 2001, when auditors found that the program operated for only three days during that month and served 28 participants although it was supposed to operate for four weeks and serve 75 girls; and reimbursement of \$910 to a grant recipient for part of her residential utilities and telephone expenditures.

As a result of the Comptroller's findings, the department hired an independent certified public accountant to review the grants; this review corroborated the Comptroller's findings.

We concur with the audit findings. A sound grant management system should have written policies and procedures that address all aspects of contracting, and trained contract managers and supervisors. Written policies and procedures should address, at a minimum,

- maintaining contract files, including required documents and file organization;
- invoice processing, inspection, review and approval, including timeframes and guidance on what to inspect or review, required documentation, and allowable expenditures; and
- oversight of provider performance, including monitoring procedures, reports, corrective action plans, follow-up activities, and review and approval procedures.

The program did not have these controls.

Over the past nine months the department has addressed the most egregious financial problems found by the audits and taken several actions to improve its oversight and accountability system. To determine whether the department has corrected the problems identified in the audits, we analyzed its new policies and procedures manual, interviewed managers and prevention specialists, reviewed grant files, accompanied prevention specialists on grant monitoring trips, and observed training sessions. We found that the program has developed procedures to resolve most of its deficiencies, although some areas still need to be addressed.

The department developed a policies and procedures manual, but it needs to be expanded

Program employees have developed a draft policies and procedures manual. This manual standardizes grant file organization and required documentation. Program managers have been revising the draft manual since March 2002, but as of October 2002 have not finalized it. While developing the manual is a positive step, we noted that the draft primarily pertains to state grants and does not adequately address federal grants. For example, the manual does not address file organization and requirements for federal grants, which differ from state project requirements.

The department has also established invoice-processing procedures in the draft manual. When they receive a request for reimbursement, delinquency prevention specialists are to review the request to be sure that the expense is documented and allowable and that it is within the grant budget.

The department revised its monitoring form

The department also revised its grant monitoring form for both state- and federally funded projects. In October 2002, delinquency prevention specialists started using the form to conduct formal on-site monitoring of programs twice each fiscal year. If warranted, grantees are required to develop corrective action plans based on the monitoring findings, and the delinquency prevention specialists will monitor progress on the action plans. The specialists also make less formal site visits at least twice each year using a site visit form, which is less extensive than the new monitoring form. Since the grant projects are funded well below the \$300,000 threshold that would make them subject to an annual financial

and compliance audit, monitoring by the delinquency prevention specialists is the only state monitoring and oversight the grants receive, and is therefore essential.¹⁸

The department has trained delinquency prevention specialists and supervises their work

The department has held two training sessions for delinquency prevention specialists on the new processes and expectations. Also, the supervisor of the specialists, who is located at headquarters, visits them quarterly in the circuits and uses a management-tracking log to monitor their grant management activities and performance. Because of the difficulty in visiting 10 employees each quarter, the supervisor meets with specialists by region and has the specialists review one another's files.

The department has initiated a sound system for administering state grants by developing a policies and procedures manual, forms, invoice processes, training, and supervisory reviews. However, the department also should require headquarters review and approval of action plans that result from provider non-performance. Such a review would ensure consistency among the circuits and keep management informed of grant and contract performance, especially performance that could result in the need to withhold funds as a sanction for non-performance.

Some aspects of monitoring federal grants could be improved

We noted two concerns pertaining to the department's federally funded grants. First, the separation of programmatic and fiscal monitoring of federally funded projects may prove problematic. To reduce the workload of the delinquency prevention specialists when the number of specialists was reduced, program managers now review and approve payments for federal grants. However, the specialists continue to monitor the programmatic aspects of grants in the field. This separation of responsibilities means that headquarters and delinquency prevention specialists will need to work closely together to resolve grant problems. For example, specialists will need to keep managers fully apprised of problems identified in monitoring so that, when appropriate, funding can be suspended until the grantee resolves the program issues.

Second, the basis for payment of federal grants provides less accountability. While both federal and state grants are based on approved budgets that specify what the funds will be used for, the personnel to be paid, and other expenses, they differ in the documentation required for reimbursement. Federally funded providers are paid a fixed portion of their grant for submitting deliverables, such as status reports on the number of youth served. In contrast, state grants are paid on a cost reimbursement basis. Providers are required to submit documentation, such as payroll records or expenses paid, with narrative reports describing

¹⁸ Because of the variety of program types and their short-term funding, state and federally funded grants are not part of the department's quality assurance system. These programs are included in the annual outcome report, but outcome data is presented in the aggregate using two-year old data. Therefore, outcome data are of limited use to the delinquency prevention specialists in monitoring grant performance.

the number of youth served and the activities they provided. Changing the basis of federal grant payments to unit cost would enhance financial and programmatic oversight by making it clear what services or activities the project is providing.

We recommend that the department take the action below to improve its monitoring process for state grants.

- Revise the draft policy and procedures manual to require program managers to review and approve monitoring reports that include corrective action plans so that managers are aware of program deficiencies.

We also recommend that the department improve the federal grant process in two ways.

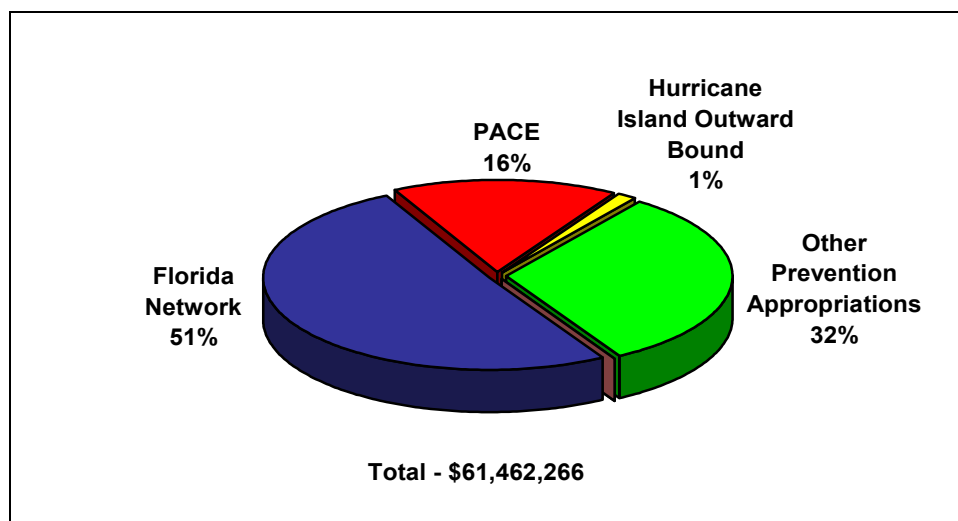
- Revise the draft policy and procedures manual to fully address federally funded grant project requirements, including contract file documentation and organization.
- In the next funding cycle, shift the basis for payment for federally funded grants from deliverables to services provided to enhance provider accountability.

Finally, we recommend that the department adopt the policies and procedures manual for monitoring state and federal grants by January 2003.

The department should improve contract management

Three large state contracts, the Florida Network of Youth and Family Services, PACE, and Hurricane Island Outward Bound, received over \$41.9 million for the 2002-03 fiscal year. As shown in Exhibit 7, this constitutes 68% of the Prevention Program's appropriations. The department has consolidated oversight of these contracts but has not developed processes to ensure project accountability.

Exhibit 7
Three State Contracts Comprise the Majority of Delinquency Prevention Funds



Source: Department of Juvenile Justice.

In Fiscal Year 2001-02, the department consolidated the contracts for the Florida Network and PACE into one contract with each organization's statewide office. Before consolidation, delinquency prevention specialists monitored the network's 43 separate contracts and PACE's 20, one for each local program.¹⁹ Hurricane Island Outward Bound had and continues to have a single contract through its state office. Headquarters personnel now manage the three contracts. Since the number of delinquency prevention specialists was reduced, this change makes the workload of the remaining specialists manageable and should help ensure consistent treatment of these providers, which have multiple locations.

The department does not have fiscal or program standards for monitoring these contracts

Although the program has established an accountability system for delinquency prevention grants, as described above, it has not developed a similar process for the three large delinquency prevention contracts.²⁰ The department has a general, office-wide manual on contract management, which details the technical aspects of the procurement and contract development process. However, this manual does not provide specific standards or processes for monitoring the delinquency prevention contracts. Also, while there is some other state oversight of some aspects of these contracts, such as a requirement that, due to their size, they have an annual financial and compliance audit, this does not reduce the department's obligation to monitor contractor performance to ensure that the services provided and paid for comply with contract requirements.

¹⁹ Legislative 2001-02 Special Session C eliminated funding for two PACE centers.

²⁰ The legislative initiatives, which are small annual contracts, are managed like grants by the prevention specialists.

The department needs to establish fundamental controls for the contract process. As described above, this process should include written procedures on maintaining contract files, invoice processing, and performance oversight.

- We recommend that by June 2003, the department develop a formal process for monitoring delinquency prevention contracts, similar to one it has developed for monitoring delinquency prevention grants, to ensure that the programmatic and fiscal requirements of the contracts are being met.

Data from the Juvenile Justice Information System remains unreliable

In our 1997 review of the Prevention Program, we criticized the department for not collecting the data and conducting the analysis to determine whether youth who participate in prevention programs stay out of the juvenile justice system.²¹ In the 2000-01 fiscal year the department began making an effort to collect this type of data using its Juvenile Justice Information System (JJIS). However, to date the data is unreliable and cannot be used for program management and legislative performance budgeting.

The Auditor General found JJIS unreliable

In April 2002, the Auditor General released an audit of JJIS that reported significant problems with the accuracy, completeness, and integrity of the data and the policies and procedures governing this system.²² We concur with this assessment and have reported data completeness and accuracy problems in several recent reports.²³

JJIS cannot report how many youth are in prevention programs

Due to its data problems, the department is unable to provide accurate information on the number of youth actually served in each project (although this is a critical part of the delinquency prevention grants and contracts) or compare results across projects, which is critical to making decisions on whether to continue projects.

The department is also unable to provide reliable information to the Legislature, as required for budgeting purposes. The department is responsible for reporting on two performance measures for the delinquency prevention program:

²¹ *Policy Review of Prevention Programs of the Department of Juvenile Justice*, OPPAGA [Report No. 96-35](#), January 1997.

²² *Department of Juvenile Justice, Juvenile Justice Information System Technology Audit*, [Auditor General Report No. 02-194](#), April 2002.

²³ *Juvenile Home Detention Staff Reduced; Critical Secure Facility Posts Not Identified; Transit Changes Beneficial*, OPPAGA Report No. 02-47, September 2002, page 4; *The Juvenile Justice Residential Program Should Improve Contracting Processes*, OPPAGA Report No. 02-42, July 2002, page 6; *Most Delinquents Sent to Community Supervision; Program Could Improve*, OPPAGA Report No. 02-17, March 2002, page 6.

1. number of youth served through prevention programs and
2. percentage of youth who remain crime free six months after completing prevention programs.²⁴

The department has not addressed data accuracy in the new policies and procedures manual. However, department managers and delinquency prevention specialists report that JJIS data is checked against client files during monitoring visits. Also, specialists indicate on the new monitoring tool whether grantees are entering data into JJIS.

The department needs to improve the quality of data so that it can be used to manage projects and provide performance information to the Legislature.

- We recommend that the department address data in its policies and procedures manual and its monitoring tool to ensure that providers enter required data in the JJIS and that the information entered is reliable and valid.

Coordinating

Although prevention activities occur throughout state government, few directly pertain to delinquency

A 1998 GAP report identified 23 state agencies running prevention activities

The complexity of prevention activities at the state level was brought to the forefront by a 1998 report by the GAP Commission.²⁵ The commission asked each state agency to report any activities it was administering that had a direct or indirect goal of reducing juvenile crime. In response, 23 agencies identified nearly 200 activities that cost \$1.245 billion.

This study led to the perception, still frequently discussed, that there are millions of dollars of delinquency prevention programs funded through agencies besides the Department of Juvenile Justice. However, many of the activities identified in the GAP report could be defined as prevention only in the broadest sense and did not pertain specifically to delinquency prevention. For example, the Department of Education reported the \$342 million Exceptional Student Education Services Program, which is responsible for educating special education and gifted students, as a dropout prevention program. The program may prevent children from

²⁴ The Florida Senate adopted a third measure, "number of youth served through prevention activities," but the House of Representatives did not.

²⁵ [*Building the Road to Results: State Agency Impacts on Preventing Juvenile Crime*](#), a report from the Florida Commission on Government Accountability to the People, March 1998. Funding for the GAP Commission was eliminated in 1998.

A 2000 report identified eight state agencies with prevention programs

dropping out of school, and thereby reduce some delinquency, but the purpose of the program is to educate students attending public schools.

