

AGENDA

SCHOOL BOARD WORKSHOP

GADSDEN COUNTY SCHOOL BOARD
MAX D. WALKER ADMINISTRATION BUILDING
35 MARTIN LUTHER KING, JR. BLVD.
QUINCY, FLORIDA

May 14, 2014

4:00 P.M.

THIS WORKSHOP IS OPEN TO THE PUBLIC

1. CALL TO ORDER
2. ITEMS FOR DISCUSSION
 - a. Gretna/DOT Sidewalk Project
 - b. AMIKids, Inc. - Page #2
 - c. Cenergistic – Energy Savings Contract - Page #32
3. ITEMS BY THE SUPERINTENDENT
4. SCHOOL BOARD REQUESTS AND CONCERNS
5. ADJOURNMENT

The background features a stylized illustration of a child's face in the upper left, rendered in shades of brown and orange. Below the face, the text 'AMM Kids' is written in a large, bold, sans-serif font. 'AMM' is in a reddish-brown color with a white outline, while 'Kids' is in a dark blue color with a white outline. The entire logo is set against a background of curved, concentric lines in shades of brown and orange. In the lower right, there is a stylized illustration of a city skyline in orange and brown, with a blue silhouette of a person walking on a path that leads towards the city. A blue banner with the word 'CREATIVITY' in white capital letters is positioned near the bottom of the path.

AMM Kids[®]

Outputs & Outcomes Report 2013

EXECUTIVE SUMMARY

AMIKids, Inc.¹ (hereafter AMIKids) is a family of non-profit, community-based juvenile justice programs, Infinity alternative schools and services for at-risk youth. AMIKids provides services designed to address criminogenic risks and individual needs of youth so that they may avoid future system involvement and become productive young adults.

AMIKids contracts with an external evaluator, the Justice Research Center, to independently measure objective outputs and outcomes for each of its programs and services nationwide. It does so to advance quality program performance and fidelity to the AMIKids Personal Growth Model® (APGM). This evaluation reports upon youth released from AMIKids programs in calendar year (CY) 2011, allowing for a 12-month follow-up period to track subsequent juvenile justice system involvement through December 2012. While recidivism was the primary outcome measured, youth characteristics, rates of completion, average lengths of service and educational performance were also examined.

Educational performance was measured as the change in math, reading and writing grade level equivalent scores between admission and program completion.



Recidivism was defined as any subsequent juvenile offense which occurred within 12 months of program release and resulted in an adjudication.



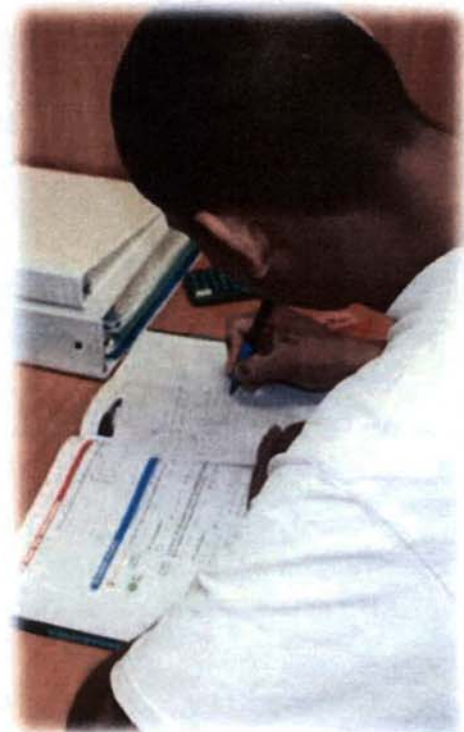
Key Findings

- ❖ In 2011, a total of 4,230 youth were released from 56 AMIKids delinquency and Infinity School programs located in Florida, Georgia, Illinois, Louisiana, New Mexico, North Carolina, South Carolina, Texas and Virginia.
- ❖ Youth completing AMIKids community-based and residential delinquency programs were predominately male, black, non-Hispanic and, on average, were 16 years of age at program admission. The demographic profile of youth released from AMIKids services has not changed substantially over the last six years.
- ❖ The offense histories of youth completing AMIKids residential delinquency programs were more serious than those of youth six years ago. In comparison to fiscal year (FY) 2005-06, youth in 2011 had a higher average number of prior arrests and adjudications, a greater proportion of which involved felonies and offenses against persons.

¹ Formerly known as Associated Marine Institutes, Inc.

More Key Findings

- ❖ Despite serving a higher risk population, the majority of youth entering AMikids community-based and residential delinquency programs successfully completed services. In 2011, 74% of youth sanctioned to an AMikids community-based program completed services, increasing from 70% in FY 2005-06.
- ❖ AMikids has increased the efficiency of programming in recent years, with average lengths of service decreasing for both its community-based and residential delinquency interventions. Six years ago, it took an average of 197 days for youth to complete AMikids standard residential programs. This compares to an average of 168 days (5.6 months) in 2011.
- ❖ In 2011, AMikids delinquency programs admitted a higher risk population of youth who completed programming faster than their counterparts six years ago, yet still achieved relatively low rates of recidivism.
- ❖ Only 20% of youth completing AMikids community-based programs were subsequently adjudicated for a law violation and less than one-quarter (21%) of the higher-risk youth who completed residential programming were re-adjudicated for a criminal offense within 12 months of release.
- ❖ Recidivism rates, including both law and non-law violations, for youth completing AMikids residential delinquency programs dropped 15%, or four percentage points, from 31% in FY 2005-05 to 27% in 2011.
- ❖ Educational programming is a cornerstone of all AMikids services. In 2011, the average grade level equivalent (GLE) of youth completing community-based and residential juvenile justice programs increased by more than one letter grade in math, reading and writing over the course of program services.
- ❖ A total of 169 youth earned their GEDs while being served in an AMikids delinquency program. On average, youth completing community-based interventions earned 4.4 high school credits, while those successfully graduating from residential programs earned an average of 4.0 credits.
- ❖ AMikids operated four Infinity Schools that provided alternative educational services for 175 at-risk youth in 2011. Seventy-eight percent of these students successfully graduated from the program, with average math, reading and writing GLEs improving over the course of instruction.
- ❖ AMikids provided Infinity services educational programming in the Brevard Group Treatment Home and Frances Walker Halfway House in 2011, with ninety-eight percent of the youth successfully completing services. On average math, reading and writing GLEs improved over the course of instruction for these students with reading GLEs increasing by more than 2 grade levels.



AMIKIDS HISTORY

In 1969, Florida Atlantic University established the Florida Ocean Sciences Institute (FOSI)² to conduct various oceanographic research projects. FOSI subsequently evolved into a program designed to provide treatment and vocational instruction to troubled youths. By 1972, the aquatic and life skills-oriented treatment model was expanded to programs in Tampa, St. Petersburg and Jacksonville, Florida. Associated Marine Institutes (now known as AMIkids, Inc.) was formed to provide a central office for consistent, uniform management and administration of services to affiliate organizations.

In 2013, AMIkids celebrated 44 years of serving at-risk youth operating 42 programs in seven states as of July 2013. Combining its 44-year history and national expertise with community partnership, AMIkids has created programs to reach kids across a spectrum of needs. Although the programs are individual community based, non-profit corporations, they have become known collectively as AMIkids and are managed through contractual agreements between AMIkids, Inc. and local AMIkids boards of trustees. These same board representatives comprise the overall governing board of AMIkids.



In 2013 AMIkids operated three types of delinquency and child welfare programs and services for youth including: day treatment programs, Functional Family Therapy (FFT) services and residential programs. AMIkids also operates alternative schools and services through its Infinity Schools programs located in three states.

Each AMIkids program is consistent in philosophical outlook, core training programs and activities. To serve the specific needs of adolescents, programs provide opportunities for accelerated remedial education, employability skills development, vocational skills training and counseling. Programs and schools aim to impart values, life skills and confidence to youth to help them make positive and productive decisions that will keep them out of the juvenile and criminal justice systems. AMIkids has established a unified treatment approach to serving youth referred to as the AMIkids Personal Growth Model® (APGM).



² FOSI has since been renamed to AMIkids Greater Ft. Lauderdale.

AMIKIDS PERSONAL GROWTH MODEL[®] (APGM)

The APGM is a comprehensive, cognitive behavioral and social development model designed for adolescents in a day treatment, alternative school, or residential commitment program. This unified approach combines treatment, education and behavior modification into a service delivery model that is grounded in cognitive behavioral theory and empirical research.

The APGM is designed to: 1) reduce risk factors that sustain delinquent behavior and academic failure, 2) lower recidivism, 3) improve completion rates, 4) facilitate educational gains and 5) promote supportive environments that foster personal growth. AMIKids blends individualized treatment, education and behavior modification within a strengths-based framework.

AMIKids Culture and Values are threaded throughout the APGM. The AMIKids Culture emphasizes social bonding; family atmospheres; non-institutional, positive learning environments; and gender and cultural responsiveness. The AMIKids Values include: Kids First, Integrity, Safety, Honesty, Diversity, Enthusiasm, Leadership, Excellence, Loyalty, Family, Dedication, Creativity and Goal Orientation.



TREATMENT

Each youth participates in a comprehensive assessment upon enrollment in an AMIKids program. Based on identified risk factors and needs, youth are assigned to mental health and/or substance abuse treatment services that consist of:

1. Cognitive-Behavioral Therapy individual, group, and/or family sessions to address anger, mental health, behavioral and/or substance abuse treatment needs.
2. Motivational Enhancement Therapy/Cognitive Behavioral Therapy to address substance abuse treatment needs.
3. Aggression Replacement Training group sessions to address anger and skills deficits as well as moral reasoning.
4. Skillstreaming group sessions to address social skills deficits.
5. Motivational Interviewing incorporated in individual, group and/or family sessions for rapport building and moving youth in the direction of positive change.

Group counseling services are provided daily. Individual and family counseling sessions are scheduled at a frequency identified on the individualized mental health/substance abuse treatment plan, based on level of need.

BEHAVIOR MODIFICATION

Youth often present at the program with an array of exhibited deficiencies in appropriate pro-social behavior. They may enter with aggression (verbal and physical) and disruptive behaviors, disrespect towards authority, lack of self-control (impulsivity), conduct problems and an inability to stay on task.

To help students develop short- and long-term pro-social skills and improve the youth's behavior in the program, AMIKids programs employ a sophisticated behavior modification system. This system is used by all programs and consists of three main components: Point Card System, Rank Level System and Token Economy.

ACADEMICS

AMikids programs provide alternative school and school-based education services delivered by certified, highly-qualified teachers in Math, Science, Social Studies and English. Education curriculums deployed in AMikids programs use differentiated instruction, individualized student planning, progress monitoring, on-line/computer assisted educational software and experiential education/service learning, all in partnership with pro-social relationships between staff and students. On-line/computer assisted software is also integrated into the daily academic schedule to support content, credit recovery and GED prep for students in need of these services.



EXPERIENTIAL EDUCATION

AMikids' experiential education gives each student the opportunity to face challenges and to overcome them, gaining greater self-worth and helping to form a better value system. Programs are integrated based on the geographic strengths of each location and include seamanship, water safety, fishing, low ropes, high ropes, backpacking, music,

gardening, culinary arts, reptile and wilderness programs to give each student meaningful and challenging experiences in a variety of ways. Once success is experienced, staff members celebrate the teen with something that has often been missing: incentives and recognition.

