



**STATE OF FLORIDA  
DEPARTMENT OF JUVENILE JUSTICE**

**INTEROFFICE MEMORANDUM**

---

**DATE:** June 15, 2009  
**TO:** Frank Peterman Jr., Secretary  
**FROM:** *me* Mary Roe Eubanks, Inspector General  
**SUBJECT:** *me* Internal Audit's Six-Month Follow-up Report- *OPPAGA Report No. 09-01, DJJ Should Monitor Network and PACE Administrative Services and Revise Policies to Serve Appropriate Youth*

---

In January 2009, the Office of Program Policy Analysis & Government Accountability (OPPAGA) released Report Number 09-01, *DJJ Should Monitor Network and PACE Administrative Services and Revise Policies to Serve Appropriate Youth*. This report addresses the two largest prevention contracts funded by the Department. Florida Statute requires that the Office of the Inspector General conduct a six-month follow-up for all OPPAGA and Auditor General Reports. The statute also requires that a copy of the six-month follow report be filed with the Joint Legislative Auditing Committee (JLAC).

In June 2009, the Bureau of Internal Audit conducted six-month follow-up activities in coordination with the Office of Prevention and Victim Services. All OPPAGA's applicable findings and recommendations have been addressed. Attached, please find a copy of the follow-up report.

Please feel free to contact Michael Yu, Audit Director, at 921-5698 if you have any questions.

ME/my

Cc: Rod Love, Deputy Secretary  
Kelly Layman, Chief of Staff  
Gary R. VanLandingham, Ph.D., Director of OPPAGA  
Kathy DuBose, Director, Legislative Auditing Committee

---

2737 Centerview Drive • Tallahassee, Florida 32399-3100 • (850) 488-1850

Charlie Crist, Governor

Frank Peterman, Jr., Secretary

*The mission of the Department of Juvenile Justice is to increase public safety by reducing juvenile delinquency through effective prevention, intervention, and treatment services that strengthen families and turn around the lives of troubled youth.*

*JLAC  
Rec 6/16/09*

Department of Juvenile Justice  
 OIG Bureau of Internal Audit  
 Follow-Up On OPPAGA Review Number 2009-01  
 “DJJ Should Monitor Network and PACE Administrative Services and Revise Polices to Serve Appropriate Youth”  
 Status of Corrective Actions  
 As of June 2009

<b>OPPAGA Recommendations</b>	<b>Agency Response</b>	<b>Status of Implementation</b>
<p><b>Finding 1:</b> Using a single contractor for CINS/FINS services provides expertise, accountability, consistency, and flexibility to the state; the department does not currently have the resources or expertise necessary to effectively manage each provider contract individually.</p>	<p>The department concurs that using a single contractor for CINS/FINS services provides expertise, accountability, consistency, and flexibility to the state and will continue this practice. While the department does have the expertise to effectively manage each provider contract individually, we do not have the resources necessary to utilize the expertise due to previous budget and staff reductions, as the report points out.</p>	<p>The department currently contracts with the Florida Network of Youth and Family Services in order to manage the CINS/FINS subcontracts. This contract is valid until December 2010.</p>
<p><b>Finding 2:</b> The Network's monitoring of its subcontractors has been effective in identifying and resolving issues requiring corrective action. However, the department has not developed a process to monitor the Network's administrative services.</p>	<p>The department concurs that it should provide oversight of the Network's administrative functions in the single contract model and is currently developing a monitoring tool to effectively monitor the Network Central Office and its administrative functions. The department has made great efforts to enhance monitoring and service delivery by utilizing department contract monitors.</p>	<p>In order to effectively monitor the Florida Network's administrative services, department staff has developed a monitoring tool that will be utilized. The monitoring process will include quarterly monitoring visits to the administrative office.</p>
<p><b>OPPAGA Recommendations</b></p> <p>The department to develop a process to monitor the Network's administrative services.</p>	<p><b>Agency Response</b></p>	<p><b>Status of Implementation</b></p>

Department of Juvenile Justice  
 OIG Bureau of Internal Audit

Follow-Up On OPPAGA Review Number 2009-01

“DJJ Should Monitor Network and PACE Administrative Services and Revise Polices to Serve Appropriate Youth”