In 2000, the Legislature directed the Department of Juvenile Justice to survey state agencies to identify those receiving state appropriations for delinquency prevention and to submit a proposal for a statewide coordinated delinquency prevention policy. Out of 28 agencies that were surveyed, 6 reported operating programs related to delinquency prevention.²⁶

As shown in Exhibit 7, some programs that other state agencies reported operating addressed risk factors that contribute to delinquency, but the purpose of the programs' funding was to deliver a different outcome. For example, the Department of Business and Professional Regulation regulates against possession of alcohol and tobacco by underage persons, an activity that pertains to all minors.

**Exhibit 8
Six Other Agencies Offered Programs Related to Delinquency**

Agency	Delinquency-Related Program
Department of Business and Professional Regulation	Regulates against possession of alcohol and tobacco by underage persons
Department of Highway Safety Motor Vehicles	Suspends the driver licenses of youth who drop out of school or are out past curfew
Agency for Health Care Administration	Funds some behavioral health services in juvenile justice programs
Agency for Workforce Innovation	Helps youth and adults develop employment and leadership skills
Department of Military Affairs	Operates a paramilitary residential program for youth who are at-risk of dropping out of school and a non-residential substance abuse program
Department of State	Provides grants to art programs for at-risk youth

Source: Department of Juvenile Justice's 2001 Report: Florida's Juvenile Crime Prevention Efforts.

Department managers reported that they coordinate with these agencies informally, such as through meetings called by the Governor's Office of Drug Control. However, the department has not established a formal, routine process for disseminating prevention information and discussing common issues. Interaction is so limited that department managers were unaware whether these activities, reported in 2000, were still in operation.

²⁶ Two agencies also operate programs for youth who have already been adjudicated delinquent. The Department of Agriculture and Consumer Services operates a Youth Forestry Academy and the Department of Law Enforcement operated the Serious Habitual Offender Comprehensive Action Program.

Department delinquency prevention activities are more coordinated locally than at the state level

In contrast, delinquency prevention activities at the local level are more coordinated. The department requires providers seeking prevention funding to obtain recommendations from county or circuit boards. The boards are composed of individuals from different entities that are active in crime prevention efforts, such as law enforcement, schools and volunteer agencies. Providers funded by tag, vehicle, and some federal grants are required to sign a collaborative agreement with a local law enforcement agency and other partners as needed. This seems to be a reasonable approach to avoid duplication of effort and encourage sharing of information among entities to support prevention efforts.

We conclude that similar discussions among state agencies and private partners would also be conducive to effective delinquency prevention efforts. Such coordination could enhance understanding of all related efforts that may have an impact on prevention of delinquency. It would also be consistent with the Legislature's directive to the department to submit a proposal for a statewide coordinated delinquency prevention policy.

- We recommend that the department hold quarterly meetings with other state agencies involved in prevention activities to share information and coordinate state delinquency prevention policy.

Better coordination would enhance the work of delinquency prevention advisory groups

The state would benefit also from better coordination of information to delinquency prevention advisory boards. As indicated in Exhibit 4, three groups provide funding recommendations: juvenile justice circuit boards, juvenile justice county councils, and the state advisory group.²⁷ The circuit boards and county councils review grant applications for projects that are funded from the Florida Motor Vehicle Theft Prevention Trust Fund and sale of the Invest in Children specialty license plate.^{28,29} The State Advisory Group makes recommendations for allocating federal Title II, Title V, and has recently agreed to accept a role in allocating Juvenile Accountability Incentive Block Grant funds. For the 2002-03 fiscal year, the circuit boards and county councils made recommendations for allocating \$7.4 million to 95 projects and the state advisory group made recommendations for allocating \$3.3 million to 46 projects.

²⁷ Section 985.4135, *F.S.*, establishes circuit boards and county councils. The federal Juvenile Justice and Delinquency Prevention Act of 1974, as amended, 42 U. S. C. 5601 et seq., authorizes the State Advisory Group.

²⁸ Pursuant to s. 860.158, *F.S.*

²⁹ Pursuant to s. 320.08058(11), *F.S.*

The department does not provide these entities information on projects that are funded from other delinquency prevention funding sources. For example, the department provided us with information describing all projects receiving delinquency prevention funding. (See Appendix B.) The department should provide a similar catalog or make this information easily accessible on its website for advisory board members to use during their considerations in making recommendations for allocating funds. The department has posted much of this information already, but the listing is not complete. We identified 47 projects that represent 25% of delinquency prevention funding that do not appear on the department's website.

- We recommend that the department describe, on its website, all projects that receive department delinquency prevention funding.

Potential Funding Reallocation

The department appears to be violating legislative intent

By entering into contracts with nine persons to perform duties of FTE positions that the Legislature eliminated, the department may have violated legislative intent. Section 216.221(11), *Florida Statutes*, states, "Once a deficit is determined to have occurred and action is taken to reduce approved operating budgets and release authority, no action may be taken to restore the reductions, either directly or indirectly." Funding for these positions was drawn from the General Revenue Fund.

Support to boards and councils eliminated by Legislature, but not by the department

During Special Session C in 2001, the Legislature reduced appropriations as a result of state revenue shortfalls. Twenty-three positions were eliminated from the office of partnership and volunteer services, including the positions that staffed the local boards and coordinated councils and volunteers. Due to the reductions, legislative staff reported that they assumed that the agency would either cease performing these activities or would assign some of these responsibilities, if critical, to remaining positions as "other duties as assigned." The reductions became effective on January 1, 2002.

In January 2002, the department contracted with nine individuals to assume responsibilities for staffing the Juvenile Justice Circuit Boards, attending Juvenile Justice County Council meetings when feasible, and coordinating volunteers and faith-based efforts. The department funded the contracts through a federal Juvenile Accountability Incentive Block Grant for the remainder of the 2001-02 fiscal year. According to program managers, the department did not obtain legislative approval to fund the nine positions after they were eliminated as FTEs. This is a serious issue because the department has disregarded the policy priorities established by the Legislature.

The department continued contracts with these persons for the 2002-03 fiscal year, switching from federal funds to state OPS funds. The total amount of spent on the positions for 2002-03 is \$433,365.³⁰ Duties for some of these contracted employees have been expanded to provide assistance to the delinquency prevention specialists in monitoring and other support for some civil citation and neighborhood accountability board federal grants.

- We recommend that the department seek the Legislature's approval to contract with nine OPS employees to provide local and volunteer services. If the Legislature does not approve the current use of these funds, the department should discontinue the contracts and submit a budget amendment to re-allocate the funding as appropriate.

³⁰ The \$433,365 includes \$313,825 base contract amount, \$26,925 travel allotment, one OPS (rather than contracted) position at \$24,615, and \$68,000 from federal grant monitoring funds.

Appendix A

Statutory Requirements for Program Evaluation and Justification Review

Section 11.513(3), *Florida Statutes*, provides that OPPAGA Program Evaluation and Justification Reviews shall address nine issue areas. Our conclusions on these issues as they relate to the Department of Juvenile Justice's Prevention and Victim Services Program are summarized in Table A-1.

Table A-1
Summary of the Program Evaluation and Justification Review of
the Prevention and Victim Services Program

Issue	OPPAGA Conclusions
The identifiable cost of the program	The Legislature appropriated \$61,462,266 and 17 FTEs for Fiscal Year 2002-03.
The specific purpose of the program, as well as the specific public benefit derived therefrom	The purpose of the Prevention and Victim Services Program is to develop and implement effective methods to prevent delinquency, to divert children from the traditional juvenile justice system, to intervene at an early stage of delinquency, and to provide critically needed alternatives to institutionalization and deep-end commitment. In addition to protecting the public, delinquency prevention programs help avoid the economic and social costs associated with juvenile crime. According to a recent Department of Juvenile Justice study, reducing juvenile recidivism by 1% is estimated to save \$16.4 million in criminal justice and victim costs over a five-year period.
Progress towards achieving the outputs and outcomes associated with the program	The program's progress related to its performance measures could not be adequately determined due to the inability of the department's computer system to provide accurate data.
An explanation of circumstances contributing to the state agency's ability to achieve, not achieve, or exceed its projected outputs and outcomes, as defined in s. 216.011, <i>F.S.</i> , associated with the program	The program's progress related to its performance measures could not be adequately determined due to the inability of the department's computer system to provide accurate data.
Alternative courses of action that would result in administering the program more efficiently or effectively	<p>The program is largely outsourced; department employees oversee delinquency prevention grants and contracts.</p> <p>OPPAGA recommends that the department take the actions below to improve efficiency and effectiveness of program activities.</p> <p>Collect and analyze information from projects funded for Fiscal Year 2002-03 to determine whether the providers are meeting grant and contract requirements to serve high-risk youth in high-risk zip codes.</p> <p>Use research findings on risk factors and successful prevention programs to enhance Florida's delinquency prevention programs.</p> <p>To improve its grant monitoring processes, revise the draft policy and procedures manual to require program managers to review and approve monitoring reports that include corrective action plans so that managers are aware of program deficiencies, and to fully address federally funded project requirements.</p> <p>In the next grant funding cycle, shift the basis for payment for federally funded grants from deliverables to services provided.</p>

	<p>Adopt the policies and procedures manual for monitoring state and federal grants by January 2003.</p> <p>By June 2003, develop a formal process for monitoring delinquency prevention contracts, similar to one it has developed for monitoring delinquency prevention grants, to ensure that the programmatic and fiscal requirements of the contracts are being met.</p> <p>By June 2003, include specific procedures in the policies and procedures manual and the monitoring tool to ensure that providers enter required data in JJIS and that the information entered is reliable and valid.</p> <p>Hold quarterly meetings with other state agencies involved in prevention activities to share information and coordinate state delinquency prevention policy.</p> <p>Provide information on its website describing all projects that receive department delinquency prevention funding.</p> <p>Seek the Legislature's approval of contracting nine positions to support local and volunteer services. If the Legislature does not approve the current use of these funds, the department should discontinue the contracts and submit a budget amendment to re-allocate the funding as appropriate.</p>
<p>The consequences of discontinuing the program</p>	<p>Discontinuing the Prevention and Victim Services Program could have several negative effects, including increased juvenile crime, increased caseloads for juvenile probation officers, increased crowding at juvenile detention centers, and more youth admitted to residential programs. Discontinuation of the program would prevent the department from complying with the legislative requirements of Ch. 985, <i>Florida Statutes</i>. Additional indirect costs could include increases in truancy and school behavior problems, lower school performance, increased numbers of runaway youth, and increases in juvenile social problems and teenage pregnancy.</p>
<p>Determination as to public policy, which may include recommendations as to whether it would be sound public policy to continue or discontinue funding the program, either in whole or in part, in the existing manner</p>	<p>The program should remain with the Department of Juvenile Justice.</p> <p>The 1994 Juvenile Justice Act directs the Department of Juvenile Justice to address the public safety interests of citizens of Florida, meet the needs of juvenile offenders, and provide a continuum of care and services to maximize the use of state resources. The department administers the Prevention and Victim Services Program as a part of this continuum. Placement of this program within the department is consistent with this mission. The administration of delinquency prevention services at the state rather than the local level facilitates consistent oversight of grants and contracts that serve multiple locations throughout the state. While some other state agencies, including the Department of Education and the Department of Children and Families, provide activities that address delinquency, these activities are not central to these agencies' core functions.</p>
<p>Whether the information reported pursuant to s. 216.031(5), <i>F.S.</i>, has relevance and utility for evaluation of the program</p>	<p>The program's two performance measures are relevant for evaluating the program. The department is directed to report on the number of youth served and the percentage of youth that remain crime-free six months after completing delinquency prevention programs.</p> <p>However, the department's performance for these measures cannot be determined due to data reliability problems.</p>
<p>Whether state agency management has established control systems sufficient to ensure that performance data are maintained and supported by state agency records and accurately presented in state agency performance reports</p>	<p>According to assessments by the Department of Juvenile Justice Inspector General and the Auditor General, the department has not established necessary management reviews, data control, and reporting mechanisms to ensure the reliability of reported performance measures.</p>

Appendix B

Catalog of Prevention Programs

Office of Prevention and Victim Services, Directory of Programs

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
	Statewide	NB109	Florida Atlantic University	Restorative Justice and Neighborhood Accountability Board Implementation & Technical Assistance	The Community Justice Institute plans to build upon the work and accomplishments that have resulted from our previous work on the Department of Juvenile Justice Neighborhood Accountability Board (NAB) Planning Grant Initiative. Encompassed within this objective is our ambitious goal of providing training and technical assistance to seven new NAB sites across Florida, as well as promoting the growth and maturation of the eleven existing sites across the state. In achieving this we also plan to work very closely with the Florida Department of Juvenile Justice and its staff. Work done with the department will focus primarily around training for new DJJ employees, the development of strategic planning agendas for working with NAB boards, and the incorporation of restorative justice principles within the operation of its own agency.	0	New Planning and Implementation	\$104,594.00	Neighborhood Accountability Board
4,18,15,6	Duval, Brevard, West Palm Beach, and Pasco	X1129	Eckerd Youth Alternatives, Inc.	Hi-Five Program	The goal of Eckerd Youth Alternatives, Inc. (EYA) Early Intervention programs is to reduce behavioral problems among youth and to promote academic achievement and positive youth development by building upon the personal strengths inherent in every child. The Hi-Five Program is an early intervention and prevention program designed to reduce behavioral problems and promote utilization of conflict resolution skills among fourth and fifth grade youth in order to prevent later involvement in drugs, crime and other delinquency behaviors. The program serves over 2,300 youth at nine elementary schools in Duval, Brevard, West Palm Beach and Pasco Counties. Services provided include classroom-based conflict resolution skills training, small group interventions with targeted youth, parent education and training and teacher training. Funded by Probation for \$394,136.00, but managed by Prevention.	2,300	Living Violence Free		Legislative Initiative