Experiential activities teach students when they are most receptive. And, the experience-based education allows students to get to know teachers on a different level, fostering a more relaxed relationship, influencing them to shift their behavior and to change the way they see the world. For those kids with more serious learning and behavioral issues, there have been startling results.

Each year, AMikids holds several national events to bring kids together with experiential learning as the focus. These events include: Whitewater Rafting/Rappelling, SCUBA Diving and an Olympics-style challenge event held twice each year.



EVALUATION METHODOLOGY

Annually, AMikids has an external evaluator, the Justice Research Center (JRC), analyze its data and systematically evaluate its programs and services nationwide. The purpose of the annual report is to examine service outputs and outcomes that in turn inform continual quality improvement and APGM model adherence.

The primary goals of the evaluation are to monitor and report: 1) implementation outputs, 2) education and recidivism outcomes, 3) individual program fidelity to the APGM and 4) assess the integrity of the data entered and maintained in the AMikids Student Information System (SIS).

Reporting Period

Prior to 2010, outputs and outcomes were reported on a fiscal year (FY) basis. Beginning that year the annual reporting period was changed to the calendar year (CY) cycle to allow for more expedient data collection, analysis and reporting. The current evaluation reported upon youth released from AMikids services and programs during CY 2011 and tracked subsequent juvenile justice system involvement of youth completing delinquency programming for 12-months through December 2012.

DATA SOURCES

Data for the current evaluation were obtained from the AMikids SIS and included all demographic, educational performance indicators, admission and release reasons and program descriptions. Demographic, offense history and recidivism data were requested from and provided by the respective juvenile justice agencies in each state in which AMikids currently operates.

Measures

Recidivism was the key outcome measured for youth completing AMikids services and was defined as any subsequent juvenile offense which occurred within 12 months of release and resulted in an adjudication. For this year's analysis, two recidivism rates were calculated. The first rate included subsequent adjudications for new law violations and non-law violations of probation. This is the recidivism measure that has historically been reported in previous years' reports. The second rate included subsequent adjudications only for new law violations and excluded non-law violations of probation. This measure is consistent with the new Florida Department of Juvenile Justice recidivism definition and a national trend of reporting public safety outcomes based on law offenses.

Educational performance outcomes for youth completing AMikids programs were also examined. Performance was measured as the change in math, reading and writing grade level equivalents (GLE) between program admission and completion. Standardized pre/post educational assessments are administered to youth receiving services.

Implementation outputs are presented for all programs and include graduation/completion rates and average lengths of service. Youth were deemed to have favorably completed services when they met graduation requirements (Infinity School) or successfully completed program and treatment plan requirements (delinquency programs). Youth who violated attendance requirements, received a new law violation, were transferred to adult court, demonstrated assaultive or destructive behavior, and/or ran away or escaped were classified as unfavorable releases. Average lengths of service were calculated for youth who completed programming and reported in days. The output is based on completions, as it is intended to gauge the average amount of time required to successfully complete the full treatment dosage.

Report Format

Summary results are reported by state and program type (day programs, residential and Infinity schools), as well as by individual program.

Program profile reports are then presented for all AMIkids delinquency programs. The program summaries and profile reports include the following components:

- ❖ 2011 Program Summaries
 - Demographic characteristics of youth
 - Completion and duration outputs
 - Educational performance
 - Offense history and risk profiles
 - Recidivism
- ❖ 2011 Program Profiles
 - Program description and physical location
 - Program type (day programs/residential)
 - Completion rates and client service days
 - Educational performance
 - Youth demographics
 - Offense history profile
 - Recidivism and quality assurance scores³

DELINQUENCY PROGRAM RESULTS

In calendar year 2011, AMIkids operated non-residential and residential juvenile justice programs, as well as Infinity School services and programs, in nine states (see Table 1). These states included: Florida, Georgia, Illinois, Louisiana, New Mexico, North Carolina, South Carolina, Texas and Virginia.

Table 1. AMIkids Programs and Services by State and Type, CY 2011

State	Non-Residential		Residential		Infinity		State Totals
	Day Programs	FFT	Male	Female	Schools	Services	
Florida	19	1	5	1	0	2	28
Georgia	0	0	3	0	0	0	3
Illinois	0	0	0	0	1	0	1
Louisiana	8	0	1	0	0	0	9
New Mexico	0	0	1	0	0	0	1
North Carolina	0	0	0	0	1	0	1
South Carolina	0	0	6	0	2	0	8
Texas	0	0	1	1	0	0	2
Virginia	1	0	1	1	0	0	3
Total Number	28	1	18	3	4	2	56
Percent of Total	50%	2%	32%	5%	7%	4%	100%

³ American Correctional Association (ACA) audit scores and state agency quality improvement scores are provided as available.

AMIkids operated 50 juvenile justice programs in 2011. The juvenile justice programming included 29 non-residential, community-based interventions and 21 residential programs. Non-residential services included both day treatment programs and a Functional Family Therapy (FFT) program referred to as AMIkids Family Services. Several of the day treatment programs also had conditional release (re-entry) components.

In 2011, thirty-seven percent of AMIkids programming was delivered in a juvenile justice, residential setting. The majority of these programs served delinquent males. Three sites were designed for females, specifically two sites providing specialized services for pregnant and post-partum female juvenile offenders through AMIkids Women in Need of Greater Strength (WINGS) programs in Florida and Texas.

AMIkids additionally operated four alternative schools for at-risk youth. Referred to as Infinity schools, these programs were located in Chicago, IL; Marlboro and Orangeburg, SC; and in Wake, NC. In addition to its Infinity schools, AMIkids also provided Infinity Educational Services for youth committed to the Brevard Group Treatment Home and Frances Walker Halfway House in Florida.

State Summaries

In 2011, a total of 4,230 youth were released from AMIKids' delinquency programs (see Table 2) with eighty percent of the youth successfully graduating or favorably completing services.

Youth released from day treatment, conditional release or FFT services comprised two-thirds (n=2,803) of the youth released from delinquency programs in 2011, with seventy-four percent of these youth successfully completing programming. Among the three states in which AMIKids provided non-residential interventions, Virginia programs had the highest completion rate, with eighty-six percent of the youth completing services.

Youth completing AMIKids non-residential programming in 2011 did so in an average of 171 days, or 5.6 months. State averages varied substantially from a low of 40 days for Virginia non-residential programs to just over 6 months in Louisiana and Florida.

Examination of AMIKids residential juvenile justice programs revealed that 1,427 youth were released from facilities located in seven states. Ninety-one percent of these youth successfully completed programming, with an average length of stay of 168 days. Florida and South Carolina's AMIKids programs had the highest residential completion rates with 96% of the youth released from services having successfully completed program requirements.

In 2011, youth completed AMIKids services at a faster pace than in previous years. The average length of services for youth completing AMIKids non-residential interventions in 2011 was 171 days, over a week less than youth in FY 2005-06 where the LOS was 179 days. More substantial decreases were found among youth completing AMIKids standard⁴ residential programs. The average number of days from admission to program completion decreased from 197 days six years ago to 168 days in 2011.

Table 2: AMIKids Juvenile Justice Program Completion Rates and Average Lengths of Service (ALOS) by State and Program Type, CY 2011

State	Program Type	Total Releases	Total Completions		ALOS	
			Number	(%)	Months	(Days)
Florida	Day Programs	1,951	1,440	(74%)	5.9	(181)
Florida	Residential	321	309	(96%)	7.1	(216)
Georgia	Residential	402	340	(85%)	6.2	(188)
Louisiana	Day Programs	687	498	(72%)	6.0	(182)
Louisiana	Residential	73	56	(77%)	6.6	(203)
New Mexico	Residential	2	2	(100%)	3.8	(117)
South Carolina	Residential	572	551	(96%)	4.0	(122)
Texas	Residential	33	25	(76%)	6.5	(198)
Virginia	Day Programs	165	142	(86%)	1.3	(40)
Virginia	Residential	24	17	(71%)	7.2	(220)
Day Programs Total		2,803	2,080	(74%)	5.6	(171)
Residential Total		1,427	1,300	(91%)	5.5	(168)

⁴ This excludes the Georgia Short Term Residential Program in 2005-06. The program, by design, has a very short length of service.

Youth Demographics

The demographic profile of youth released from AMikids delinquency programs has not changed substantially over the last six years. As illustrated in Table 3, youth served in non-residential and residential programs were predominately male, black, non-Hispanic and on average were 16 years of age at the time of admission. Residential programs served a higher proportion of males and minorities than did non-residential programs and the average age of residential youth (16.2 years) was only slightly higher than their non-residential counterparts (16.0 years). While Hispanic youth represented a relatively small percentage of all youth released from AMikids delinquency services in 2011, they accounted for nearly half of the youth in AMikids programs located in Texas.

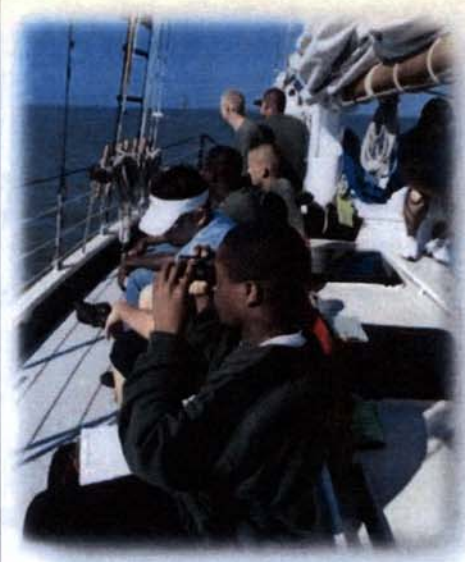


Table 3: Demographic Characteristics of Youth Completing AMikids Juvenile Justice Programs by State and Program Type, CY 2011

State	Program Type	Total Completions	Male	Female	White	Black	Hispanic	Other	Average Age ¹
Florida	Day Programs	1,440	79%	21%	33%	53%	13%	2%	16.2
Florida	Residential	309	90%	10%	32%	58%	9%	1%	16.5
Georgia	Residential	340	100%	0%	19%	71%	7%	3%	16.5
Louisiana	Day Programs	498	76%	24%	20%	76%	2%	2%	15.2
Louisiana	Residential	56	100%	0%	11%	89%	0%	0%	15.4
New Mexico	Residential	2	100%	0%	0%	0%	0%	100%	20.7
South Carolina	Residential	551	100%	0%	26%	71%	1%	2%	15.9
Texas	Residential	25	76%	24%	16%	28%	48%	8%	16.9
Virginia	Day Programs	142	71%	29%	9%	87%	1%	3%	16.5
Virginia	Residential	17	82%	18%	94%	0%	0%	6%	16.2
Day Programs Total		2,080	78%	22%	28%	61%	9%	2%	16.0
Residential Total		1,300	97%	3%	26%	67%	5%	3%	16.2

¹ Represents average age at program admission

Note: Due to rounding, totals may not add to 100%





Youth Risk to Re-Offend

The research literature on at-risk and delinquent youth reveals that a number of factors are predictive of future criminal involvement including the nature and extent of prior offending, early onset involvement in delinquency and gender (male), for example. The relative seriousness of youth served by AMikids programs has increased over the last six years.