Status of Corrective Actions

As of June 2009

<p><b>OPPAGA Recommendations</b></p>	<p><b>Agency Response</b></p>	<p><b>Status of Implementation</b></p>
<p>The department to use criteria to serve those who are most likely to benefit from these programs.</p>	<p><b>The department does not agree with the conclusion and the associated recommendation.</b></p> <p>This disproportionate representation of minority youth is reflected among youth exhibiting truant, ungovernable, run-away and other dependency-related behaviors. To ensure the availability of community-based prevention services for youth, families, and communities in most need of these services, the department implemented a high-risk youth, families and communities initiative in 2001, by targeting high-delinquency-referral zip code, as recommended in previous OPPAGA review reports addressing services through the department’s prevention grants. Since 2001, the department has made great efforts to enhance monitoring and service delivery to this underserved minority population. Since the implementation of the targeting initiative, the percentage of minority youth receiving CINS/FINS non-residential services significantly increased and the number of delinquency referrals to DJJ has decreased substantially. While some local providers have reported delaying or denying services to some youth due to the zip code</p>	<p>The Office of Prevention and Victim Services will partner with the Florida Network of Youth and Family Services and PACE to effectively improve and continue to enhance efforts to deliver prevention services to the youth who are most likely to benefit from these programs.</p> <p>The department has tentatively scheduled an open discussion for July 22, 2009 with the Florida Network of Youth and Family Services, PACE Center for Girls, Inc., Department of Children and Families, Department of Education, State Legislators, and Community Partners. The open discussion forum will be facilitated by experts that will assist in providing current trends that will create a forum for recommendations to the department that will be utilized to assist in developing and incorporating additional criteria for targeting the youth most likely to benefit from prevention programs.</p>

**Department of Juvenile Justice**  
**OIG Bureau of Internal Audit**  
**Follow-Up On OPPAGA Review Number 2009-01**  
**“DJJ Should Monitor Network and PACE Administrative Services and Revise Policies to Serve Appropriate Youth”**  
**Status of Corrective Actions**  
**As of June 2009**

	<p>requirements, there have been no data documenting a youth being denied services by either the Network or PACE due to the high-risk zip code compliance requirement.</p> <p>In order to more effectively target status offenders and provide appropriate services to prevent delinquency in high-risk youth, the department will review and evaluate the feasibility of incorporating additional criteria such as census tracts, referrals to local CINS/FINS providers regarding habitual truancy and runaways, school referrals and dropout rates, and the volume of calls made to the child abuse hotline for a more targeted focus. The department will work with research experts and solicit input from department provider organizations in this review.</p> <p>Many risk assessment instruments incorporate four domains: individual/peer, family, community, and school. The risk of an individual youth may shift; however, these four domains represent the schema through which youth’s physical, mental, social interactions, and interpersonal activities develop. We do not agree that the department’s screening and assessment tool is outdated, but agree that the current assessment tool used by the DJJ Office of Prevention and Victim Services, PACE, and the Network should be continually validated.</p>
--	---

**Department of Juvenile Justice**  
**OIG Bureau of Internal Audit**  
**Follow-Up On OPPAGA Review Number 2009-01**  
**“DJJ Should Monitor Network and PACE Administrative Services and Revise Polices to Serve Appropriate Youth”**  
**Status of Corrective Actions**  
**As of June 2009**

<b>OPPAGA Recommendations</b>	<b>Agency Response</b>	<b>Status of Implementation</b>
<p>The department to revise its outcome measures for Network and PACE, and include prevention programs, in its Performance Accountability Measures Report.</p>	<p>The department partially concurs with this recommendation. The department's Office of Prevention and Victim Services will, in consultation with the department's Contract Administration, and Office of Research and Planning solicit input from experts in the field of gender-specific services, education, status offenders, and providers to develop and/or modify additional performance measures more relevant to the services provided by the Network and PACE that assist the department in accomplishing its mission.</p>	<p>The Office of Prevention and Victim Services is currently partnering with the Office of Program Accountability's Research and Planning Unit to evaluate and revise the outcome measures for prevention programs. The Office of Prevention and Victim Services will collect input from the Florida Network and PACE to complete the improvement of the Performance Accountability Measures within the next 18 months. Once completed the Office of Prevention and Victim Services in collaboration with Contract Administration will implement the revised measures.</p>