Appendix B

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
1	Escambia	A2002	The Henry & Rilla Whit Foundation	XL Learning Resources Center (XL LRC)	The XL Learning Resource Center is designed to prevent delinquency among youth by promoting lifelong learning through innovative approaches utilizing computer assisted instruction, social and values skill-building, family involvement and mentoring.	50	Staying in School	\$50,000.00	Legislative Initiative
1	Escambia	CC002	Escambia County Sheriff's Office	Escambia County Sheriff's Office Civil Citation Program	The Escambia County Sheriff's Office Civil Citation Program will provide an alternative to the juvenile justice court system for youth involved in non-serious delinquent acts. The goal of the program is to reduce juvenile crime by administering swift consequences to youthful offenders.	300	Enhancement Project	\$82,986.00	Civil Citation
1	Escambia	DP-100	Big Brothers Big Sisters of Northwest Florida	Sister to Sister	The Sister to Sister Two program's primary focus is keeping busy. Services provided are one-to-one mentoring of at-risk females; recruiting, screening and assessing mentors; outreach, intake and assessment of youth and family; group activities and match plan conferences; case manager support of the match, bi-monthly activities (pregnancy prevention, alcohol/substance abuse training, and career exploration).	45	Keeping Busy	\$41,571.00	Delinquency Prevention
1	Escambia	DP-101	Community Drug and Alcohol Council	Project Smart-Expanded	Project Smart is a tutoring, social skill development program with school/family attachment development through home visiting for youth residing in low income housing in Oakwood Terrace (area 32505) and expanded to Warrington Village (32507).	95	Staying in School	\$100,000.00	Delinquency Prevention
1	Escambia	Q2019	Escambia County Sheriff's Office	J.U.S.T. Program (Juveniles Undergoing Specialized Training)	The J.U.S.T (Juvenile Undergoing Specialized Training) is an early intervention and prevention program designed to divert children with behavioral problems between the ages of 10-17 from entering the juvenile justice system.	800	Staying in School	\$54,476.00	Title II
1	Escambia	Q2026	Informed Families of Dade County, Inc. (Pensacola)	Grandparents Raising Grandchildren (GRG) - Pensacola	Grandparents Raising Grandchildren of Pensacola program develops grandparent support groups, empowers the entire family and provides positive alternative activities for both the youth and their grandparent caregiver.	75	Staying in School	\$80,000.00	Title II
1	Escambia	Q2040	Youth Awareness, Inc.	Choose Your Friends Wisely	The program, in conjunction with the Escambia County Sheriff Office, offers youth the opportunity to learn the importance of responsibility, accountability, life choices and consequences.	500	Living Violence Free	\$80,000.00	Title II
1	Okaloosa	DP-102	Okaloosa Academy, Inc.	Youth, Bring a Friend of Shalimar	To serve youths ages 7-15 who exhibit low grades, truancy & history of family problems. Primary focus is Staying in School, but will also include life skills, ethics & nutrition education.	55	Staying in School	\$105,951.00	Delinquency Prevention
1	Santa Rosa	DP-103	Big Brothers Big Sisters of Northwest Florida	Changing Children Together	The program's primary focus is keeping busy. Services to be provided are one-to-one mentoring through Big Brothers Big Sisters and a Community Center including after school and community based programs at 6623A James Street in Santa Rosa County.	90	Keeping Busy	\$88,631.00	Delinquency Prevention

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
1	Walton	DP-104	COPE, Inc.	Coping With Options	Coping With Options provides "At Risk" students necessary services intended to reduce the incidence of delinquency and substance abuse through the enhancement of social skills, moral reasoning, and anger management.	75	Living Violence Free	\$54,853.00	Delinquency Prevention
2	Franklin	CC014	Apalachicola Police Department	Apalachicola Police Department Civil Citation	The program will divert juvenile cases for intervention and education to 1) increase commitment to avoid substance use and other high risk behaviors; 2) increase belief in positive peer group norms that make substance use & violence unacceptable; 3) increase bonding to school; 4) reduce court referrals.	50	New	\$20,434.00	Civil Citation
2	Franklin	DP-105	Franklin County Public Library	WINGS-2003	WINGS-2003 is an after school enrichment training program offered at three library based sites designed to promote family stability, increase involvement, and positively impact academic and life skills of youths exposed to multiple risk factors.	120	Keeping Busy	\$36,534.00	Delinquency Prevention
2	Gadsden	CC003	Gadsden County Sheriff's Department	Gadsden County Civil Citation Program	The Gadsden County Civil Citation Program will divert juvenile misdemeanor and status offenders from the court system to the assigned community service agency for 20-50 community service hours depending upon the nature of the infraction.	100	Expansion Program	\$48,448.00	Civil Citation
2	Gadsden	DP-106	Investing In Our Youth, Inc.	Safe Passage (ISP)	Investing In Our Youth, Inc. Intensive Protective Supervision (IPS) provides juveniles with more proactive and extensive community supervision than they would otherwise receive. Its primary goals are to reduce undisciplined acts, and decrease the likelihood future, serious delinquency, and increase socially acceptable behaviors.	60	Staying in School	\$47,201.00	Delinquency Prevention
2	Gadsden	NB111	City of Quincy Community Redevelopment Agency	Quincy Neighborhood Renaissance	The City of Quincy Community Redevelopment Agency in partnership with several state and local governmental agencies will serve 50 youth in the juvenile justice system in a restorative justice program engaged in community development projects/programs. The program will promote public service as a means to reform the youth through participatory education experiences in civic projects.	40	New Planning and Implementation	\$15,000.00	Neighborhood Accountability Board
2	Gadsden	Q2045	Investing In Our Youth, Inc.	Sister2Sister	The program will provide female offenders who have entered the juvenile justice system community supervision, behavioral group therapy, and family involvement.	50	Living Violence Free	\$75,000.00	Challenge Grant
2	Jefferson	DP-107	Jefferson County School Board	On-Track	On-Track is a self-contained program that provides alternative school placement, in lieu of out-of-school suspension and expulsion, for students ages 10-17 who attend school in Jefferson County. This program subscribes to the "8% solution %" that over one-half of the repeated serious juvenile offenses are committed by only 8% of juvenile offenders. This program targets the "right students" with 8% risk	50	Staying in School	\$38,580.00	Delinquency Prevention

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Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
					factors in the "right communities" where you live. These students are influenced by risk factors related to them as individuals and their peers and school and live all over Jefferson County. The program will provide instruction services and suspension/expulsion reduction.				
2	Leon	CC005	Leon County Sheriff's Office	Leon County Civil Citation Enhancement Project	Centralized administration, assessment, and service provision or referral for 250 youth, including youth from zip codes 32304, 32305, 32310 to be referred to LCCJC NAB's and youth from zip codes 32301 and 32303 to be referred to Bethel A.M.E. for neighborhood-based intervention services. Involves subcontracting with DISC Village and LCCJC and provisions for retail theft interventions.	250	Enhancement Program	\$63,345.00	Civil Citation
2	Leon	CC019	Bethel By the Lake, Inc.	Bethel A.M.E. Civil Citation Program	The Bethel A.M.E. Civil Citation Program will target zip codes 32310 and 32303, which represent the highest delinquency referral areas in Leon County. The program will engage, train and support youth participants diverted to the program by local law enforcement. The program is designed to provide focused activities centered on developing youths' capacity and appreciation for individual responsibility and accountability. The program will incorporate the principles balanced and restorative justice concept. This concept involves holding youth accountable, rectifying harm to communities, and providing services that will help to ensure youths' long-term personal success.	75	New	\$75,000.00	Civil Citation
2	Leon	DP-108	Bethel By The Lake, Inc.	Operation 32310/32303 (Operation Zip Code)	Operation 32310/32303 (Operation Zip Code) will engage, train and support youth participants through focused activities centered on enhancing their capacity or resiliency. Then intent of the program is to increase the probabilities of their obtaining long-term personal success in spite of the presence of multiple and intensified risk factors.	133	Keeping Busy	\$106,625.00	Delinquency Prevention
2	Leon	NB110	Florida Agriculture & Mechanical University	Leon County Community Justice Project	FAMU and the Leon County Community Justice Center (LCCJC), Inc. (sub-grantee), will conduct NABs within designated neighborhoods in Leon County Florida. The LCCJC will manage daily operations of the NABs while FAMU provides student resources, fiscal and administrative oversight. Expected outcomes include reduced recidivism, increased restitution and community participation.	60	New Planning and Implementation	\$30,000.00	Neighborhood Accountability Board
2	Leon	Q2020	Florida State University	The Boys' Choir of Tallahassee	The Boys' Choir of Tallahassee will serve youth 8-17 years of age in a program that provides opportunities for public performance, intense mentoring, team work, social skills and counseling.	140	Staying in School	\$80,000.00	Title II

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2	Liberty	DP-109	Bay County Public Library Association, Inc./Harell Memorial Library	Making Stars of our Youth and Families (STARS)	STARS is a prevention program focusing on keeping 40 ESE kids in school. The youth will receive tutoring and activities, while their parents will be assisted with their educational and employability skills.	30	Staying in School	\$32,244.00	Delinquency Prevention
2	Liberty	Q2029	Liberty County Board of County Commissioners	LIFT (Liberty Investing For Tomorrow)	The Liberty Investing for Tomorrow program is a collaborative partnership initiative that provides multi-service processes of identifying, assessing and providing services to youth ages 10 to 17 along with their families The Liberty Investing for Tomorrow.	145	Keeping Busy	\$77,318.00	Title II
2	Liberty	Q2043	Liberty County Board of County Commissioners	Liberty County Juvenile Justice Title V Partnership	The Liberty County Juvenile Justice program will develop a comprehensive systematic change to create new and innovative ways to expand/enhance services for youth ages 10-17.	0	Systems Delivery	\$73,725.00	Title V
2	Suwannee	Q3006	Suwannee County Board of Commissioners	Community Organizing Program	The initiative will build a multi-service systematic process of identifying, assessing and provision of services for youth ages 10-17 and their families who are most at risk of delinquency. Local resources and risk assessments will lend validity to requests.	500	Keeping Busy/Living Violence Free	\$100,000.00	Title V
2	Wakulla	CC021	Wakulla County Sheriff's Office	Juvenile Civil Citation Program	The Wakulla County Civil Citation Program will divert juvenile misdemeanor and status offenders from the court system to the assigned community service agency for 20-50 community service hours depending upon the nature of the infraction.	150	New	\$15,000.00	Civil Citation
2	Wakulla	DP-110	Wakulla County Sheriff's Office	Wakulla Stars 4	The STARS program in Wakulla High School will bring attention to the problem of drug, alcohol and tobacco use by the students. Through education and constructive penalties students will be exposed to potential problems and consequences resulting from alcohol, tobacco and drug use.	300	Living Violence Free	\$52,410.00	Delinquency Prevention
3	Columbia	DP-111	City of Lake City/Police Department	Community Resource Center	The Community Resource Center is an after school program run by the Lake City Police Department. Tutoring programs, field trips, drug free programs are part of the program. No cost to the youth.	25	Staying in School	\$54,361.00	Delinquency Prevention
3	Hamilton	DP-112	Hamilton County School Board	Truancy Intervention Program	The purpose of this program is to greatly reduce absenteeism and youth related crime in the Hamilton County School District due to truancy. This outcome will be achieved through the following methods: parental involvement/workshops, counseling/parent and students, transportation to school, and tutoring for at-risk students.	175	Staying in School	\$38,523.00	Delinquency Prevention
3	Lafayette	DP-113	Lafayette School District	STEP UP Program (Students Turning Energy Positively Under Pressure)	This program will hire a full-time person with law enforcement, alternative school and one year experience in the STEP UP Program to provide mentoring and remedial instructional activities to identified and targeted youth, as well as schedule counseling and self improvement activities.	60	Staying in School	\$34,359.00	Delinquency Prevention