Examination of the youth completing AMikids delinquency programs in 2011 reveals that, on average, they had more serious delinquency histories than youth in FY 2005-06. Youth completing day treatment and FFT services in 2011 had an average of 4.8 prior adjudications before admission to AMikids services (see Table 4). This compares to an average of 3.2 prior adjudications for youth completing AMikids non-residential programming six years ago. The nature of their prior offending likewise changed over this period of time. In FY 2005-06, only 19% of day treatment youth had previously been adjudicated for a person offense. Yet by 2011, this figure had increased to 34% of the youth who completed AMikids non-residential services.

Table 4: Prior Offense Histories of Youth Completing AMikids Juvenile Justice Programs by State and Program Type, CY 2011

State	Program Type	Total Completions	Avg. Number of Prior		Most Serious Prior Offense					
			Arrests	Adjudications	Felony				Other/Unknown	
					Person	Property	Drug	Other	Misd.	Unknown
Florida	Day Programs	1,440	6.8	5.2	40%	32%	3%	5%	20%	1%
Florida	Residential	309	11.6	9.7	45%	37%	2%	11%	6%	0%
Georgia	Residential	340	8.1	9.4	39%	39%	2%	10%	7%	3%
Louisiana	Day Programs	498	1.6	4.2	20%	26%	5%	4%	37%	8%
Louisiana	Residential	56	2.3	8.0	14%	48%	7%	7%	11%	13%
New Mexico	Residential	2	2.5	1.0	100%	0%	0%	0%	0%	0%
South Carolina	Residential	551	5.1	4.2	17%	36%	2%	7%	34%	4%
Texas	Residential	25	3.7	4.3	25%	38%	8%	29%	0%	0%
Virginia	Day Programs	142	2.0	1.7	9%	21%	2%	4%	61%	4%
Virginia	Residential	17	1.6	1.8	11%	0%	0%	11%	67%	11%
Day Programs Total		2,080	5.5	4.8	34%	30%	3%	5%	25%	2%
Residential Total		1,300	7.2	7.1	30%	37%	2%	9%	19%	3%

Note: Due to rounding, totals may not add to 100%

Among the states operating community-based interventions, Florida saw some of the largest increases in prior offense seriousness. The average number of prior adjudications increased from 3.7 in FY 2005-06, to 5.2 prior adjudications in 2011 in Florida. The seriousness of these adjudications likewise increased with 40% of Florida day treatment youth having a prior person offense in 2011, compared to 22% six years earlier.

Similar trends were found among youth completing AMKids residential programs. In 2011, residential youth entered the program with an average of 7.2 prior arrests and 7.1 prior adjudications. This compares to 6.4 prior arrests and 4.0 prior adjudications in FY 2005-06. The percent of residential youth admitted with a prior adjudication for a person offense almost quadrupled over the five year period, from 8% in 2005-06 to 30% in 2011. This increase is largely attributable to major shifts in Florida's population of youth completing AMKids residential programs. In FY 2005-06, youth entering Florida facilities operated by AMKids had an average of 8.8 arrests and 5.0 prior convictions. By 2011, these figures had increased to 11.6 arrests and 9.7 prior adjudications. Not only were Florida's residential youth in AMKids programs more habitually involved in delinquency than in the past, but the nature of their crimes was more serious on average. Nearly half (45%) of the youth completing an AMKids residential program in 2011 had previously been adjudicated for a person offense. This compares to 28% of the Florida residential youth in FY 2005-06.



Recidivism Outcomes

Over the last six years, the population of youth completing AMikids delinquency programs has become more serious in terms of the extent and nature of their prior criminal records. At the same time, average lengths of service have declined. Table 5 presents the average number of prior adjudications, age at first offense, gender by state and program type. Youth completing AMikids in 2011 not only had more extensive records than youth in FY 2005-06, they also began their involvement in delinquency at a slightly younger age.

Early onset of criminal behaviors has long been a strong predictor of repeat offending in the research literature. Historically, as the risk levels of youth completing AMikids programs have increased, so too have the recidivism rates. Despite being a more serious population, the percent of non-residential youth (24%) adjudicated for a law violation or non-law violation of probation did not substantially change over the last six years (22% in FY 2005-06). Examination of only new law violations revealed that 80% of youth completing day treatment services in 2011 had no subsequent adjudications within one year following release, dropping from 82% reported for 2010.

Rates of new crimes and non-law violations of probation for residential youth remained relatively low and decreased over the last six years from 31% in 2005-06 to 27% in 2011. This figure drops further when examining only new law violations, with only 21% of youth completing AMikids residential programs incurring a subsequent adjudication for a new criminal offense within one year of program completion, dropping from 22% reported for 2010.

Table 5: Recidivism Rates and Risk Factors of Youth Completing AMikids Juvenile Justice Programs by State and Program Type, CY 2011

State	Program Type	Completions	Juvenile Recidivism ¹		Risk Factors		
			Law Violations	All Violations	Average Prior Adjudications	Average Age at First Offense	Percent Male
Florida	Day Programs	1,440	22%	27%	5.2	13.8	79%
Florida	Residential	309	24%	26%	9.7	13.7	91%
Georgia	Residential	340	25%	28%	9.4	13.2	100%
Louisiana	Day Programs	498	14%	15%	4.2	14.3	76%
Louisiana	Residential	56	13%	13%	8.0	14.0	100%
New Mexico	Residential	2	n.a.	n.a.	1.0	17.8	100%
South Carolina	Residential	551	19%	30%	4.2	13.3	100%
Texas	Residential	25	12%	12%	4.3	13.5	76%
Virginia	Day Programs	142	n.a.	n.a.	1.7	15.7	71%
Virginia	Residential	17	n.a.	n.a.	1.8	15.6	82%
Day Programs Total		2,080	20%	24%	4.8	14.0	78%
Residential Total		1,300	21%	27%	7.1	13.4	97%

¹ Law Violations include adjudications for new felonies & misdemeanors, while All Violations include new law violations & non-law violations of probation.



Educational Outcomes

Youth entering an AMikids delinquency program are given pre-test educational assessments within their initial ten days of enrollment in the program. They are subsequently re-assessed at the time of program completion.⁵ In 2011, three standardized educational assessments were approved by AMikids for use in its alternative schools and juvenile justice programs. In past years AMikids administered the Basic Achievement Skills Inventory (BASI)⁶ and the Brief Battery Assessment (BBA), also known as the Woodcock Johnson III Normative Update Brief Battery. Specifically in Florida, the BASI was administered throughout the state's programs as was required by the Florida Department of Education. The STAR assessment was also administered at Florida programs in 2011. All other state programs administered the BBA. Educational performance was measured as the average change in grade level equivalents (GLE) between admission and release. As depicted in Table 6, among youth completing AMikids delinquency programs, average GLEs improved by at least one grade level between admission and release in all three subject areas.

Youth completing AMikids day treatment and FFT services were slightly younger at admission than their residential counterparts, with slightly lower GLEs at initial testing. Average GLEs at admission for non-residential youth were 6.0 in math, 6.2 in reading and 6.6 in writing. Upon completion, the averages for these youth had increased to 7.1, 7.5 and 7.8 respectively⁷.

Table 6: Change in Math, Reading and Writing Grade Level Equivalents (GLE) of Youth Completing AMikids Juvenile Justice Programs by State and Program Type, CY 2011

State	Program Type	N Tested	Average GLE at Admission			Average GLE at Release		
			Math	Reading	Writing	Math	Reading	Writing
Florida	Day Programs	582	5.6	5.7	6.7	6.3	6.7	7.8
Florida	Residential	250	6.1	6.2	6.9	7.1	7.8	8.0
Georgia	Residential	131	8.1	7.2	7.2	9.5	8.1	8.8
Louisiana	Day Programs	295	6.7	7.0	6.3	8.6	8.9	7.8
Louisiana	Residential	42	8.6	6.9	7.5	12.3	9.4	8.2
New Mexico	Residential	2	5.1	7.4	7.7	6.6	7.1	9.6
South Carolina	Residential	514	8.2	7.8	8.0	9.8	9.9	9.7
Texas	Residential	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Virginia	Day Programs	61	6.3	6.7	6.2	8.0	8.5	8.7
Virginia	Residential	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Day Programs Total		938	6.0	6.2	6.6	7.1	7.5	7.8
Residential Total		939	7.7	7.3	7.6	9.1	9.0	9.1

⁵ Youth who exit the program prior to completion or who complete or work toward completing their GEDs or college credits, are not administered educational assessments at release. Educational assessment data were not available for Texas or Virginia.

⁶ The BASI computes performance on six subscales including math computation, math application, reading comprehension, vocabulary, spelling and writing-language mechanics. For purposes of between-state comparisons, however, only outcomes for math computation, reading comprehension and writing are reported here.

⁷ Summary and program data in this year's report are only presented for the Basic Achievement Skills Inventory (BASI) and Brief Battery Assessment (BBA) as STAR assessments were newly implemented in 2011. Next year's report will include STAR progress.

Grade Level Equivalents at Admission and Release

Residential youth had an average GLE of 7.7 in math, 7.3 in reading and 7.6 in writing at admission. While each of these averages increased by at least one grade level at release, the largest gains were achieved in reading, with average GLEs increasing 1.7 levels over the course of residential services.

As depicted in Figure 1, youth completing Louisiana AMikids delinquency programs achieved the largest average gain of two GLE in math between admission and release (7.0 to 9.0). All states saw average grade levels in math increase at least one GLE over the course of programming. Such changes can increase youths' protective factors and aid in their transition and return to school upon release.

Grade level equivalents in reading were generally higher on average at admission for South Carolina youth (Figure 2). However, by time of completion the Georgia, Louisiana, South Carolina and Virginia youth had achieved average GLEs above the 8th grade level. South Carolina programs exhibited the largest change in reading GLEs, with averages increasing from 7.8 at admission to 9.9 at completion.

Grade level equivalents in reading were generally higher on average at admission for South Carolina and New Mexico youth (Figure 3). All states saw average grade levels in reading increase at least one GLE over the course of programming. Virginia youth exhibited the largest change in reading GLEs, with averages increasing 2.5 grade levels from 6.2 at admission to 8.7 at completion.

Figure 1: Average Math GLEs at Admission and Release by State

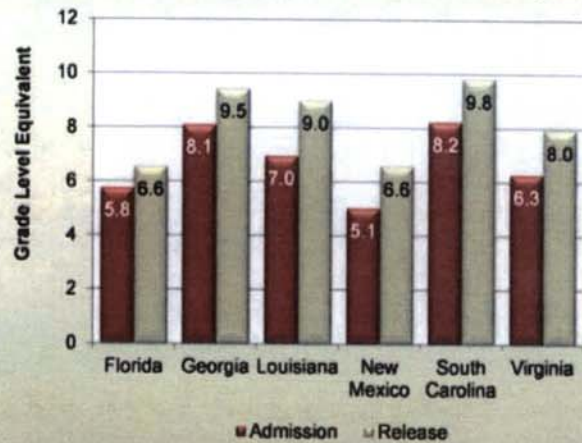


Figure 2: Average Reading GLEs at Admission & Release by State

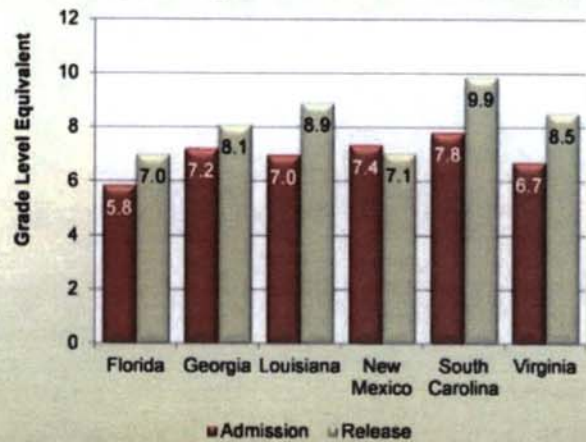
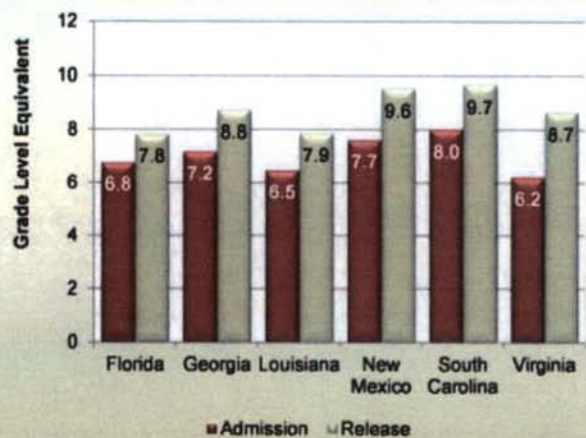


Figure 3: Average Writing GLEs at Admission & Release by State



Program Summaries

In the tables that follow, individual program summaries of youth demographics, youth risk to re-offend, completion rates, average lengths of service, recidivism outcomes and educational outcomes are presented for each AMIKids non-residential and residential delinquency intervention. Highlights among the individual programs in 2011 include:

- ❖ AMIKids operated two WINGS programs, one each in Florida and Texas. The programming addressed the unique needs of pregnant and post-partum delinquent females and their infants using gender-responsive services in a family-focused environment.



- ❖ More than half of the youth completing AMIKids Miami-Dade South day treatment services (59%) and AMIKids Rio Grande Valley program in Texas (58%) were Hispanic. AMIKids provides not only gender-specific services, but also culturally responsive treatment for youth.
- ❖ All of the youth released from AMIKids Big Cypress and AMIKids YES in Florida and AMIKids Georgetown in South Carolina, successfully completed program services in 2011.
- ❖ AMIKids Norfolk and AMIKids Virginia Wilderness Girls had the shortest lengths of stay at 40 and 58 days respectively.

- ❖ AMIKids Miami Dade North and AMIKids Miami Dade South in Florida served some of the highest risk youth in terms their involvement in person offenses, yet 87% and 85% of youth completing these programs, respectively, remained without a subsequent adjudication for a law or non-law violation of probation within a year of release.
- ❖ AMIKids Baton Rouge, AMIKids Northeast Louisiana and AMIKids Donaldsonville in Louisiana and AMIKids Beaufort in South Carolina achieved recidivism rates involving law violations of less than ten percent in 2011.



**Table 7a: Non-Residential Program Summaries
Releases, Completions and Average Lengths of Service (ALOS), CY 2011**

State	Program Name	Total Releases	Total Completions		Length of Service	
			Number	Percent	Months	Days
FL	AMikids Emerald Coast	61	58	(95%)	8.1	(247)
FL	AMikids Family Services - Live Oak	93	78	(84%)	4.7	(144)
FL	AMikids Gainesville	52	37	(71%)	7.3	(222)
FL	AMikids Greater Fort Lauderdale	146	114	(78%)	6.2	(189)
FL	AMikids Jacksonville	132	94	(71%)	5.4	(164)
FL	AMikids Manatee	77	49	(64%)	5.7	(175)
FL	AMikids Miami-Dade North	147	100	(68%)	5.3	(162)
FL	AMikids Miami-Dade South	131	78	(60%)	4.7	(144)
FL	AMikids Orlando	104	73	(70%)	7.5	(230)
FL	AMikids Palm Beach	82	61	(74%)	6.9	(210)
FL	AMikids Panama City Marine Institute	103	82	(80%)	5.3	(161)
FL	AMikids Pasco	98	63	(64%)	5.3	(163)
FL	AMikids Pensacola	88	72	(82%)	6.2	(188)
FL	AMikids Pinellas	120	82	(68%)	5.1	(154)
FL	AMikids Polk	88	55	(63%)	6.0	(184)
FL	AMikids Sarasota County	60	43	(72%)	5.4	(163)
FL	AMikids Southwest Florida	99	89	(90%)	6.9	(211)
FL	AMikids Tallahassee	84	59	(70%)	6.5	(198)
FL	AMikids Tampa	100	85	(85%)	5.6	(171)
FL	AMikids Volusia	86	68	(79%)	5.8	(177)
LA	AMikids Alexandria	106	70	(66%)	5.3	(161)
LA	AMikids Baton Rouge	104	54	(52%)	5.4	(163)
LA	AMikids Bayou Region	88	63	(72%)	5.0	(154)
LA	AMikids Donaldsonville	51	45	(88%)	7.1	(218)
LA	AMikids Jefferson	81	64	(79%)	6.0	(182)
LA	AMikids Northeast Louisiana	52	32	(62%)	9.3	(284)
LA	AMikids Red River	105	87	(83%)	5.5	(169)
LA	AMikids Southwest Louisiana	100	83	(83%)	6.1	(187)
VA	AMikids Norfolk	165	142	(86%)	1.3	(40)
	Total-Day Programs	2,803	2,080	(74%)	5.6	(171)

Note: Average lengths of services are based on successful completions.



**Table 7b: Residential Program Summaries
Releases, Completions and Average Lengths of Service (ALOS), CY 2011**

State	Program Name	Total Releases	Total Completions		Length of Service	
			Number	Percent	Months	Days
FL	AMIKids Big Cypress	50	50	(100%)	6.8	(206)
FL	AMIKids Crossroads	52	49	(94%)	6.0	(182)
FL	AMIKids Last Chance Ranch	34	32	(94%)	7.9	(240)
FL	AMIKids Space Coast	44	43	(98%)	8.4	(255)
FL	AMIKids West Florida	54	52	(96%)	5.6	(171)
FL	AMIKids WINGS South Florida	33	29	(88%)	7.3	(224)
FL	AMIKids YES	54	54	(100%)	8.2	(251)
GA	AMIKids Baxley Wilderness	87	78	(90%)	4.8	(148)
GA	AMIKids Middle Georgia	101	79	(78%)	4.0	(123)
GA	AMIKids Savannah River	214	183	(86%)	7.6	(233)
LA	AMIKids Acadiana	73	56	(77%)	6.6	(203)
NM	AMIKids Sandoval	2	2	(100%)	3.8	(117)
SC	AMIKids Beaufort	93	91	(98%)	3.6	(108)
SC	AMIKids Bennettsville	106	104	(98%)	4.0	(123)
SC	AMIKids Georgetown	91	91	(100%)	4.2	(128)
SC	AMIKids Piedmont	91	83	(91%)	3.6	(111)
SC	AMIKids Sand Hills	93	85	(91%)	4.5	(137)
SC	AMIKids White Pines	98	97	(99%)	4.0	(123)
TX	AMIKids Rio Grande Valley	25	19	(76%)	7.1	(218)
TX	AMIKids WINGS Texas	8	6	(75%)	4.4	(135)
VA	AMIKids Virginia	21	14	(67%)	8.3	(255)
VA	AMIKids Virginia Wilderness Girls	3	3	(100%)	1.9	(58)
Total-Residential		1,427	1,300	(91%)	5.5	(168)

Note: Average lengths of services are based on successful completions.

**Table 8a: Non-Residential Program Summaries
Demographic Characteristics of Youth Completing Services, CY 2011**

State	Program Name	Total Completions	Male	Female	White	Black	Hispanic	Other	Average Age ¹
FL	AMIKids Emerald Coast	58	72%	28%	60%	38%	2%	0%	16.1
FL	AMIKids Family Services - Live Oak	78	81%	19%	64%	36%	0%	0%	16.1
FL	AMIKids Gainesville	37	84%	16%	14%	78%	8%	0%	16.0
FL	AMIKids Greater Fort Lauderdale	114	87%	13%	11%	70%	18%	0%	16.5
FL	AMIKids Jacksonville	94	81%	19%	18%	78%	1%	3%	16.4
FL	AMIKids Manatee	49	63%	37%	24%	37%	35%	4%	16.1
FL	AMIKids Miami-Dade North	100	84%	16%	5%	73%	20%	2%	16.6
FL	AMIKids Miami-Dade South	78	88%	12%	6%	33%	59%	1%	17.0
FL	AMIKids Orlando	73	78%	22%	12%	71%	15%	1%	15.7
FL	AMIKids Palm Beach	61	85%	15%	16%	64%	16%	3%	16.0
FL	AMIKids Panama City Marine Institute	82	70%	30%	70%	26%	2%	2%	16.1
FL	AMIKids Pasco	63	81%	19%	78%	13%	8%	2%	16.2
FL	AMIKids Pensacola	72	75%	25%	22%	68%	3%	7%	16.2
FL	AMIKids Pinellas	82	78%	22%	41%	57%	1%	0%	16.1
FL	AMIKids Polk	55	91%	9%	42%	45%	11%	2%	15.6
FL	AMIKids Sarasota County	43	70%	30%	51%	35%	12%	2%	16.3
FL	AMIKids Southwest Florida	89	80%	20%	43%	28%	29%	0%	16.2
FL	AMIKids Tallahassee	59	64%	36%	17%	81%	0%	2%	15.5
FL	AMIKids Tampa	85	73%	27%	28%	61%	7%	4%	16.1
FL	AMIKids Volusia	68	84%	16%	51%	44%	4%	0%	16.1
LA	AMIKids Alexandria	70	79%	21%	29%	67%	1%	3%	15.4
LA	AMIKids Baton Rouge	54	72%	28%	13%	85%	0%	2%	15.1
LA	AMIKids Bayou Region	63	83%	17%	35%	56%	3%	6%	14.9
LA	AMIKids Donaldsonville	45	78%	22%	13%	87%	0%	0%	15.3
LA	AMIKids Jefferson	64	84%	16%	5%	91%	5%	0%	15.5
LA	AMIKids Northeast Louisiana	32	69%	31%	22%	75%	3%	0%	15.0
LA	AMIKids Red River	87	80%	20%	10%	85%	1%	3%	15.3
LA	AMIKids Southwest Louisiana	83	63%	37%	33%	66%	1%	0%	15.2
VA	AMIKids Norfolk	142	71%	29%	9%	87%	1%	3%	16.5
	Total-Day Programs	2,080	78%	22%	28%	61%	9%	2%	16.0