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Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
3	Madison	DP-114	Madison County District School Board	Truant Program/Dropout Prevention	Thirty-three percent of Madison County's students are at risk of academic failure in school. Attendance data for 2001-2002, suggest that 230 students are absent 11-20 days and 65 students are absent 21 days or more. Current dropout rate 5.4%	80	Staying in School	\$42,844.00	Delinquency Prevention
3	Suwannee	DP-115	Suwannee County District School Board	Douglass Center Alternative School Program	A large percentage of the 5,750 students in the Suwannee County School District are at risk for alcohol and drug abuse, truancy and lack of commitment to school resulting in academic failure, and extreme social and economic needs. In order to teach the students skills to assist them in coping and dealing with the risk factors, the alternative school program takes the students to an off-campus facility to provide one-on-one academic assistance. We must enhance the program by providing a full time counselor.	100	Staying in School	\$49,182.00	Delinquency Prevention
3	Taylor	DP-116	Taylor County School District	Taylor Works	The Taylor WORKS program was designed to serve "at risk" youth grades 6-12, who may enter the Juvenile Justice System and youths who have acquired 15 days or more for truancy or suspension of 20 or more days (10 for ESE) of repeated behaviors and demonstrate a pattern of inability to self correct anti-social behavior.	450	Staying in School	\$45,835.00	Delinquency Prevention
4	Clay	DP-117	Youth Crisis Center	School Intervention Program	The School Intervention Program will provide immediate crisis intervention, youth development/therapeutic group sessions, family counseling, and case management support to keep youth in school and families in a safe and functioning environment.	100	Staying in School	\$96,079.00	Delinquency Prevention
4	Duval	DP-118	Family Counseling Services	Families and Schools Together (FAST)	The FAST Program is a school-based, collaborative, family focused program designed to enhance family functioning and school performance and behavior, reduce truancy, and prevent substance abuse by enhancing family functioning and empowering parents. Whole families participate in eight weekly sessions of carefully orchestrated, research-based activities at the child's elementary school.	72	Staying in School	\$100,000.00	Delinquency Prevention
4	Duval	DP-119	Girls Incorporated of Jacksonville Florida	Eastside Youth Development Program	The Eastside Youth Development Center is a curriculum based after school program that provides academic assistance and prevention education for youth ages 10-17 so that they may reach their full potential.	85	Keeping Busy	\$100,000.00	Delinquency Prevention
4	Duval	DP-192	Youth Crisis Center	Juvenile Assessment Center Connection Program	The Juvenile Assessment Center Connection Program will staff coverage during peak hours at the JAC (for screening and crisis intervention) and transportation of at risk youths from the JAC to the YCC residential shelter.	400	Staying in School	\$100,000.00	Delinquency Prevention

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4	Duval	Q2003	Girls Incorporated of Jacksonville	Action for Safety - A Self Defense and Violence Prevention Program	The Action for Safety program is a self- defense and violence prevention program for female youth.	240	Living Violence Free	\$19,239.00	Challenge Grant
4	Duval	Q2007	Office of the State Attorney (Duval County)	Children United with Parents (CUP)	The Children United with Parents program will build positive family relationships between inmates and their female children, and provide support for caregivers.	75	Living Violence Free	\$98,165.00	Challenge Grant
4	Duval	Q2035	St. Paul Community Empowerment Center, Inc.	Out-of-School Suspension Program	The program will provide alternative educational services to students that have been suspended from school.	350	Staying in School	\$80,000.00	Title II
4	Duval	Q2037	The Bridge of Northeast Florida, Inc.	The Bridge Community Outreach Program	The Bridge Community Outreach Program will provide direct intervention services i.e. counseling, education, meaningful academic and job opportunity training, mentoring, treatment referrals, and in-home visitations for family.	45	Living Violence Free	\$29,434.00	Title II
4	Duval	Q3004	City of Jacksonville	Together We Will	The proposed program will work with elementary age children and their families in the 32209 zip code to improve school performance and family functioning.	162	Staying in School	\$100,000.00	Title V
4	Nassau	DP-120	Boys & Girls Clubs of Northeast Florida Yulee site Nassau County	Project Learn - An Educational Enhancement Program	Project Learn is a Boys & Girls Clubs of America approach to educational enhancement developed with support from the Carnegie Corporation of New York. This program provides 25 hours per week of "high-yield learning activities" that include discussions with knowledgeable adults; leisure reading including books and computer research; writing activities; homework help and tutoring; helping others; playing board games that use cognitive skills like Chess, Monopoly, etc. Each core program area at a Boys & Girls Club will emphasize learning of some kind in connection with the activity (geometry involved in playing pool, for example).	130	Keeping Busy	\$54,182.00	Delinquency Prevention
5	Citrus	CC016	Citrus County Board of County Commissioners	Citrus County Teen Court	Teen Court is designed to reduce juvenile crime based on a philosophy that youthful offenders are less likely to re-offend if held accountable by jury of their peers. To involve youthful offenders in Teen Court via a Juvenile Civil Citation will allow for quicker resolution, provide fore restorative justice and allow the Department of Juvenile Justice to use limited resources in addressing 8% solution.	80	Expansion Project	\$49,440.00	Civil Citation
5	Citrus	DP-121	MAD DAD, Inc.	Intensive Delinquency Diversion Services	The Intensive Delinquency Diversion Services Program is designed to provide intensive case management and treatment services to juveniles 15 years of age or younger who are at risk of becoming a serious chronic offender.	40	Staying in School	\$75,160.00	Delinquency Prevention

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5	Hernando	DP-122	MAD DAD, Inc.	Intensive Delinquency Diversion Services	The Intensive Delinquency Diversion Services Program is designed to provide intensive case management and treatment services to juveniles 15 years of age or younger who are at risk of becoming a serious chronic offender.	45	Staying in School	\$83,299.00	Delinquency Prevention
5	Lake	DP-123	Arnett House, Inc.	Delinquency Prevention	To provide a continuum of comprehensive prevention services to at risk youth in Lake County, FL.	300	Living Violence Free	\$111,653.00	Delinquency Prevention
5	Marion	CC022	Marion County Sheriff's Office	Work-in-Lieu-of - Arrest (WILA) Program	WILA is a diversion program geared towards first-time juvenile offenders who commit certain misdemeanor offenses. They will be required to labor on the Inmate Work Farm on weekends to work off their citation.	200	New	\$75,000.00	Civil Citation
5	Marion	DP-124	Marion County Public School	T.U.T.O.R. Program II	A tutoring, self-esteem, anti-drug prevention program located in identified neighborhoods working to protect students and school personnel from youth violence, gang violence and drug activity through after-school resources and educational opportunities for youth.	550	Staying in School	\$122,255.00	Delinquency Prevention
5	Sumter	DP-125	Sumter County School Board	SSMS After School Alternatives Program (ASAP)	The program offers "Keeping Busy" and "Staying in School" components that are implemented through four different types of services designed to meet the needs of those students who fall into the 8% solution research.	260	Staying in School	\$57,167.00	Delinquency Prevention
6	Pasco	DC001	Sixth Judicial Circuit	Pasco County Drug Court Program	The Pasco County Teen Drug Court is for first-offense, substance abuse juvenile offenders, utilizing intense offense-specific sanctions, assessment and urinalysis. Activities include: assessing the needs of the juvenile, redirecting lifestyle and peer associations, and preventing future court involvement.	165	Living Violence Free	\$25,000.00	JAIBG
6	Pasco	DP-126	Farmworkers Self-Help, Inc.	Teen Dream Team Project	Our Teen Dream Team Project seeks to reduce juvenile crime and improve the quality of life of juveniles, their family members and the community, with programs to increase school attendance, reduce suspensions and expulsions, improve academic performance, eliminate gang participation, and reduce substance, alcohol and tobacco use in a high risk area of east Pasco County, targeting youth ages 7 to 17 from primarily Mexican farmworker families. The program will provide tutoring, computer education, arts, drama, music, community involvement, mentoring, counseling, self-esteem enhancement, and will broker improved relations among the school system, law enforcement, other area agencies, program participants and their parents.	100	Staying in School	\$146,128.00	Delinquency Prevention

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6	Pasco	F2002	Pasco Sheriff's Office	Kids in Domestic Situations (KIDS) Project	Provide law enforcement intervention, family assessments, mentoring and social service referrals to youth exposed to domestic violence. The Project will increase the youth's commitment to school, help prevent substance abuse and violent behavior, and prevent truancy in the community.	200	Living Violence Free	\$200,000.00	Legislative Initiative
6	Pinellas	CC018	Bethel Community Baptist Foundation	Bethel Community Baptist Civil Citation Program	The Bethel Community Baptist Civil Citation Program will target zip codes 33701, 33705, 33711 and 33712, which represent the highest delinquency referral areas in Pinellas County. The program will engage, train and support youth participants diverted to the program by local law enforcement. The program is designed to provide focused activities centered on developing youths' capacity and appreciation for individual responsibility and accountability. The program will incorporate the principles balanced and restorative justice concept. This concept involves holding youth accountable, rectifying harm to communities, and providing services that will help to ensure youths' long-term personal success.	75	New	\$75,000.00	Civil Citation
6	Pinellas	DP-127	Boley Centers for Behavioral Health Care, Inc.	Employability Program for Severely Emotionally Disturbed	Boley's program provides Pre-Vocational/Work Maturity instruction, life skills training, substance abuse education and job placement and coaching activities for appropriate youth at the three SED schools in Pinellas County and intensive family services for high-risk youth.	195	Getting a Job	\$46,917.00	Delinquency Prevention
6	Pinellas	DP-128	Directions for Mental Health, Inc.	Partnership Program	At-risk youth (10-11yrs) attending six elementary schools participate with families in Parenting Wisely an in home parent training program and school-based individual and group life skills training to decrease problem behaviors and strengthen school bonding.	175	Living Violence Free	\$100,000.00	Delinquency Prevention
6	Pinellas	DP-129	Family Resources	On-Campus Intervention Program (OCIP)	The On-Campus Intervention Program (OCIP) serves students at Clearwater, Largo and Northeast HS by providing an alternative to out-of-school suspension. Youth receive academic guidance, individual & group counseling, life-skill & family contact.	876	Staying in School	\$100,000.00	Delinquency Prevention
6	Pinellas	DP-130	Pinellas County Sheriff's Office	Weekend Boot Camp: About Face	Weekend Boot Camp: About Face will address the risk factor domains of community and family for youth before they are adjudicated. About Face will serve 650 youth, both male and female, ages seven through seventeen. Expected outcomes include a reduction in delinquency referrals, substance abuse and in-home conflict.	650	Living Violence Free	\$100,000.00	Delinquency Prevention

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7	Flagler	CC004	Flagler County Sheriff's Office	Flagler Youth Development Civil Citation Program	The Flagler County Sheriff's Office Youth Development Program will provide activities and programs that contribute to the development of character, integrity, physical and mental fitness and personal objectives.	150	Enhancement Project	\$15,320.00	Civil Citation
7	Flagler	DP-131	Boys & Girls Clubs of Volusia/Flagler Counties	Targeted Outreach	Since 1993 the Boys & Girls Clubs of Volusia/Flagler Counties has been working with youth from disadvantaged circumstances. The Targeted Outreach initiative will serve a total of 60 youth at the Club sites at risk of delinquency.	60	Keeping Busy	\$50,897.00	Delinquency Prevention
7	Flagler	Q2024	Infinity Schools, Inc.	Infinity School of Flagler County	The Infinity School of Flagler County program will serve youth between the ages of 10 and 18 years old, by providing quality educational programs that will help youth to develop the values and skills necessary to function successfully in the community.	50	Staying in School	\$80,000.00	Title II
7	Flagler	Q3005	City of Palm Coast	Family Matters of Flagler, Inc. (Flagler Teen Center)	Flagler Teen Center is a safe place where youth ages 11 to 17 can learn to interact with each other and adults in a fun and responsible manner.	700	Keeping Busy	\$100,000.00	Title V
7	Putnam	CC012	Putnam County School District	Civil Citation Program	The Putnam County Civil Citation Program addresses balanced restorative justice goals that include public safety, offender accountability and competency development. This funding will be utilized to build upon an existing community diversion process that is synergistic, dynamic, creative and effective.	85	Enhancement Project	\$75,000.00	Civil Citation
7	Putnam	DP-132	Putnam County School District	Positive Attitude Student Training (P.A.S.T. Program)	P.A.S.T. is an early intervention educational program that has evolved over many years as part of a dynamic and synergistic effort between many concerned citizens and local agencies.	135	Living Violence Free	\$64,580.00	Delinquency Prevention
7	Putnam	G2002	Putnam County School District	P.A.S.T., Drugs & S.W.E.A.T. Program	Drug Awareness is an early intervention substance abuse program that is designed to help adolescents. An alternative program supervised by Sheriff's resource officers, call S.W.E.A.T. (Sheriff's Work Ethic and Training) for juveniles that were assigned community service hours.	75	Living Violence Free	\$50,000.00	Legislative Initiative
7	Putnam	Q2033	Putnam County School District	Positive Attitude Student Training (P.A.S.T. Program)	The Positive Attitude Student Training program will serve students and parent(s), teaching them how to be productive and how to become an asset to their community, their school and home.	160	Living Violence Free	\$79,943.00	Title II
7	St. Johns	CC013	St. Johns County Sheriff's Office	St. Johns County Juvenile Civil Citation Program	The program will attempt to reduce the number of school arrests by making certain misdemeanor offenses eligible for Civil Citations. The program will be targeted primarily in the schools, where there are currently 18 School Resource Deputies assigned that can implement the program.	200	New	\$60,723.00	Civil Citation