¹ Represents average age at program admission

Note: Due to rounding, totals may not add to 100%



Table 8b: Residential Program Summaries
Demographic Characteristics of Youth Completing Services, CY 2011

State	Program Name	Total Completions	Male	Female	White	Black	Hispanic	Other	Average Age ¹
FL	AMIKids Big Cypress	50	100%	0%	4%	74%	22%	0%	16.4
FL	AMIKids Crossroads	49	100%	0%	49%	33%	16%	2%	16.3
FL	AMIKids Last Chance Ranch	32	100%	0%	31%	69%	0%	0%	17.0
FL	AMIKids Space Coast	43	100%	0%	47%	51%	0%	2%	16.5
FL	AMIKids West Florida	52	100%	0%	40%	58%	0%	2%	16.6
FL	AMIKids WINGS South Florida	29	0%	100%	28%	55%	14%	3%	17.1
FL	AMIKids YES	54	100%	0%	28%	65%	7%	0%	16.1
GA	AMIKids Baxley Wilderness	78	100%	0%	24%	69%	1%	5%	15.9
GA	AMIKids Middle Georgia	79	100%	0%	23%	63%	9%	5%	16.1
GA	AMIKids Savannah River	183	100%	0%	15%	75%	8%	2%	17.0
LA	AMIKids Acadiana	56	100%	0%	11%	89%	0%	0%	15.4
NM	AMIKids Sandoval	2	100%	0%	0%	0%	0%	100%	20.7
SC	AMIKids Beaufort	91	100%	0%	27%	67%	2%	3%	16.4
SC	AMIKids Bennettsville	104	100%	0%	20%	79%	1%	0%	16.7
SC	AMIKids Georgetown	91	100%	0%	24%	71%	1%	3%	14.8
SC	AMIKids Piedmont	83	100%	0%	37%	58%	1%	4%	16.0
SC	AMIKids Sand Hills	85	100%	0%	14%	84%	1%	1%	16.4
SC	AMIKids White Pines	97	100%	0%	31%	65%	1%	3%	15.3
TX	AMIKids Rio Grande Valley	19	100%	0%	11%	26%	58%	5%	16.8
TX	AMIKids WINGS Texas	6	0%	100%	33%	33%	17%	17%	17.3
VA	AMIKids Virginia	14	100%	0%	100%	0%	0%	0%	16.2
VA	AMIKids Virginia Wilderness Girls	3	0%	100%	67%	0%	0%	33%	16.0
Total-Residential		1,300	97%	3%	26%	67%	5%	3%	16.2

¹ Represents average age at program admission

Note: Due to rounding, totals may not add to 100%

**Table 9a: Non-Residential Program Summaries
Prior Offense Histories of Youth Completing Services, CY 2011**

State	Program Type	Total Completions	Avg. Number of Prior		Most Serious Prior Offense					Other/ Unknown
			Arrests	Adjudications	Felony					
					Person	Property	Drug	Other	Misd.	
FL	AMIKids Emerald Coast	58	4.7	4.6	12%	34%	5%	2%	47%	0%
FL	AMIKids Family Services - Live Oak	78	4.7	4.5	35%	38%	5%	9%	12%	1%
FL	AMIKids Gainesville	37	7.5	4.9	22%	27%	5%	22%	24%	0%
FL	AMIKids Greater Fort Lauderdale	114	9.3	9.5	55%	32%	1%	4%	8%	0%
FL	AMIKids Jacksonville	94	4.6	3.8	41%	33%	4%	4%	17%	0%
FL	AMIKids Manatee	49	7.8	4.9	41%	31%	2%	0%	27%	0%
FL	AMIKids Miami-Dade North	100	6.2	4.1	64%	26%	0%	6%	4%	0%
FL	AMIKids Miami-Dade South	78	6.6	4.0	64%	27%	3%	4%	3%	0%
FL	AMIKids Orlando	73	10.6	5.9	53%	29%	0%	1%	15%	1%
FL	AMIKids Palm Beach	61	5.1	3.9	30%	34%	3%	8%	25%	0%
FL	AMIKids Panama City Marine Institute	82	4.4	4.2	15%	27%	2%	7%	44%	5%
FL	AMIKids Pasco	63	7.7	6.9	43%	35%	3%	3%	16%	0%
FL	AMIKids Pensacola	72	4.7	4.8	29%	24%	4%	10%	33%	0%
FL	AMIKids Pinellas	82	7.9	6.5	39%	34%	1%	7%	18%	0%
FL	AMIKids Polk	55	6.3	6.9	42%	44%	0%	5%	9%	0%
FL	AMIKids Sarasota County	43	5.9	3.1	23%	33%	5%	5%	35%	0%
FL	AMIKids Southwest Florida	89	8.6	5.0	35%	38%	1%	1%	25%	0%
FL	AMIKids Tallahassee	59	4.4	4.1	36%	29%	3%	2%	29%	2%
FL	AMIKids Tampa	85	11.1	6.8	53%	29%	5%	4%	8%	1%
FL	AMIKids Volusia	68	5.2	3.3	28%	34%	12%	4%	22%	0%
LA	AMIKids Alexandria	70	1.5	4.3	25%	20%	9%	2%	27%	16%
LA	AMIKids Baton Rouge	54	1.4	1.6	20%	19%	4%	4%	50%	4%
LA	AMIKids Bayou Region	63	1.5	5.0	21%	38%	2%	2%	34%	3%
LA	AMIKids Donaldsonville	45	1.1	1.8	22%	30%	0%	0%	33%	15%
LA	AMIKids Jefferson	64	2.0	8.1	23%	30%	11%	6%	26%	4%
LA	AMIKids Northeast Louisiana	32	1.0	2.0	24%	28%	12%	8%	16%	12%
LA	AMIKids Red River	87	1.9	3.9	17%	24%	2%	6%	40%	10%
LA	AMIKids Southwest Louisiana	83	1.9	5.4	13%	18%	3%	5%	54%	8%
VA	AMIKids Norfolk	142	2.0	1.7	9%	21%	2%	4%	61%	4%
	Total-Day Programs	2,080	5.5	4.8	34%	30%	3%	5%	25%	2%

Note: Due to rounding, totals may not add to 100%



**Table 9b: Residential Program Summaries
Prior Offense Histories of Youth Completing Services, CY 2011**

State	Program Type	Total Completions	Avg. Number of Prior		Most Serious Prior Offense					
			Arrests	Adjudications	Felony				Other/Unknown	
					Person	Property	Drug	Other	Misd.	
FL	AMIKids Big Cypress	50	11.3	9.3	64%	26%	0%	10%	0%	0%
FL	AMIKids Crossroads	49	11.7	7.8	31%	37%	6%	10%	16%	0%
FL	AMIKids Last Chance Ranch	32	13.0	10.5	53%	34%	0%	13%	0%	0%
FL	AMIKids Space Coast	43	12.8	9.9	42%	47%	0%	9%	2%	0%
FL	AMIKids West Florida	52	9.4	11.7	25%	56%	2%	17%	0%	0%
FL	AMIKids WINGS South Florida	29	10.3	6.0	45%	21%	3%	3%	28%	0%
FL	AMIKids YES	54	12.6	11.3	57%	30%	0%	11%	2%	0%
GA	AMIKids Baxley Wilderness	78	8.4	8.7	21%	62%	5%	1%	8%	4%
GA	AMIKids Middle Georgia	79	8.7	9.8	19%	44%	3%	13%	18%	4%
GA	AMIKids Savannah River	183	7.7	9.5	56%	27%	1%	12%	2%	3%
LA	AMIKids Acadiana	56	2.3	8.0	14%	48%	7%	7%	11%	13%
NM	AMIKids Sandoval	2	2.5	1.0	100%	0%	0%	0%	0%	0%
SC	AMIKids Beaufort	91	4.6	3.4	13%	33%	1%	3%	43%	7%
SC	AMIKids Bennettsville	104	5.6	5.2	26%	39%	3%	8%	22%	2%
SC	AMIKids Georgetown	91	4.6	3.5	14%	36%	2%	10%	32%	5%
SC	AMIKids Piedmont	83	5.2	4.1	14%	34%	1%	10%	40%	1%
SC	AMIKids Sand Hills	85	5.6	4.9	24%	35%	5%	2%	28%	6%
SC	AMIKids White Pines	97	4.7	4.3	10%	36%	1%	9%	41%	2%
TX	AMIKids Rio Grande Valley	19	3.9	4.3	21%	42%	11%	26%	0%	0%
TX	AMIKids WINGS Texas	6	2.8	4.2	40%	20%	0%	40%	0%	0%
VA	AMIKids Virginia	14	1.6	1.8	11%	0%	0%	11%	67%	11%
VA	AMIKids Virginia Wilderness Girls	3	0.0	0.0	0%	0%	0%	0%	0%	0%
Total-Residential		1,300	7.2	7.1	30%	37%	2%	9%	19%	3%

Note: Due to rounding, totals may not add to 100%

**Table 10: Non-Residential and Residential Program Summaries
Risk Levels of Youth Completing Services, CY 2011**

State	Program	Total Completions	PACT Risk Levels								Mean PACT Percentiles	
			Low		Moderate		Mod-High		High		Social History	Criminal History
			N	%	N	%	N	%	N	%		
FL	AMikids Emerald Coast	58	37	64%	8	14%	9	16%	4	7%	31.5	21.5
FL	AMikids Family Services - Live Oak	78	32	41%	24	31%	14	18%	8	10%	30.5	25.6
FL	AMikids Gainesville	37	21	57%	7	19%	6	16%	3	8%	25.1	28.1
FL	AMikids Greater Fort Lauderdale	114	11	10%	19	17%	49	43%	35	31%	31.4	43.3
FL	AMikids Jacksonville	94	47	50%	23	24%	16	17%	8	9%	29.6	25.1
FL	AMikids Manatee	49	15	31%	15	31%	16	33%	3	6%	26.6	30.1
FL	AMikids Miami Dade North	100	36	36%	19	19%	25	25%	20	20%	29.2	31.1
FL	AMikids Miami Dade South	78	23	29%	21	27%	15	19%	19	24%	30.9	33.3
FL	AMikids Orlando	73	17	23%	17	23%	25	34%	14	19%	31.5	35.1
FL	AMikids Palm Beach	61	39	64%	12	20%	5	8%	5	8%	27.0	23.5
FL	AMikids Panama City	82	49	60%	17	21%	12	15%	4	5%	27.5	21.1
FL	AMikids Pasco	63	13	21%	14	22%	25	40%	11	17%	37.5	32.7
FL	AMikids Pensacola	72	39	54%	15	21%	11	15%	7	10%	33.0	22.5
FL	AMikids Pinellas	82	18	22%	21	26%	20	24%	23	28%	45.6	29.5
FL	AMikids Polk	55	19	35%	14	25%	14	25%	8	15%	34.2	27.9
FL	AMikids Sarasota County	43	27	63%	8	19%	6	14%	2	5%	28.0	20.6
FL	AMikids Southwest Florida	89	19	21%	27	30%	29	33%	14	16%	36.1	32.0
FL	AMikids Tallahassee	59	29	49%	18	31%	9	15%	3	5%	26.1	25.5
FL	AMikids Tampa	85	14	16%	22	26%	28	33%	21	25%	30.6	35.8
FL	AMikids Volusia	68	44	65%	12	18%	10	15%	2	3%	28.6	21.4
	Total Day Treatment	1,440	549	38%	333	23%	344	24%	214	15%	31.4	29.1
FL	AMikids Big Cypress	50	6	12%	6	12%	10	20%	28	56%	36.2	45.0
FL	AMikids Crossroads	49	2	4%	10	20%	23	47%	14	29%	35.8	38.6
FL	AMikids Last Chance Ranch	32	2	6%	8	25%	14	44%	8	25%	32.6	41.6
FL	AMikids Space Coast	43	5	12%	7	16%	15	35%	16	37%	37.6	37.6
FL	AMikids West Florida	52	11	21%	16	31%	15	29%	10	19%	29.8	34.2
FL	AMikids Wings Florida FL	29	4	14%	6	21%	8	28%	11	38%	41.8	34.6
FL	AMikids YES	54	3	6%	5	9%	20	37%	26	48%	39.3	43.1
	Total Residential	309	33	11%	58	19%	105	34%	113	37%	36.0	39.5
	Total State	1,749	582	33%	391	22%	449	26%	327	19%	32.2	30.9

Postitive Achievement Change Tool (PACT) data is only available on Florida programs.



Table 11a: Non-Residential Program Summaries
Recidivism Rates and Risk Factors of Youth Completing Services, CY 2011

State	Program Type	Completions	Juvenile Recidivism ¹		Risk Factors		
			Law Violations	All Violations	Average Prior Adjudications	Average Age at First Offense	Percent Male
FL	AMikids Emerald Coast	58	16%	26%	4.6	14.3	72%
FL	AMikids Family Services - Live Oak	78	18%	21%	4.5	13.8	81%
FL	AMikids Gainesville	37	27%	32%	4.9	13.1	84%
FL	AMikids Greater Fort Lauderdale	114	28%	30%	9.5	13.5	87%
FL	AMikids Jacksonville	94	23%	24%	3.8	14.2	81%
FL	AMikids Manatee	49	22%	22%	4.9	13.8	63%
FL	AMikids Miami-Dade North	100	11%	13%	4.1	14.3	84%
FL	AMikids Miami-Dade South	78	15%	15%	4.0	14.5	88%
FL	AMikids Orlando	73	33%	34%	5.9	13.0	78%
FL	AMikids Palm Beach	61	23%	33%	3.9	13.7	85%
FL	AMikids Panama City Marine Institute	82	12%	15%	4.2	14.3	70%
FL	AMikids Pasco	63	24%	29%	6.9	13.8	81%
FL	AMikids Pensacola	72	17%	35%	4.8	14.1	75%
FL	AMikids Pinellas	82	34%	40%	6.5	13.6	78%
FL	AMikids Polk	55	35%	44%	6.9	13.2	91%
FL	AMikids Sarasota County	43	19%	23%	3.1	14.4	70%
FL	AMikids Southwest Florida	89	13%	20%	5.0	14.0	80%
FL	AMikids Tallahassee	59	41%	44%	4.1	13.5	64%
FL	AMikids Tampa	85	21%	32%	6.8	13.3	73%
FL	AMikids Volusia	68	22%	29%	3.3	14.0	84%
LA	AMikids Alexandria	70	10%	13%	4.3	14.7	79%
LA	AMikids Baton Rouge	54	6%	6%	1.6	14.2	72%
LA	AMikids Bayou Region	63	19%	19%	5.0	14.1	83%
LA	AMikids Donaldsonville	45	9%	11%	1.8	14.1	78%
LA	AMikids Jefferson	64	17%	17%	8.1	14.8	84%
LA	AMikids Northeast Louisiana	32	9%	9%	2.0	14.7	69%
LA	AMikids Red River	87	22%	22%	3.9	14.3	80%
LA	AMikids Southwest Louisiana	83	12%	13%	5.4	13.9	63%
VA	AMikids Norfolk	142	n.a.	n.a.	1.7	15.7	71%
	Total-Day Programs	2,080	20%	24%	4.8	14.0	78%

¹ Law Violations include adjudications for new felonies & misdemeanors. All Violations include new law violations & non-law violations of probation.

Table 11b: Residential Program Summaries
Recidivism Rates and Risk Factors of Youth Completing Services, CY 2011

State	Program Type	Completions	Juvenile Recidivism ¹		Risk Factors		
			Law Violations	All Violations	Average Prior Adjudications	Average Age at First Offense	Percent Male
FL	AMIKids Big Cypress	50	30%	32%	9.3	13.6	100%
FL	AMIKids Crossroads	49	29%	29%	7.8	13.4	100%
FL	AMIKids Last Chance Ranch	32	22%	25%	10.5	14.2	100%
FL	AMIKids Space Coast	43	16%	16%	9.9	13.8	100%
FL	AMIKids West Florida	52	37%	42%	11.7	14.1	100%
FL	AMIKids WINGS South Florida	29	10%	10%	6.0	13.9	0%
FL	AMIKids YES	54	17%	19%	11.3	13.0	100%
GA	AMIKids Baxley Wilderness	78	29%	35%	8.7	13.0	100%
GA	AMIKids Middle Georgia	79	37%	39%	9.8	13.2	100%
GA	AMIKids Savannah River	183	18%	20%	9.5	13.3	100%
LA	AMIKids Acadiana	56	13%	13%	8.0	14.0	100%
NM	AMIKids Sandoval	2	n.a.	n.a.	1.0	17.8	100%
SC	AMIKids Beaufort	91	7%	21%	3.4	13.8	100%
SC	AMIKids Bennettsville	104	12%	19%	5.2	13.5	100%
SC	AMIKids Georgetown	91	31%	41%	3.5	12.9	100%
SC	AMIKids Piedmont	83	25%	37%	4.1	13.4	100%
SC	AMIKids Sand Hills	85	11%	20%	4.9	13.3	100%
SC	AMIKids White Pines	97	30%	40%	4.3	13.2	100%
TX	AMIKids Rio Grande Valley	19	16%	16%	4.3	13.5	100%
TX	AMIKids WINGS Texas	6	0%	0%	4.2	13.6	0%
VA	AMIKids Virginia	14	n.a.	n.a.	1.8	15.6	100%
VA	AMIKids Virginia Wilderness Girls	3	n.a.	n.a.	n.a.	n.a.	0%
	Total-Residential	1,300	21%	27%	7.1	13.4	97%

¹ Law Violations include adjudications for new felonies & misdemeanors. All Violations include new law violations & non-law violations of probation.



**Table 12a: Non-Residential Program Summaries
Grade Level Equivalents (GLE) of Youth Completing Services, CY 2011**

State	Program Type	Tested	Average GLE at Admission			Average GLE at Release		
			Math	Reading	Writing	Math	Reading	Writing
FL	AMIKids Emerald Coast	26	6.1	5.4	6.6	6.2	5.7	7.4
FL	AMIKids Family Services - Live Oak	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
FL	AMIKids Gainesville	14	4.4	4.1	6.3	5.0	4.5	7.3
FL	AMIKids Greater Fort Lauderdale	36	5.3	5.7	6.2	5.8	6.9	8.5
FL	AMIKids Jacksonville	61	5.4	5.3	7.1	5.8	7.1	7.2
FL	AMIKids Manatee	22	6.2	6.7	7.1	6.3	7.5	7.8
FL	AMIKids Miami-Dade North	39	5.3	5.1	5.8	5.5	5.2	7.0
FL	AMIKids Miami-Dade South	27	5.0	4.3	5.1	5.0	4.6	8.0
FL	AMIKids Orlando	29	4.8	4.7	6.3	6.1	7.4	8.7
FL	AMIKids Palm Beach	39	6.7	5.5	6.2	7.1	6.5	7.5
FL	AMIKids Panama City Marine Institute	47	5.5	6.8	6.6	6.1	6.8	8.0
FL	AMIKids Pasco	14	6.0	6.0	5.4	5.6	5.8	5.8
FL	AMIKids Pensacola	24	5.1	6.3	7.2	6.7	9.5	9.2
FL	AMIKids Pinellas	49	4.6	5.2	6.6	5.7	5.8	7.0
FL	AMIKids Polk	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
FL	AMIKids Sarasota County	11	8.0	6.4	8.6	7.4	7.5	9.0
FL	AMIKids Southwest Florida	50	5.9	6.6	7.4	6.3	7.5	7.4
FL	AMIKids Tallahassee	40	6.1	5.8	8.1	7.8	7.1	9.1
FL	AMIKids Tampa	23	5.4	5.1	5.7	6.3	5.5	6.2
FL	AMIKids Volusia	31	6.9	6.7	8.0	9.5	7.7	9.1
LA	AMIKids Alexandria	24	5.2	4.9	4.8	5.8	5.2	5.7
LA	AMIKids Baton Rouge	33	7.6	8.1	6.8	9.3	8.9	9.0
LA	AMIKids Bayou Region	43	7.2	6.4	5.7	10.6	8.2	7.2
LA	AMIKids Donaldsonville	37	6.3	6.9	6.5	7.5	9.1	7.8
LA	AMIKids Jefferson	33	7.6	6.4	6.3	8.7	7.7	8.0
LA	AMIKids Northeast Louisiana	26	6.8	6.4	6.3	7.8	8.0	7.3
LA	AMIKids Red River	61	6.1	6.5	6.1	8.5	8.7	8.3
LA	AMIKids Southwest Louisiana	38	7.0	9.8	8.0	8.8	13.3	8.5
VA	AMIKids Norfolk	61	6.3	6.7	6.2	8.0	8.5	8.7
	Total-Day Programs	938	6.0	6.2	6.6	7.1	7.5	7.8

**Table 12b: Residential Program Summaries
Grade Level Equivalents (GLE) of Youth Completing Services, CY 2011**

State	Program Type	Tested	Average GLE at Admission			Average GLE at Release		
			Math	Reading	Writing	Math	Reading	Writing
FL	AMIKids Big Cypress	38	6.2	5.0	5.2	6.5	6.8	6.7
FL	AMIKids Crossroads	40	6.0	5.8	7.1	6.4	7.3	8.5
FL	AMIKids Last Chance Ranch	32	6.7	7.7	7.9	7.2	9.0	8.3
FL	AMIKids Space Coast	42	5.8	7.3	8.4	6.1	8.6	8.6
FL	AMIKids West Florida	45	6.4	5.6	6.7	8.8	8.9	8.7
FL	AMIKids WINGS South Florida	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
FL	AMIKids YES	53	5.8	6.0	6.4	7.2	6.6	7.5
GA	AMIKids Baxley Wilderness	66	8.0	7.1	7.1	9.1	7.4	8.1
GA	AMIKids Middle Georgia	65	8.2	7.4	7.3	9.8	8.8	9.4
GA	AMIKids Savannah River	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
LA	AMIKids Acadiana	42	8.6	6.9	7.5	12.3	9.4	8.2
NM	AMIKids Sandoval	2	5.1	7.4	7.7	6.6	7.1	9.6
SC	AMIKids Beaufort	89	7.2	6.5	7.6	9.0	8.1	8.8
SC	AMIKids Bennettsville	86	9.5	8.6	8.7	10.2	10.2	9.7
SC	AMIKids Georgetown	89	6.9	6.9	6.7	8.5	8.2	8.2
SC	AMIKids Piedmont	82	7.9	7.7	8.3	11.4	13.3	12.8
SC	AMIKids Sand Hills	78	10.7	10.8	9.6	11.7	12.2	10.1
SC	AMIKids White Pines	90	7.5	6.9	7.5	8.6	7.9	8.8
TX	AMIKids Rio Grande Valley	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
TX	AMIKids WINGS Texas	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
VA	AMIKids Virginia	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
VA	AMIKids Virginia Wilderness Girls	0	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	Total-Residential	939	7.7	7.3	7.6	9.1	9.0	9.1



INFINITY SCHOOL AND EDUCATIONAL SERVICES RESULTS

In 2011, AMikids operated four Infinity schools for at-risk youth and provided educational overlay services in two residential commitment programs. As depicted in Table 13 and Table 14, a total of 175 youth were released from Infinity schools in 2011, with 137 or 69% successfully graduating from the program. Among the individual schools, The Marlboro Infinity School in South Carolina school achieved the highest favorable completion rates (88%) over the course of the calendar year. On average youth who completed Infinity schools were predominately male, black and 15 years of age at the time of school admission.