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7	St. Johns	DP-133	St. Johns County Sheriff's Office	ACE Adolescent Character Enrichment Program	ACE - will provide participants with skills to improve their commitment to school and reduce their favorable attitudes towards drugs, tobacco, alcohol and juvenile behavior. ACE provides life skills/academic enrichment and includes a parenting component.	100	Staying in School	\$106,938.00	Delinquency Prevention
7	Volusia	CC001	Daytona Beach Police Department	Civil Citation Program	The Civil Citation Program works in accordance with the Daytona Beach Police Department's Neighborhood Accountability Board, which is tailored to the goals of this grant. This includes reducing the number of minority youths in the juvenile justice system through the use of alternatives to prosecution.	100	Enhancement Project	\$34,918.00	Civil Citation
7	Volusia	DP-134	The House Next Door, Inc.	Deltona Young Prevention Project	The House Next Door and Stewart-Marchman Center will pair two proven effective programs into a comprehensive and seamless service to reduce juvenile delinquency in the high-risk areas of 32738 & 32725.	162	Living Violence Free	\$228,265.00	Delinquency Prevention
7	Volusia	NB103	Daytona Beach Police Department	Neighborhood Accountability Board	Neighborhood Accountability Boards (NAB's) are an innovative approach to dealing with minor juvenile offenses without formal prosecution. Restorative Justice is about repairing harm to victims and communities, and making offenders directly accountable to those who were harmed. Additionally, NAB's allow the offender to understand the actual harm caused by their actions.	24	Implementing Grants	\$21,971.00	Neighborhood Accountability Board
8	Alachua	CC020	Community Outreach and Development Center of Alachua County, Inc.	Greater Bethel A.M.E. Civil Citation Program	The Greater Bethel A.M.E. Civil Citation Program will target zip codes 32641, 32609 and 32601, which represent the highest delinquency referral areas in Alachua County. The program will engage, train and support youth participants diverted to the program by local law enforcement. The program is designed to provide focused activities centered on developing youths' capacity and appreciation for individual responsibility and accountability. The program will incorporate the principles balanced and restorative justice concept. This concept involves holding youth accountable, rectifying harm to communities, and providing services that will help to ensure youths' long-term personal success.	75	New	\$75,000.00	Civil Citation
8	Alachua	DP-135	Boys & Girls Club of Alachua County, Inc.	SMART Choices	SMART Choices engages target at-risk youth in delinquency prevention programming with: weekly sessions and activities led by professional youth counselors, daily interaction with caring program staff, family outreach, and a multitude of complementary development programming.	120	Keeping Busy	\$104,355.00	Delinquency Prevention

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Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
8	Baker	DP-136	Baker County Sheriff's Office	Youth Services Deputy	The program provides for a Youth Services Deputy who works with students at the high school and middle school. The program also provides for a Teen Court Coordinator who receives referrals from the Youth Services Deputy.	50	Living Violence Free	\$38,000.00	Delinquency Prevention
8	Bradford	DP-137	Bradford County School Board	The Bridge Program	The Bridge Program will enroll eligible students suspended from school, evaluate and modify their educational placement, follow them one semester after returning to school, thus reducing negative behavior related to school, community, attendance and grades.	50	Staying in School	\$45,947.00	Delinquency Prevention
8	Gilchrist	DP-138	Gilchrist County School Board	Truancy and Delinquency Prevention	The program provides an aggressive approach about negative aspects of truancy, alternatives to suspension/expulsion instead of out-of-school, school safety, expanded prevention/outreach services, and being proactive to parents, students and the community.	100	Staying in School	\$41,567.00	Delinquency Prevention
8	Levy	DP-139	Big Brothers Big Sisters of North Central Florida	P.A.R. Program (School and Community Based Mentoring Program)	PAR Program will serve 70 youth through group and/or one on one mentoring. Mentoring and educational sessions will be school/site and community based. Levy youth (ages 12-17) identified as most "at-risk" will participate.	35	Staying in School	\$27,351.00	Delinquency Prevention
8	Levy	DP-191	Levy County Extension Service	Challenge to Succeed - Early Asset Development	Youth from high risk environments and exhibiting early extreme risky behavior are targeted for an array of services including: counseling, homework assistance and parents/school/church consultations aimed at building protective factors/assets.	40	Keeping Busy	\$27,350.50	Delinquency Prevention
8	Union	DP-140	Union County School District	Union County Alternative School	This program will focus on attendance, behavior and academics. By serving the students at an alternative setting with a low pupil/teacher ratio, we can give individual attention and focus on building self-esteem.	30	Staying in School	\$38,026.00	Delinquency Prevention
9	Orange	CC017	St. Mark Family Life Center, Inc.	St. Mark A.M.E. Civil Citation	The St. Mark A.M.E. Civil Citation Program will target zip codes 32811, 32808 and 32805, which represent the highest delinquency referral areas in Orange County. The program will engage, train and support youth participants diverted to the program by local law enforcement. The program is designed to provide focused activities centered on developing youths' capacity and appreciation for individual responsibility and accountability. The program will incorporate the principles balanced and restorative justice concept. This concept involves holding youth accountable, rectifying harm to communities, and providing services that will help to ensure youths' long-term personal success.	75	New	\$75,000.00	Civil Citation

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
9	Orange	DP-141	St. Mark Family Life Center, Inc.	St. Mark A.M.E. Operation 32811/32808/32805 (Operation Zip Code)	St. Mark A.M.E. Operation 32811/32808/32805 (Operation Zip Code) will engage, train, and support youth participants through focused activities centered on enhancing their capacity for resiliency. The intent of the program is to increase the probabilities of their obtaining long-term personal success in spite of the presence of multiple and intensified risk factors.	165	Keeping Busy	\$132,374.00	Delinquency Prevention
9	Orange	DP-142	Redeeming Light Community Services, Inc.	Keeping Up Alternative School Suspension Program	Keeping Up Alternative School Suspension Program provides a safe, structured academic environment for students (K-12) suspended from Orange County Public Schools. Behavior modification is conducted and student class assignments are kept up to date.	450	Staying in School	\$100,000.00	Delinquency Prevention
9	Orange	DP-193	The Center for Drug-Free Living, Inc.	The Orange County Village Houses	Truancy, suspension and delinquency reduction program serving high-risk communities in Orange County. The program provides safe-havens and after-school activities designed to minimize the effects of Risk Factors while promoting the development of Protective Factors among at-risk youth.	200	Living Violence Free	\$100,000.00	Delinquency Prevention
9	Orange	NB108	Ninth Judicial Circuit Court	Neighborhood Restorative Justice Program	The goal of this project is to repair harm done to victims and communities through a non-adversarial process of victim empowerment while enhancing community involvement with juvenile offenders. The victim has a voice; the offender is held accountable; and the community is involved in restoring a sense of neighborhood cohesiveness.	200	Implementing Grants	\$42,692.00	Neighborhood Accountability Board
9	Orange	Q2023	Human Services Associates (HSA), Inc.	Bridges to Success	The Bridges to Success program will provide individual assessment and a range of skills development, intervention and supports for assisting high risk emotionally disturbed and emotionally handicapped students to provide them the best chance to be self sufficient.	90	Living Violence Free	\$79,996.00	Title II
9	Orange	Q2027	Informed Families of Dade County, Inc. (Orlando)	Grandparents Raising Grandchildren (GRG) - Orlando	Grandparents Raising Grandchildren of Orlando This program develops grandparent support groups, empowers the entire family and provides positive alternative activities for both the youth and grandparent caregivers.	75	Staying in School	\$80,000.00	Title II
9	Orange	Q2031	Ninth Judicial Circuit Court	Pay Up	The Pay Up program utilizes the principles of restorative justice to ensure that juvenile are held accountable to restore their victims, to pay court fees, and to complete productive community service work.	300	Getting a Job	\$45,474.00	Title II
9	Orange	Q2032	Orange County Youth and Family Services Division	Orange County Truancy Court	The program will establish a truancy court. In addition to the truancy court, the program will provide counseling, community service, mentoring, and case management.	125	Staying in School	\$80,000.00	Title II

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9	Osceola	DP-143	The Center for Drug-Free Living, Inc.	Osceola Neighborhood Enrichment Centers & Village Houses	Truancy, suspension and delinquency reduction programs serving high-risk communities in Osceola County. The program provides safe-havens and after-school activities designed to minimize the effects of Risk Factors while promoting the development of Protective Factors among at-risk youth.	190	Keeping Busy	\$101,973.00	Delinquency Prevention
10	Hardee	DP-144	Florida Ridge Big Brothers Big Sisters, Inc.	One to One Mentoring	Providing mentoring to at-risk youth using criteria set forth, to reduce involvement in the juvenile system through mentoring and exposure to the arts, technology and/or sports. Using POE, children will improve or maintain level.	40	Living Violence Free	\$45,574.00	Delinquency Prevention
10	Highlands	DP-145	The School Board of Highlands County	Home/School Liaisons	Home/School Liaisons (2) will make visits to the parents of students referred by guidance support committees due to attendance or discipline problems.	250	Staying in School	\$42,802.00	Delinquency Prevention
10	Highlands	DP-146	The School Board of Highlands County	Alternative Education	The caseworker supplied by this grant funding will provide orientation, case management and transition services for students assigned to the alternative center.	65	Staying in School	\$25,362.00	Delinquency Prevention
10	Polk	DP-147	The Freedom Center of Lakeland	Juvenile Prevention Program	Impact the lives of at risk youth in order to stop the cycle of chronic juvenile offenders, through daily programs, including after school recreation, reading, tutoring, counseling, mentoring, health/substance awareness, parenting, and job placement.	600	Staying in School	\$68,692.00	Delinquency Prevention
10	Polk	DP-148	Central Florida RC&D	Lake Wales After School Program	This is an after school program carried out in the neighborhoods in which the children and families live. This program is designed to engage the children in positive activities, tutoring and mentoring from their own family members and neighbors.	125	Keeping Busy	\$100,858.00	Delinquency Prevention
10	Polk	DP-149	Polk County Drug Court	Prevention, Early Intervention and Treatment	Program for providing early prevention and intervention services to at-risk youth using science-based prevention program and intensive therapeutic services. Twenty percent of clients will be youth who are being diverted from juvenile justice system.	200	Staying in School	\$45,769.00	Delinquency Prevention
10	Polk	Q2036	Tenth Judicial Circuit	Polk County Drug Court Treatment Program	The Polk County Drug Court Treatment Program will provide drug treatment services, through an intensive family-based prevention and intervention program targeting pre-delinquent youth.	205	Living Violence Free	\$79,763.00	Title II
11	Dade	CC009	City of South Miami and South Miami Police Department	South Miami Civil Citation Program	This project will assist first-time youth offenders in addressing issues related to their behaviors through counseling, educational support and life skills training, using these components as a comprehensive intervention technique to prevent future arrests and involvement in criminal activity and improve behaviors and attitudes.	75	Expansion	\$75,000.00	Civil Citation

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
11	Dade	DP-150	World Literacy Crusade of FI, Inc.	Girl Power	The Girl Power After-School program (GP) assists female students who have served at least 2 days of outdoor school suspension. GP is designed to deter against future outdoor suspensions, reduce illiteracy and prevent pregnancy among adolescent girls. Objectives are achieved through tutoring, anger management training and counseling for pregnancy division.	75	Staying in School	\$100,000.00	Delinquency Prevention
11	Dade	DP-151	TROY Community Academy (a Brown Schools Foundation program)	The Early Identification and Intervention Program (EIIP)	The proposed program will provide a mechanism to facilitate early identification of youth with 3 or more of the risk factors associated with chronic juvenile delinquency as well as five or more disciplinary referrals within the school system. The program will then provide youth and any eligible siblings with an alternative education program, an after-school program five days per week, participation in Youth Crime Watch and a parent/child social skills and household management program that also fosters adult literacy.	60	Staying in School	\$100,000.00	Delinquency Prevention
11	Dade	DP-152	Concerned African Women, Inc.	New Dimensions in Literacy	Juvenile Diversion project embodied within an after-school reading program.	100	Staying in School	\$100,000.00	Delinquency Prevention
11	Dade	DP-153	Family Christian Association of America, Inc. (FCAA)	Walking Tall Project	The purpose of this project is to provide best practiced intervention strategies that promote positive growth and development among in-school youth with risk factors that increases their potential for school failure and involvement in delinquent activities.	50	Staying in School	\$100,000.00	Delinquency Prevention
11	Dade	DP-154	Life Impact, Inc.	Life Skills Management	The Life Skills Management Program will address the family and individual/peer needs of youth ages 10-17, deemed to be high risk by providing multiple services to meet their needs.	100	Keeping Busy	\$100,000.00	Delinquency Prevention
11	Dade	DP-155	Urgent, Inc	Rites of Passage Intervention and Prevention Program	The program is an intensive, focused, and sustained prevention and intervention program designed to empower girls between the ages of 8-17, with the knowledge, skills and abilities to transition successfully from adolescence into adulthood, equipping them with the tools necessary to effect positive change in their lives and communities.	75	Keeping Busy	\$100,000.00	Delinquency Prevention
11	Dade	DP-156	Hosanna Community Foundation, Inc.	The Children and Adolescent Program (CAP)	The proposed program herein is a Children and Adolescent Program entitled "CAP". It is designed to decrease risk factors in youth through small group sessions with major emphasis on enhancement of academic/career development skills.	80	Staying in School	\$31,900.00	Delinquency Prevention