Similar to AMikids delinquency programs, educational performance of youth completing Infinity schools was measured in terms of grade level equivalent (GLE) assessments in math, reading and writing. Between admission and graduation, average GLEs increased in each of these subject areas. At admission, the overall average GLE of youth served in the four Infinity schools was 5.4 in math, 5.3 in reading and 6.5 in writing. By graduation, these averages had increased to 6.1, 6.1 and 7.0, respectively. In terms of individual programs, the Chicago Infinity School had the lowest GLEs at admission, yet program averages increased by more than one grade level in reading. The Orangeburg Infinity School in South Carolina posted the highest overall GLE gains at program completion with assessed levels at 7.4 in math, 7.0 in reading and 7.1 in writing.

**Table 13: AMikids Infinity Schools Program Summaries
Demographic Characteristics of Youth Completing Services, CY 2011**

School	Completions	Male	Female	White	Black	Hispanic	Other	Average Age ¹
IL - Chicago	23	83%	17%	9%	74%	17%	0%	16.9
SC - Marlboro	74	53%	47%	8%	81%	0%	11%	15.2
SC - Orangeburg	34	91%	9%	18%	82%	0%	0%	15.6
NC - Wake	6	100%	0%	0%	83%	17%	0%	15.7
Total	137	69%	31%	10%	80%	4%	6%	15.6

¹Represents average age at program admission

Note: Due to rounding, totals may not add to 100%

Table 14: AMikids Infinity Schools Program Summaries - Completion Rates and Educational Performance, CY 2011

School	Completion Type			N Tested	Admission			Average GLE at Release		
	Releases	Favorable/ Graduate	Unfavorable		Math	Reading	Writing	Math	Reading	Writing
IL - Chicago	35	66%	34%	5	3.9	4.7	4.5	4.6	6.2	4.9
SC - Marlboro	84	88%	12%	22	5.3	5.1	7.7	5.8	5.2	8.1
SC - Orangeburg	45	76%	24%	15	5.9	5.6	6.0	7.4	7.0	7.1
NC - Wake	11	55%	45%	6	5.7	5.9	4.9	5.5	7.0	4.9
Total	175	78%	22%	48	5.4	5.3	6.5	6.1	6.1	7.0

A total of 98 youth were released from Infinity educational overlay services at the Frances Walker Halfway House and Brevard Group Treatment Home in Florida in 2011. Virtually all youth (98%) successfully completed AMikids educational services while they were committed. The population of youth served differed somewhat from youth in Infinity schools, in that a greater percentage of students were female (45%) and white (39%).

Average GLE scores of youth receiving Infinity educational overlay services increased between program admission and completion in all three subject areas. The largest change was achieved in reading, with average GLEs rising from 5.7 to 7.8. Math GLEs increased by more than one grade level on average for youth completing the educational overlay services. Youth in the Frances Walker Halfway House posted

strong math, reading and writing outcomes, entering with 5.9 in math, 7.1 in reading and 9.2 in writing and increasing to 7.2 in math, 9.6 in reading and 9.3 in writing. Brevard Group Treatment Home saw nearly a full GLE gain, on average, over the course of the program. These advances facilitate individual protective factors and enhance the ability of youth to transition successfully back to their communities and schools upon program completion.

AMikids delinquency programs in operation in 2011 are profiled in the following program reports. The reports provide a 2-page overview of the non-residential and residential programs including a summary of program results, completion outputs and trends, educational outcomes and statewide comparisons, youth demographics and offense histories and recidivism outcomes.

**Table 15: AMikids Infinity Services Program Summaries
Demographic Characteristics of Youth Completing Services, CY 2011**

School	Completions	Male	Female	White	Black	Hispanic	Other	Average Age ¹
FL - Brevard GTH	53	100%	0%	25%	64%	6%	6%	14.5
FL - Frances Walk	43	0%	100%	56%	35%	2%	7%	16.8
Total	96	55%	45%	39%	51%	4%	6%	15.5

¹Represents average age at program admission

Note: Due to rounding, totals may not add to 100%

Table 16: AMikids Infinity Services Program Summaries - Completion Rates and Educational Performance, CY 2011

School	Completion Type			N Tested	Admission			Average GLE at Release		
	Releases	Favorable/ Graduate	Unfavorable		Math	Reading	Writing	Math	Reading	Writing
SC - Orangeburg	45	76%	24%	15	5.9	5.6	6.0	7.4	7.0	7.1
FL - Brevard GTH	53	100%	0%	51	4.4	4.6	5.5	6.0	6.4	6.4
Total	98	98%	2%	89	5.1	5.7	7.1	6.5	7.8	7.6

AMM Kids®



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Energy Savings Contract

This energy savings contract is between the Gadsden County Schools (the "District") and Cenergistic, Inc. ("Cenergistic"). This contract is subject to all applicable state and federal laws.

Cenergistic® delivers customized, comprehensive people-driven energy conservation programs that focus on changing human behavior to help school districts, churches and higher education clients reduce their consumption of energy and water without any equipment upgrades. Implementation of these programs is guided by Cenergistic's team of energy consultants - together representing several hundred years of public school energy conservation experience. Cenergistic's clients can invest the financial savings that result in the lives of the people they serve, rather than in utility companies. Cenergistic guarantees the success of these programs. To date Cenergistic has served more than 1,300 clients in 48 states.

The District is committed to its mission: "Building a Brighter Future as We Prepare Students for Success in Life." The District uses electricity, gas, heating oil, water and sewer (collectively "energy") to fulfill its mission. "Through the collaboration of a caring school community and the allocation of resources, aligned with our mission and goals, we will maximize the opportunities for all students to succeed in life." The District serves more than 5,950 children at its 14 campuses.

Cenergistic has offered to build and provide a customized energy conservation program that is focused on organizational and behavioral change and is designed with the following goals:

- Save dollars that the District can reinvest in the people it serves;
- Preserve a quality learning environment for the District's children;
- Conserve energy for a positive impact on the environment; and,
- Increase awareness to empower energy users to be energy savers.

Cenergistic will help the District pursue these goals through implementation of its energy conservation program. Central to the success of this program is the recognition of shared responsibility between Cenergistic and the District as the program is initiated and implemented. Cenergistic provides extensive resources, education and onsite training, action planning, and other conservation-related services, while the District works cooperatively to implement Cenergistic's program.

As a part of this shared responsibility, Cenergistic offers a *QuickStart* during the early months. During the *QuickStart* the District does not pay any fees to Cenergistic; at the same time Cenergistic delivers focus on priority elements of its Cenergistic energy management program for a quick start. The *QuickStart* accelerates net savings for the District.

The parties therefore agree as follows:

1. **Program.** On _____ ("Start Date") Cenergistic shall begin its work on this contract to provide the District with a people-driven energy management program that is customized to enable the District to reduce consumption of energy ("Program").

2. **Energy Consultants.** A Cenergistic team of energy consultants shall deliver the Program to the District as follows:

- Through Cenergistic's on-site and ongoing assessments of the District's facilities and based on Cenergistic's experience in having assessed thousands of client facilities, Cenergistic's energy consultants shall deliver hundreds of recommendations that are specific to the District's environment.
- Cenergistic's energy consultants shall guide and assist the District's Program implementation following Cenergistic's proven methodology, the Cenergistic energy management program.

3. **Energy Specialist.** (a) Onsite Assignment. Program implementation requires a daily focused effort in the District's facilities and areas. This effort will be led by an energy specialist who can make conservation a priority while positively engaging people to conserve energy. Cenergistic shall take immediate actions to identify and hire a person to serve as an energy specialist for the District. The contract cost or salary for the energy specialist will be paid by Cenergistic.

(b) Duties. The energy specialist's primary duties will be to spend time in the District's facilities to identify savings opportunities and to work closely with the District's people to execute proven implementation strategies to change behavior linked to energy consumption. The effective management of energy information is also important for achieving positive results through accountability. For this the energy specialist will work to maintain energy consumption and other information related to energy use in the District's facilities and areas. The energy specialist will use the EnergyCAP[®] energy accounting software program from EnergyCAP, Inc. ("Software").

(c) Local Resources. Within 30 days after the selection of the energy specialist, the District will provide the energy specialist with office space, an office phone, internet access, email address, on-campus parking, building keys and alarm codes. Use of these resources is subject at all times to District policies and procedures. If requested due to safety or security concerns, the District will provide a commissioned security officer to accompany the energy specialist while performing facilities assessments outside of normal business hours.

4. **Program Implementation.** (a) Prompt Start. Once Cenergistic has assigned an energy specialist to work on-site, the District will promptly begin and then continue to implement the Program.

(b) Commitment and Communication. In Cenergistic's experience, the success of the District's Program implementation will be a function of the demonstrated commitment of the school board, superintendent and other administrators, e.g. through timely communication of high level support for the Program. More specifically, no later than 60 days after the Start Date, the school board must adopt an appropriate policy and the administration must adopt appropriate administrative guidelines reflecting the District's commitment to the Program. The District shall communicate these guidelines to its people, construction contractors and on-site management service providers, if any. Cenergistic will

facilitate semi-annual progress reports for the school board. The District will make its utility records available for review and copying on request of the energy specialist, Program Liaison or Cenergistic.

(c) **Software Tool.** The effective management of energy information is a first step to achieving positive results through accountability. Energy consumption will be accounted for by using a third party software program, EnergyCAP[®], with which Cenergistic's energy consultants are knowledgeable and trained to provide support to the District. No later than 90 days after the Start Date, the District must license the EnergyCAP[®] energy accounting software program from EnergyCAP, Inc, or, if later recommended by Cenergistic to its clients (e.g. because EnergyCAP[®] ceased to be available), an alternative software program ("Software"). The District's cost for the Software is \$6,650 per year for the first three years and \$2,593 per year thereafter. Data input and maintenance will be managed and controlled, at Cenergistic's option, either by the Energy Specialist or at Cenergistic's corporate office, with District access to review all data entry.