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Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
11	Dade	K2003	Community Coalition, Inc.	CCI Prevention Program	CCI's prevention program will serve youths exposed to a minimum of two risk factors. The program targets Middle and High School youths (12-17). We provide ongoing guidance workshops for middle schools, and after school job placement for high school youths. 95% of participants will remain crime free for one year.	500	Staying in School	\$385,000.00	Legislative Initiative
11	Dade	K2004	New Horizons Community Mental Health Center, Inc.	New Horizons Youth Academy	The Youth Academy is an after school rehabilitation day treatment program for middle school age youth who are at risk for anti-social or delinquent behaviors. The services are geared toward assisting these youth in developing appropriate coping skills, improving academic and social skills that will enable them to lead socially acceptable and productive lives. Funded by the Probation budget for \$200,000.00, but managed by Prevention.	60	Staying in School		Legislative Initiative
11	Dade	NB107	Metro-Miami Action Plan Trust	Restorative Justice Neighborhood Accountability Board	Metro-Miami Action Plan (MMAP) Trust proposes to continue to administer and implement a Restorative Justice/Neighborhood Accountability Boards "a community driven" project in the Carol City/Opa Locka Neighborhood and now expanding to the Liberty City area of Miami-Dade County. The board will maintain conference hearings in the community of youthful offenders referred for misdemeanor offenses. Parents/guardians are required to participate.	50	New Planning and Implementation	\$30,000.00	Neighborhood Accountability Board
11	Miami-Dade	Q0005	Micosukee Tribe of Florida	Micosukee Youth Activities	The Micosukee Youth Activities Program will target approximately 86 community youth, ages 12-17. An interdisciplinary approach with existing resources and services will be mobilized to support a coordinated and comprehensive program.	95	Keeping Busy	\$60,000.00	Title II
11	Miami-Dade	Q2001	Agape Family Ministries	Agape Community Based Counselor Program	The Agape Community Based Counselor Program will provide counseling, incentives and expressive arts in areas of anger, substance abuse, self-esteem for youth ladies and their families.	100	Staying in School	\$69,170.00	Challenge Grant
11	Miami-Dade	Q2006	Miami-Dade Empowerment Trust, Inc.	The Rites of Passage Intervention and Prevention Program (ROP)	The Rites of Passage Intervention and Prevention Program is designed to empower girls between the ages of 10-16, with the knowledge, skills and abilities to successfully effect positive change in their lives and communities.	50	Keeping Busy	\$75,000.00	Challenge Grant
11	Miami-Dade	Q2008	Academy for Better Communities	Norland Partnership for Youth-Intensive Anti-Violence Component	The Norland Partnership for Youth-Intensive Anti-Violence Component will enhance social competence and academic success for elementary and middle school children. Modules include counseling, case management, crisis intervention, and violence and substance abuse.	60	Living Violence Free	\$79,358.00	Title II

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
11	Miami-Dade	Q2009	ASPIRA of Florida, Inc.	ASPIRA Youth and Community Against Violence (West Palm Beach)	The Youth and Community Against Violence program will target Hispanic youth ages 12 to 15 years old, utilizing the scientific based model "Life Skills Training Program" providing social competencies, high expectations, an external support system.	60	Living Violence Free	\$80,000.00	Title II
11	Miami-Dade	Q2012	Carlos Albizu University	Bright Futures Program	The Bright Futures Program offers psychosocial and educational intervention to children ages 7-11 who display mild behavioral problems.	120	Living Violence Free	\$78,150.00	Title II
11	Miami-Dade	Q2013	Children's Psychiatric Center, Inc.	Functional Family Therapy	Functional Family Therapy will serve "Little Haiti" community youth ages 17 and under in a highly structured, short-term family intervention. Special emphasis will target adolescents with multicultural needs as well as siblings of offenders.	50	Living Violence Free	\$80,000.00	Title II
11	Miami-Dade	Q2016	Community Crusade Against Drugs (CCAD)	Anakangkat	The program is a science-based prevention program providing tutoring, mentoring, and utilizing a Sylvan learning lab for youth in the Opa Locka community.	60	Staying in School	\$80,000.00	Title II
11	Miami-Dade	Q2018	Drug-Free Youth in Town	D-FY-IT	The D-FY-IT program provides comprehensive after-school and weekend prevention activities designed to decrease the use/abuse of alcohol, tobacco and other drugs.	499	Keeping Busy	\$80,000.00	Title II
11	Miami-Dade	Q2022	Homestead Police Department	Building Resilient Youth through Academic Enrichment	The Building Resilient Youth through Academic Enrichment program will provide academic enrichment utilizing computers, mentoring, conflict resolution and image building through positive activities, which promote pro-social bonding within the community.	250	Staying in School	\$80,000.00	Title II
11	Miami-Dade	Q2025	Informed Families of Dade County, Inc. (Miami)	Grandparents Raising Grandchildren (GRG) - Miami	Grandparents Raising Grandchildren of Miami-Dade. This program develops grandparent support groups, empowers the entire family and provides positive alternative activities for both the youth and grandparent caregivers.	75	Staying in School	\$80,000.00	Title II
11	Miami-Dade	Q2030	Life Impact, Inc.	Counseling/Anger Management/Parenting Program	The Counseling/Anger Management/ Parenting Program addresses family needs and individual needs of youth between the ages of 7 and 17 years old, by providing individual/family counseling, life skills lessons and parenting skills.	100	Keeping Busy	\$60,000.00	Title II
11	Miami-Dade	Q2039	Victim Services Center	At-Risk Youth Victimization Program	The At-Risk Youth Victimization program is a county-wide youth victimization counseling, social service intercession and case management module. The At-Risk Youth Victimization program is a countywide youth victimization counseling, social service.	75	Living Violence Free	\$62,100.00	Title II
11	Miami-Dade	Q2041	YWCA of Greater Miami-Dade	YWCA Hialeah Alternative Day Program	The Hialeah Alternative Day Program will provide suspended youth remedial education, tutoring and individual/group counseling.	120	Staying in School	\$80,000.00	Title II
11	Miami-Dade	Q2042	City of North Miami	Project FOCUS	Project FOCUS will provide an alternative education program for suspended youth from middle to high school.	300	Staying in School	\$100,000.00	Title V

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Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
12	Desoto	DP-157	Teen Court of Desoto County, Inc	Desoto County Teen Court	The program allows youth to play a part in helping first time misdemeanor offenders receive constructive sentences for their offenses. It serves to alleviate the delinquency rate in the county and educate youth about the Judicial System.	120	Living Violence Free	\$47,634.00	Delinquency Prevention
12	Manatee	DP-158	Jewish Family & Children's Service of Sarasota-Manatee, Inc.	JFCS-LINC Lincoln Intervention Center	JFCS-LINC provides comprehensive services including individual and group counseling, family counseling, and tutoring. Outcomes include reductions in rates of juvenile crime, disciplinary referrals, out-of-school suspensions and increased knowledge of substance abuse among program youth.	135	Staying in School	\$42,903.00	Delinquency Prevention
12	Manatee	DP-159	Manatee Youth for Christ	Youth Guidance/8-Ball	8-Ball is designed to transform a youth that is at risk of becoming a chronic offender into a non-offender. This will be accomplished through small groups, mentoring, trips, and activities.	156	Living Violence Free	\$77,765.00	Delinquency Prevention
12	Sarasota	CC011	City of Sarasota Police Department	Civil Citation Project for Sarasota	This project develops a juvenile offender diversion and restorative justice system for Sarasota using civil citations and a Neighborhood Accountability Board, Bay Area Youth Services, or Teen Court to determine community service requirements and intervention services for diverted youth to reduce delinquency by 30% in five years.	72	Enhancement Project	\$61,555.00	Civil Citation
12	Sarasota	DP-194	Jewish Family & Children's Service of Sarasota-Manatee, Inc.	JFCS-MARC and JFCS-NPARC	JFCS-MARC/NPARC provides comprehensive services including individual and group counseling, family counseling, tutoring and mentoring. Outcomes include reductions in rates of juvenile crime, disciplinary referrals, out-of-school suspensions and increased knowledge of substance abuse among program youth.	225	Staying in School	\$100,000.00	Delinquency Prevention
12	Sarasota	DP-195	Family Counseling Center of Sarasota County, Inc.	Specialized Program for At-Risk Students (SPARS)	Family Counseling Center (FCC) will collaborate with three alternative high schools (Opportunity High School, The High School Career Academy and Cysis) to care for the educational and mental needs of students. Services will be extended to student's families.	55	Living Violence Free	\$19,974.00	Delinquency Prevention
12	Sarasota	NB105	City of Sarasota Police Department	Implementation of Sarasota County Neighborhood Accountability Boards	Implementation of the Neighborhood Accountability Board (NAB) Strategic Plan for the north Sarasota neighborhoods. The Board is convening, hearing cases, and working with the offender and victim in preparing a plan of action for the offender to follow in order to repair the harm.	70	Implementing Grants	\$25,000.00	Neighborhood Accountability Board
13	Hillsborough	DP-160	Big Brothers Big Sisters of Tampa Bay, Inc	Project DOVE (Domestic Violence Emancipation Mentoring Program)	The DOVE Project provides comprehensive mentoring to children living in Hillsborough County who have witnessed domestic violence. Provided are case management/counseling services to clients and families, and specially trained volunteers to serve as mentors.	175	Living Violence Free	\$124,051.00	Delinquency Prevention

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
13	Hillsborough	DP-161	Mental Health Care, Inc	Project End Violence Early (E.V.E.)	Project End Violence Early aims to reduce or eliminate domestic violence among participants by providing clinical services to youth and their families. The program offers clinical case management, case staffing, therapy, assessments, and psychiatric consultation.	90	Living Violence Free	\$170,000.00	Delinquency Prevention
13	Hillsborough	DP-162	Corporation to Develop Communities of Tampa Inc.	Men II Boys	This program is designed to identify at risk youth prior to them becoming delinquent. It will provide mentoring services, reduce and resolve issues that will prevent the youth from further entrance into the Justice System.	105	Staying in School	\$74,500.00	Delinquency Prevention
13	Hillsborough	NB101	Thirteenth Judicial Circuit, Administrative Offices of the Court	Hillsborough County Neighborhood Accountability Board	The NAB's provide community led, restorative justice based services for diversion eligible youth. Involvement in the NAB process provides a unique forum for victim participation in conferences, allows community members to advocate for neighborhood safety and youth development, and the defendant and their family to reconcile themselves with their community.	145	Implementing Grants	\$44,740.00	Neighborhood Accountability Board
14	Bay	DP-163	Anchorage Children's Home	Collaboration for Outreach and Suspension Avoidance (COSA)	Collaboration for Outreach and Suspension Avoidance will keep youth off the streets by providing suspension diversion with Boy's and Girl's Clubs and After School Assistance Program for youth ages 6-17, high-risk youth.	450	Keeping Busy	\$99,154.00	Delinquency Prevention
14	Calhoun	DP-164	Calhoun County Sheriff's Department	Calhoun County Community Youth Liaison	The Calhoun County Sheriff's Community Youth Liaison places a sworn law enforcement officer in the school district system to serve as a school safety officer, a children's advocate, and a truant officer.	100	Staying in School	\$39,581.00	Delinquency Prevention
14	Gulf	DP-166	Gulf County School District	Keeping Students in School	Gulf's School District's 'Keeping Students in School' program targets students' ages 10-17 who exhibit a pattern of chronic truancy as defined by state statute. The reduction of truancy is an ongoing process which involves parents, the school and community partners.	80	Staying in School	\$38,425.00	Delinquency Prevention
14	Holmes	DP-167	Holmes County School Board	Graduation Assistance Program	The grant will provide support personnel from the Sheriff's Department and Life Management Center to the Graduation Assistance Program, which is a school system program that provides an alternative to suspension and expulsion for students. The program will provide counseling, tutoring, self esteem enhancement and mentoring.	20	Staying in School	\$40,682.00	Delinquency Prevention
14	Jackson	DP-168	Jackson County Teen Court Inc.	Jackson County Teen Court	Teen Court is a diversion program for first-time misdemeanor offenders between the ages of 10 and 17. Components include counseling, community service, character training, and alternative sanctions. Youths are held accountable for their actions.	100	Living Violence Free	\$52,964.00	Delinquency Prevention

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Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
14	Washington	DP-169	Washington County School Board	Youth Delinquency Prevention Program	The Youth Delinquency Prevention Program is established to prevent youth delinquency through intervention strategies that will reduce truancy rates, disciplinary referrals, and incidents of crime and violence on school campuses, and improve students' academic achievement.	120	Staying in School	\$43,848.00	Delinquency Prevention
15	Palm Beach	DP-170	City of Pahokee	Pahokee Connection II	We serve youth with at least three major risk factors according to the DJJ Delinquency Prevention Plan. We provide tutorial, community service, recreation and law related education.	250	Keeping Busy	\$100,000.00	Delinquency Prevention
15	Palm Beach	DP-171	Eckerd Youth Alternatives, Inc.	Eckerd Hi-Five Program at Washington Elementary	The High-Five Program is a school-based violence and substance abuse prevention program that will serve 239 at-risk 4th, 5 th and 6th Graders at Washington Elementary School in West Riviera, Florida. Services include 1. Classroom presentations of a curriculum proven to reduce violence by the U.S. Department of Education Safe and Drug-Free Schools and chosen as an effective substance abuse prevention program by CSAP; 2. Small group and individual sessions with youth most at-risk, and 3. Parent/Teacher training. The Eckerd program has received preliminary reports of effectiveness by the Harvard University Graduate School of Education.	239	Living Violence Free	\$93,831.44	Delinquency Prevention
15	Palm Beach	DP-172	ASPIRA of Florida, Inc.	ASPIRA Youth and Community Against Violence	ASPIRA will provide a program for 60 high risk Hispanic and other youth that will decrease school and community risk factors and increase protective factors via social competencies and external support.	60	Living Violence Free	\$100,000.00	Delinquency Prevention
15	Palm Beach	DP-173	School District of Palm Beach County, Department of Safe Schools	Project Harmony	Project Harmony is a middle school-based program designed to work with youth at five target middle schools. Youth referred demonstrate below grade level performance or failure; high number of discipline referrals; high absenteeism rate; and or reside in high crime neighborhood. Services include case management; participation in the after-school program; attendance at a week-long leadership camp retreat and day long experiential team building activities.	141	Keeping Busy	\$100,330.00	Delinquency Prevention
15	Palm Beach	NB104	City of Riviera Beach	Riviera Beach Neighborhood Accountability Board	The Riviera Beach Neighborhood Accountability Board (NAB) will be a board of the existing Weed and Seed Advisory Board. The NAB will also include other community residents and is established using the illustrative principles and concepts of restorative justice. The approach is to implement this as component of Weed and Seed with the expressed intent that restorative remedies for juvenile crime are most effective when they rely on local community members who are interested in working with youth in high crime areas.	150	Implementing Grants	\$23,748.00	Neighborhood Accountability Board

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
16	Monroe	CC006	Monroe County Sheriff's Office	Monroe County Sheriff Civil Citation	Enhance the citation program and expand services to Monroe County youth by providing a part-time case-manager to maximize services in the middle and upper keys; provide drug testing and assessments for referrals, provide educational components including: Y.E.S. program addressing retail theft; and anger management counseling, thereby reducing delinquency.	139	Enhancement Project	\$26,832.00	Civil Citation
16	Monroe	DP-174	Florida Keys Children's Shelter Inc.	Truancy Intervention	Provide a Truancy Intervention Specialist to address the problem of staying in school by providing the truant and suspended youth with academic assistance life skills groups. Serve as the fiscal agent for the provision of mental health/substance abuse assessment services for Monroe County.	220	Staying in School	\$66,554.00	Delinquency Prevention
17	Broward	CC007	Broward County Sheriff's Office	Civil Citation Program	The Lauderdale Lakes District 4 Civil Citation Program will provide misdemeanor and third degree felony offenders an alternative to judicial processing. The program will apply the restorative justice philosophy and practices, using community service projects as a means to "restore" victims and the community and to promote pro-social behavior for early offenders.	84	Expansion	\$84,000.00	Civil Citation
17	Broward	CC008	Fort Lauderdale Police Department	Fort Lauderdale Civil Citation Program	This enhanced program will provide diversion services to 90-100 youth in the 33311 and 33313 zip codes referred by the City of Fort Lauderdale Police Department (FLPD) and the State Attorney's Office (SAO). The Starting Place, Inc. (TSP) will be the subcontracted provider that will provide Psychosocial Assessments, counseling, urinalysis and in coordination with the FLPD, Supervised Community Service Projects.	100	Expansion	\$93,635.00	Civil Citation
17	Broward	DP-175	Communities in Schools	Families and Schools Together (F.A.S.T.)	F.A.S.T. is a parent partnership/prevention program for youth 8 -15, with alcohol and drug abuse, school failure and juvenile delinquency risk factors. FAST has received recognition from the USOJJ for its outstanding outcomes.	140	Staying in School	\$124,500.00	Delinquency Prevention
17	Broward	DP-176	Broward Sheriff's Office	Community Justice Program	The Community Justice Program will provide arrested youth an alternative to judicial processing, using the restorative justice practice of conferencing. Juvenile offenders will meet with their victim(s) to resolve and "make whole" the wrong committed.	200	Living Violence Free	\$107,687.00	Delinquency Prevention
17	Broward	DP-177	South Broward Hospital District, d/b/a Memorial Healthcare System	Operation Turn Around (OTA) Program	Operation Turn Around provides counseling, crime prevention, educational and recreational services to students in the Miramar/Pembroke Pines/West Hollywood corridor who exhibit multiple risk factor problem behaviors. The expected outcomes include an increase in awareness of the dangers of substance use/abuse, decrease in delinquency referrals, increase in school attendance and positive bonding and an increase in grades.	105	Keeping Busy	\$102,805.00	Delinquency Prevention

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Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
17	Broward	DP-178	ASPIRA of Florida, Inc.	ASPIRA REACT	ASPIRA will provide a program for high-risk Hispanic and other youth in Broward County that will decrease individual/peer and family risk factors and increase protective factors via social competencies and family support.	50	Living Violence Free	\$100,000.00	Delinquency Prevention
17	Broward	Q2014	City of Miramar	Miramar Community Youth Crime Watch	The Miramar Community Youth Crime Watch program will provide positive programming for at risk youth ages 12 to 16 years old, with individual and group crime, drug and violence prevention education.	50	Keeping Busy	\$27,775.00	Title II
18	Brevard	DP-179	Eckerd Youth Alternatives	Eckerd Hi-Five Program at Croton Elementary	The Hi-Five Program is a school-based violence and substance abuse prevention program that will serve 208 at risk 3rd, 4th, and 5th graders at Croton Elementary School in Melbourne, Florida in the high priority zip code of 32935. Services include 1. Classroom presentations of a curriculum proven to reduce violence by the U.S. Department of Education Safe and Drug-Free Schools and chosen as an effective substance abuse prevention program by CSAP; 2. Small group and individual sessions with youth most at risk, and 3. Parent/Teacher training. The Eckerd Program has received preliminary reports of effectiveness by the Harvard University Graduate School of Education.	208	Living Violence Free	\$100,000.00	Delinquency Prevention
18	Brevard	DP-180	Circles of Care, Inc.	Children First	Children First will address the needs of high-risk delinquent youth and their families through a comprehensive prevention and intervention program that focuses on family and school risk factors by providing education and counseling services.	200	Staying in School	\$96,235.00	Delinquency Prevention
18	Brevard	Q2015	ComeUnity, Inc.	Youth Entrepreneurship Project	The Youth Entrepreneurship Project will teach the fundamentals of becoming an entrepreneur and how, through investing, families can earn money.	210	Staying in School	\$58,786.00	Title II
18	Brevard	Q2017	Crosswinds Youth Services, Inc.	Domestic Violence Diversion Program	The Domestic Violence Diversion Program will provide domestic violence offenders, aged 16 and under, and their families, with skill-based anger management and parenting support groups.	50	Living Violence Free	\$40,863.00	Title II
18	Brevard	Q2048	Department of Housing and Human Services	Together in Partnership (TIP)	Funds will be used to address the identified risk factors in the county's Comprehensive Strategy 3 Year Plan. Also, these funds will provide the county resources to place emphasis on a balanced approach in addressing services targeting youth from pre-natal through adulthood.	0		\$100,000.00	Comprehensive Strategy
18	Brevard	Q3001	Brevard County Board of County Commissioners	BIGS in School Mentoring	To provide students attending Cambridge and Endeavor Elementary Schools with an adult Mentor one hour a week.	60	Staying in School	\$59,576.00	Title V

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
18	Brevard	Q3002	Brevard County, Board of County Commissioners	Classroom Based Early Intervention and Prevention Program at Sherwood Elementary	The proposed school-based violence and substance abuse prevention program will serve 459 at-risk 3rd, 4th and 5th graders at Sherwood Elementary School in Melbourne, Florida in the high priority zip code of 32935.	325	Living Violence Free	\$98,253.00	Title V
18	Seminole	DP-181	Seminole County Sheriff's Office	Seminole Collaborative Youth Initiative	This initiative addresses the needs of habitual truants and ORT completers by providing positive behavior reinforcement and training in basic life skills, self-esteem, the effects of alcohol/drug use, behavioral consequence, and family classes.	1900	Staying in School	\$125,642.00	Delinquency Prevention
18	Seminole	Q2004	Informed Families of Dade County, Inc. (Girl Power)	Girl Power (Longwood)	The Girl Power program encourages 9-14 years old ladies to make the most of their lives by providing life skills, self-esteem classes, and intervention to stop loss of self-confidence and self worth.	25	Keeping Busy	\$15,000.00	Challenge Grant
19	Indian River	DP-182	Substance Abuse Council of Indian River County	Teen STEP (Short Term Excellence Program)	Teen STEP is a 12 week after school program designed, for ages 15 and under, to keep youth busy and reduce risk factors present in their lives that make them at greatest risk of delinquent behavior by providing Academic enrichment & homework support; structured recreational activities and mobile R.O.P.E.S.; computer and photo skill building labs; "SmartMoves" Curriculum; conflict resolution services; Consequences of Crime; community service projects, and field trips.	100	Keeping Busy	\$78,954.00	Delinquency Prevention
19	Indian River	Q3003	City of Vero Beach	Truancy Intervention Program	Program provides counseling services and case management to increase school attendance, prevent students from entering the juvenile justice system and/or becoming chronic offenders.	300	Staying in School	\$100,000.00	Title V
19	Martin	DP-183	Tykes & Teens, Inc.	Alternative to Out of School Suspension Program	A therapeutic, educational, supervised alternative for middle and high school students who live in Martin County and have received an Out of School Suspension.	200	Staying in School	\$89,806.00	Delinquency Prevention
19	St. Lucie	DP-184	Boys & Girls Club of St. Lucia County	Youth Intervention & Diversion Program	This program proposes to reduce violent offenses of youth that are at greatest risk of becoming involved or further involved in the juvenile justice system, by providing conflict resolution classes, tutoring, community service, recreation, individual and family counseling.	80	Living Violence Free	\$118,485.00	Delinquency Prevention
19	St. Lucie	Q2044	St. Lucie County Board of County Commissioners	St. Lucie Mental Health Collaborative	The St. Lucie County Mental Health Collaborative program is designed to reduce out-of-home placements by providing intensive on-site therapy, case management, and psychiatric services.	20	Service Delivery	\$100,000.00	Title V

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Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
20	Charlotte	DP-185	Charlotte County Public Schools	Delinquency Prevention Program	The Delinquency Prevention Program will reduce at-risk factors in the lives of youth (12-17) so that they are less likely to engage in delinquent behaviors and are more likely to be successful in school. Services include need assessments, substance abuse & violence prevention education, counseling, and mentoring. Students' school performance is expected to improve, suspension and truancy rates to drop.	165	Staying in School	\$80,148.00	Delinquency Prevention
20	Collier	CC015	Collier County Sheriff's Office	Collier County Juvenile Citation Program	The Collier County sheriff's Office will establish a juvenile civil citation program to divert juveniles who have committed select minor criminal offenses from formal judicial proceedings into a program of community service work.	90	New	\$61,628.00	Civil Citation
20	Collier	DP-186	Collier County Sheriff's Office	Collier County Juvenile At Risk (JAR) Program	The Collier County Juvenile At Risk (JAR) Program will provide intensive intervention, supervision, and case management services to at risk youth between the ages of 10 and 17 who might otherwise be overlooked.	81	Staying in School	\$119,813.00	Delinquency Prevention
20	Glades	DP-187	Glades County Schools	Community Intervention on Juvenile Crime	Fifty potential dropout students will be served. A resource officer will monitor and intervene with truant students effectively reducing truancy, drop out rate, violence and community crime through the use of counseling and community referrals.	50	Staying in School	\$31,001.00	Delinquency Prevention
20	Hendry	DP-188	Hendry County School Board	Academy Aftercare Program	Retain a counselor to work with students at LYDA, working to transition back to their home school, and at their home school. Outcome: student commitment toward school, and improved behavior reducing their return to LYDA.	83	Staying in School	\$49,903.00	Delinquency Prevention
20	Lee	CC010	20th Judicial Circuit Ft. Myers	Fort Myers Juvenile Justice Civil Citation Project	The Fort Myers Juvenile Civil Citation Program is currently in the planning stages. The plan is for the program to divert youth with non-serious misdemeanor charges who live in the city of Fort Myers, with special emphasis on the 33916 zip code within the judicial system. Youth referred from the Ft. Myers Police Department will receive monitoring and support services through the Quality Life Center to decrease the risks for re-offense.	40		\$59,759.75	Civil Citation
20	Lee	DP-189	Southwest Florida Addiction Services, Inc. (SWFAS)	Domestic Violence Diversion Program (DVD)	The DVD Program will work with youth arrested for misdemeanor domestic violence or other family related violent charges. Anger management and family therapy will be provided to improve family conflict/family management skills and reduce recidivism.	80	Living Violence Free	\$100,000.00	Delinquency Prevention
20	Lee	DP-190	Big Brothers Big Sisters of Southwest Florida, Inc.	Student Intervention Partnership (SIP)	This ongoing collaborative effort matches eighty (80) at-risk Lee County ALC Middle School students with mentors and Mental Health Social Worker, who will meet with them one hour a week, throughout the student's enrollment at the school, to provide them with a positive role model and aide in improving academics, attendance and behavior.	80	Staying in School	\$74,609.00	Delinquency Prevention

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
20	Lee	NB102	Lee County Department of Human Services	Lee County Neighborhood Accountability Board	A coordinator will work with Florida Gulf Coast University and the NABs in eight neighborhoods. Coordinator will conduct pre-conferencing, neighborhood outreach, and NAB support. Funding will allow for expansion to Merchant Boards and additional neighborhoods. Funds will provide for travel and training for staff, NAB members, and coordinator.	65	Implementing Grants	\$57,194.00	Neighborhood Accountability Board
20	Lee	NB113	Florida Gulf Coast University	Neighborhood Accountability Board Initiative	This project will work cooperatively with the Lee County Human Services NAB in addressing the community and system needs and enhancing and expanding NABs in Circuit 20. The project will further the community restorative justice philosophy by involving the victim, offender and community in repairing the harm caused by crime.	50	New Planning and Implementation	\$62,686.00	Neighborhood Accountability Board
20	Lee	Q2034	Southwest Florida Addiction Services, Inc.	Lee County Community Assessment Center Prevention Assessment	The Lee County Community Assessment Center Prevention Assessment will provide assessment, crisis counseling and referral services to youth and families in the walk-in component of the center.	400	Living Violence Free	\$79,598.00	Title II
20	Lee	U2001	City of Cape Coral	Cape Coral Youth Crime Intervention	Provides volunteer driven, safe and supervised youth sports and academic activities at the Youth Center to help develop positive attitudes, healthy lifestyles, community involvement and a commitment to live free of crime, violence and substance abuse.			\$50,000	Legislative Initiative
4,6,8,9,11,18	Duval, Pinellas, Alachua, Orange, Dade, Seminole	NB112	Florida Faith-Based Coalition, Inc.	Faith-Based Neighborhood Accountability Board Project	The Florida Faith-Based Coalition, Inc. proposes to develop and implement Neighborhood Accountability Boards (NAB) in six (6) communities identified by the Department of Juvenile Justice as high delinquency referral areas. These communities include Orlando, St. Petersburg, Sanford, Gainesville, Opa Locka, and Jacksonville. Coalition member churches will staff and host NAB conferences and activities on a bi-weekly bases in each of these communities. Coalition members will develop a community decision-making process based on restorative justice principles and values aimed at repairing harm committed against victims and communities. NABs will be comprised of representatives from local community stakeholders, community residents, civic organizations, and youth services providers. Input from victim, community members and offenders will be utilized by the board when deciding sanctions and consequences for juvenile offenders in the effort to hold them accountable and make amends for their delinquency behavior. Offenders and victims will be encouraged to voluntarily participate in the board process and after sanctions have been completed the case will be diverted from formal action. For cases that are formally handled in the juvenile justice system the court may divert or refer juvenile	500	New Planning and Implementation	\$171,430.00	Neighborhood Accountability Board

Appendix B

Circuit	County	Grant #	Agency Name	Program Name	Program Description	Youth	Program Type	Amount	Grant Type
					offenders to the NAB. An individualized accountability plan will be developed for each youth served by the NABs. Each NAB program will provide oversight components to ensure youth participation.				
9 & 11	Volusia, Miami-Dade	V4003	Hurricane Island Outward Bound School, Inc.	HIOB –CINS	Hurricane Island Outward Bound offers twenty-six (26) eleven-(11) person seventeen (17)-day wilderness expeditions and follow-up services for Children and Families in Need of Services. Program components emphasize self-discipline, team building, problem solving, and community service.	286	Living Violence Free	\$870,000	CINS
State	Statewide	V4P01	Florida Network of Youth and Family Services	CINS/FINS	The Network will coordinate and administer locally provided services to runaway, truant, ungovernable, homeless and other troubled youth and their families in 34 programs across the state. Services include short-term crisis residential care, nonresidential counseling, program and policy development, training and technical assistance, data collection, and contract management.	23,000	Living Violence Free	\$31,302,459	CINS
State	Statewide	V4004	PACE Center for Girls, Inc.	PACE Center for Girls	PACE Center for Girls provide quality, gender-responsive, school based programs for at risk girls that produce life-changing opportunities in 17 sites across the state. Services include non-traditional education, gender-specific life management skills, psychological counseling, health counseling, community service and transition follow-up. PACE also provides training and technical assistance, data collection and policy and program development.	892 Phase 1 2,500 Phase 2	Staying in School	\$9,810,627	PACE
State	Statewide	Inter-agency	Department of Military Affairs	Youth Challenge Program	Youth Challenge provides a highly disciplined and motivational environment that fosters academic and GED completion, leadership development, personal growth, self-esteem, and physical fitness for qualifying at-risk high school dropouts.	200	Staying in School	\$500,000	Legislative Initiative

Appendix C

2002-03 Fiscal Year Legislative Initiatives ¹

Circuit(s)	County	Program	Budgeted to Division	Operated by Division	Base Funding	New Funding	Total Funding
1	Escambia	Escambia After School Education	Prevention	Prevention	\$ 50,000		\$ 50,000
6	Pasco	PAR Adolescent Intervention Center	Prevention	Probation	725,000		725,000
6	Pasco	KIDS	Prevention	Prevention	200,000		200,000
7	Putnam	PAST	Prevention	Prevention	50,000		50,000
8	Bradford	Youth Challenge	Prevention	Prevention	450,000	50,000	500,000
11	Dade	Girls Advocacy Project (GAP)	Prevention	Detention	150,000		150,000
11	Dade	Community Coalition	Prevention	Prevention	385,000		385,000
13	Hills	Prodigy - Tampa	Prevention	Probation		600,000	600,000
18	Seminole	Seminole County Drug Court - Grove	Prevention	Probation		200,000	200,000
20	Lee	Cape Coral Youth Crime Intervention	Prevention	Prevention		50,000	50,000
Prevention and Victim Services Program							\$2,910,000
4, 6, 15, 18	Pinellas	Eckerd HI-5	Probation	Prevention	103,200	\$290,936	394,136
11	Dade	New Horizons Youth Academy	Probation	Prevention	200,000		200,000
Probation and Community Corrections Program							\$ 594,136

¹The Office of Prevention manages 10 of the Legislative Initiatives and the Probation Office manages 2 projects.

Source: Department of Juvenile Justice.

Appendix D

Response from the Department of Juvenile Justice

In accordance with the provisions of s. 11.51(5), *Florida Statutes*, a draft of our report was submitted to the Secretary of the Department of Juvenile Justice for his review and response.

The Secretary's written response is reprinted herein beginning on page 55.



STATE OF FLORIDA
DEPARTMENT OF JUVENILE JUSTICE

November 25, 2002

John W. Turcotte
Director, Office of Program Policy Analysis and Government Accountability
Florida Legislature
111 West Madison Street, Suite 312
Tallahassee, FL 32399-1475

Dear Mr. Turcotte:

Thank you for the opportunity to review the justification report of the Prevention and Victim Services Program of the Florida Department of Juvenile Justice conducted by OPPAGA earlier this year. The Department values independent review of its operations. The findings and recommendations contained in the report will help the Department of Juvenile Justice improve its business operations and accountability to the State.

The Department remains committed to delinquency prevention efforts as part of its continuum of services. The Department is proud of its effort to improve targeting of delinquency prevention funds toward youth most at-risk of becoming habitual juvenile delinquents before they enter the traditional juvenile justice system. The recent implementation of the Juvenile Justice Information System Prevention Web will help to measure the Department's success in this endeavor. Management reports will be generated on a quarterly basis to help determine progress with regard to youth with multiple risk factors who live in neighborhoods in high-risk zip codes. These results are anticipated to be included in the Department's annual report.

Your justification report identifies areas where the Department's Prevention efforts can improve by implementing established research-based programs and measuring their ability to address the needs of the youth in the program. I understand that Department staff has also undertaken to revise data collection methodology and utilization with regard to program design and deliverables.

Grant and Contract Management

The Department concurs with your findings regarding the management of grants and contracts. The Comptroller's report, issued earlier this year, provided the Department with an opportunity to retool the grant management system. The policy and procedures manual is scheduled for implementation before the end of this calendar year. It will contain the recommended policies regarding corrective actions and will also include provisions that apply to federally funded grants.

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The Department has relied on the Florida Network and its member agencies to carry the bulk of its delinquency prevention activities. This single statewide contract includes provisions for regular on-site program review by contracted program staff. Department staff reviews these reports at the same time Florida Network officials receive them. In addition, the Department conducts independent annual quality assurance reviews of the local programs. The Florida Network and its member agencies (programs) submit annual financial audits to the Department. These measures help to ensure compliance with Department policies and procedures.

The Department also conducts independent annual quality assurance reviews of the local PACE Centers for Girls. As for contract management of the Florida Network, PACE Center for Girls and Hurricane Island Outward Bound programs, I have directed staff to adopt policies and procedures including monitoring forms to provide for consistent review of the contracts to ensure better accountability.

Data Integrity

Prevention staff is working with the Bureau of Data and Research to improve the reliability of the data in the Juvenile Justice Information System (JJIS) Prevention Web by identifying those programs where data input is weak or non-existent. The Department is resolved to correct all deficiencies with JJIS. To accomplish this, the monitoring tools used by the Delinquency Prevention Specialists will be modified to include review of the integrity of data entered by the programs.

Coordinating

The report indicates a weakness in the area of formal interagency coordination at the state level. The Department of Juvenile Justice continues to be a co-sponsor of such interagency events as the **Prevention First** Conference sponsored by the Office of Drug Control, Departments of Children and Families, Health and Education and the Attendance Symposium co-sponsored with the Department of Education. Additionally, the Department is a co-sponsor of the Attorney General's **National Conference on Preventing Crime in the Black Community** and works with the Departments of Corrections and Education along with the Florida National Guard to address many community issues. These sponsorships are in the form of planning the events including who will speak and research that should be emphasized, as well as financial support and staff volunteers. While the interaction is not formal, it is substantive. In fact, the Departments of Children and Families, Health, and Juvenile Justice all rely on the same research-basis for programmatic funding. The Department will, however, solicit participation of agency officials working in areas relevant to delinquency prevention in an effort to regulate information exchange regarding various prevention services.

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Partnership Activities

The Department remains fully committed to the statutory charge of operating a three-bureau Office of Prevention and Victim Services. The statutes authorize the formation of circuit and county juvenile justice boards and councils, respectively. The Department relies upon these organizations to review and score grant applicants from their communities. Without adequate support, these local groups could not properly ensure local administrative processing and utilization of funds for delinquency prevention efforts. The use of federal funds to promote local interagency collaboration and cooperation is necessary and appropriate. However, to ensure that the Department is not operating outside Legislative directives, the Legislative leadership will be contacted to obtain formal approval for their continued support of these activities.

Again, the Department values such constructive feedback as was found in the draft justification review. The Department will strive to implement your recommendations so as to be better able to meet the demands of the state and help reduce juvenile crime and delinquency in Florida.

Cordially,

/s/
W. G. "Bill" Bankhead
Secretary