(d) **Program Liaison.** Within thirty (30) days after the Start Date, Cenergistic and the District will discuss and collaborate on identifying one of the District's senior-level business officials to serve as the liaison and primary point of contact for the District on the Program ("Program Liaison"). The Program Liaison should be accessible and responsive to Cenergistic for communication and meetings and may not be someone who is unacceptable to Cenergistic. Cenergistic will offer education and training for the Program Liaison (and any replacement Program Liaison) to effectively serve in the role, with an emphasis that will promote the Program Liaison's role in reviewing all savings determinations. To assist in the education and training, at the next scheduled session after the Start Date, the Program Liaison shall attend, at Cenergistic's expense, the EnergyCAP workshop provided by EnergyCAP Inc. in Dallas, TX. The Program Liaison may bring other District representatives to the EnergyCAP workshop, at District expense. In the event there is a replacement Program Liaison, after designation for that position, that person shall attend the next offered EnergyCAP workshop, at Cenergistic's expense, in Dallas, TX. The Program Liaison position shall not be vacant for more than thirty (30) consecutive days during the Term of the contract.

(e) **Access, Authority and Control.** The energy specialist needs to have access to the District's systems controls, including the energy management systems ("EMS"), and the authority (in communication and coordination with other District personnel) to make changes so that facilities are not operated outside of the established policy and guidelines. The energy specialist needs the authority to: (1) program the EMS including changes in the temperature settings and run times of EMS controlled equipment (e.g. HVAC, water, heating and lighting systems), and (2) change settings and run times for each facility's equipment and systems (e.g. lighting, sewer and water systems, time clocks and thermostats) that are not controlled by the EMS. The energy specialist will not have authority to make any changes that violate District established policy and guidelines and the District retains the right to suspend the energy specialist's access at any time. In the event of such a suspension the District will immediately inform Cenergistic of the suspension and the basis. The District shall provide such access and authority to the energy specialist within 30 days of the energy specialist's first day of on-site work. This contract does not alter the District's exclusive right of control over its people and facilities and its pre-existing responsibility, if any, to provide reasonable premises safety.

(f) **No Third Party Interference.** The District shall not allow any third party to interfere with the District's Program implementation.

5. **Savings Determination.** (a) General. Energy savings are determined in accordance with the Measurement and Verification Plan ("M & V Plan") attached hereto by comparing measured use before and after the start of Program implementation, with appropriate adjustments for changes in conditions that are independent of the Program. The simple formulaic expression is:

Avoided Energy Use (or Savings) = Adjusted-Baseline Energy – Reporting-Period Energy ± Non-Routine Adjustments of baseline energy to reporting-period conditions

The energy specialist shall use the Software to calculate the District's savings by subtracting the energy actually used (i.e. consumption: kWh, BTUs, gallons, etc.) in each Performance Year (as defined below) from the use in the Base Year (as defined below), plus or minus any Adjustment Variables (as defined below), and applying the price (based on the blended rate to the District for each type of energy purchased by the District) for each corresponding period ("Savings"). The "Total Savings" means the Savings and any additional verifiable cost containment or avoidances resulting from the Program (e.g. utility refunds received as a result of a Program billing audit), in accordance with current industry-accepted valuation methodology. Savings reports shall be delivered to the Program Liaison for review and verification. The Program Liaison will work diligently to review reported Savings and will present any questions about the savings reports within five business days of receipt. Cenergistic's projections of Total Savings when using the Program are based upon energy consumption and other data furnished by the District.

(b) **Baseline Period.** A 12 month baseline period will be established as set out in the attached M & V Plan by Cenergistic and the energy specialist, in consultation with the Program Liaison. The Software will be used to establish a baseline period consisting of 12 consecutive months that precede the Start Date ("Base Year"). The District represents that the historical utility usage data provided to Cenergistic for the purpose of savings projections is accurate. If it is later determined that either: 1) there is a variation between the data provided and the accurate utility usage of ± 5% or more or, 2) changes in the 12 months preceding the Start Date would cause those 12 months to not accurately reflect actual pre-program usage by the District ("variation"), Cenergistic may select as the Base Year an alternate 12-month period from the 36 months preceding the Start Date. For new construction, the energy specialist and Cenergistic, in consultation with the Program Liaison, will use detailed, calibrated simulation analysis to compile the Base Year.

(c) **Reporting Period.** Each reporting period will be a 12 month period ("Performance Year"). The first Performance Year will begin after the energy specialist starts work and the *QuickStart* (as defined below) ends ("First Year") and each Performance Year is consecutively named. The "Second Year" means the 12 month reporting period following the end of the First Year, the "Third Year" follows the Second Year, and so on. A performance year may be suspended as set out below. Using the Software, Savings shall be calculated for each Performance Year in comparison to the Base Year.

(d) **Appropriate Adjustments.** (i) Adjustments to the baseline shall be made in accordance with the M & V Plan to recognize that the operating environment changes in ways that impact energy use but are independent of the Program (e.g. the weather) and function simply to bring energy use in the two time periods to an equivalent set of conditions.

(ii) The Software allows appropriate adjustments to the Base Year, using available data to account for the following factors occurring during the Performance Year that affect the

energy used in facilities ("Adjustment Variables"): outside temperature; floor space; occupancy type or schedule; amount, type or use of equipment; number of days in the billing period; energy rates; and reasonably estimated energy loads added or reduced after Program implementation.

(iii) The Software also allows other appropriate adjustments for a more accurate Savings calculation. If the District has experienced abnormal temperatures during the Base Year, a total of 36 months of billing information can be used to create a more accurate statistical model for the District. The District shall communicate the District's energy conservation guidelines to its construction contractors and on-site management service providers, if any. Savings will be determined using either calibrated simulation or by making appropriate adjustments, as mutually agreed by the parties, in the event of any of the following: (a) the guidelines are not substantially followed by third party construction contractors or on-site management service providers; (b) the District chooses not to substantially implement Cenergistic's water conservation recommendations; or, (c) there are equipment malfunctions that negatively impact program savings. Agreement concerning the calibrated simulation or appropriate adjustments will not be unreasonably withheld by either party. In the event solar electricity is implemented by the District, the parties will agree upon a process that both measures and values the solar electricity for purposes of determining the blended rate of avoided consumption from that source. If the District fails to substantially implement the program as determined by Cenergistic in its sole discretion, the Performance Year can be suspended until the District is substantially implementing the program. If a Performance Year is suspended, it will consist of twelve non-consecutive months; however, for purposes of determining savings, savings, if any, during the suspended period shall continue to accrue.

(iv) The data will continue to be reviewed for accuracy during the term of the Contract. In the event there are inaccuracies in the data or there are data entry errors (i.e. information not known at the time, incorrect meter reading or data entered into the Software incorrectly), the data may be updated to correct such errors that occurred during the twelve (12) months immediately preceding the latest monthly billing statement. Data prior to the twelve (12) months immediately preceding the latest monthly billing statement will be deemed to be accurate by the parties.

6. **Term.** This contract shall be for a term beginning on the Start Date and ending on the last day of the Fifth Year ("Term").

7. **QuickStart and Monthly Fee.** (a) QuickStart. The District shall not pay any monthly fees to Cenergistic during the *QuickStart* period, beginning on the Start Date and ending four months after the Start Date, or on such later date as determined by Cenergistic ("QuickStart"). In the event the Performance Year is suspended as set out in paragraph 5 above, the monthly fees for the suspended period shall be deferred and the term shall be extended until 60 monthly fee payments have been made.

(b) **Monthly Fee.** The District shall pay Cenergistic a fee of \$19,200 ("Monthly Fee") per month for 60 consecutive months("Fee Period"). The District shall pay the first Monthly Fee in the month after the *QuickStart* period and Cenergistic will bill the District on the 1st of each month for each subsequent Monthly Fee.

(c) **Additional Districts.** In the event the District acquires, contracts with, or otherwise becomes responsible for educational services for another district ("acquired district"), or is requested by another district ("requesting district") to allow the energy specialist to provide energy management

support, the District agrees to not share, utilize, or include the Program (including the use or services of the energy specialist trained by Cenergistic) to any extent, in any facilities in the acquired or requesting district without Cenergistic's express written consent and payment of additional fees as mutually agreed.

8. **Savings Guarantee.** (a) Cenergistic's commitment to the quality of the Program is evidenced by Cenergistic's Savings Guarantee (as defined below). Cenergistic shall reimburse the District for the difference if the District's Costs (as defined below) exceed its Total Savings, computed from the Start Date to the end of any Performance Year during the Term ("Savings Guarantee"). Due to the cumulative nature of the Savings Guarantee it is necessary to specify that Cenergistic shall not make reimbursement for amounts that Cenergistic has already reimbursed for a prior Performance Year. To be eligible for the Savings Guarantee the District must have substantially implemented the Program. If Cenergistic reasonably determines that the District is not substantially implementing the Program, Cenergistic shall give the District written notice of its determination (including specific details supporting Cenergistic's determination and specific recommendations for appropriate District action) and, at Cenergistic's election, the Performance Year and payment of the Monthly Fees shall be suspended for a period of up to four months as time to remedy. The District shall act within a reasonable time to cure such failure, with curative steps being taken within sixty (60) days after receipt of the written notice referenced above. If the parties are unable to agree on whether the District is substantially implementing the Program, the parties agree to meet to resolve the differences as set out in paragraph 13(c) below. "Substantial implementation of the Program" does not require the District to have implemented the Program in every detail. To "substantially implement" the Program means that the process of implementation is material to the extent that the program functions as intended. It requires that the Program has been implemented in its material elements, or almost fully implemented. The "District's Costs" means the total amounts paid for the initial and renewal costs of the Software, and the Monthly Fees. Cenergistic shall pay the District a required reimbursement no later than 90 days after the results for the prior Performance Year have been finalized by Cenergistic and the energy specialist. If Cenergistic fails to make a required reimbursement, the District may terminate this contract without a payment of a Work Fee and recover the amount of the required reimbursement from Cenergistic.

(b) The District shall refund prior reimbursements on the Savings Guarantee to Cenergistic if (1) the Total Savings exceed the District's Costs, computed from the Start Date to the end of a later month during the Term, or (2) the District exercises its right of Termination for Convenience (as defined below). The District shall pay Cenergistic a required refund: (1) no later than 90 days after the results for such later month have been finalized by Cenergistic and the energy specialist, or (2) on the effective date of a Termination for Convenience.

9. **District Termination for Convenience.** (a) As provided in this contract Cenergistic anticipates a long-term relationship and remains committed to the District through the Term and beyond. However, the District may terminate this contract for any reason and without cause as provided in this paragraph. To validly exercise this right to terminate for any reason and without cause (including if there is no appropriation of funding or for any other termination that is not based on Cenergistic's failure to perform its material obligations under this contract) (a "Termination for Convenience"), the District shall provide Cenergistic with at least 60 days prior written notice and shall pay Cenergistic a Work Fee to compensate Cenergistic for its Intellectual Property, the work performed by Cenergistic

and for the benefits received by the District (and not as a penalty) ("Work Fee"), with the calculation based upon the date of termination, as follows:

Quick Start through the end of Performance Year One	<p>a. Payment for the value of Cenergistic's Intellectual Property and the continuing benefits of the program after termination: 15% of Projected Performance Year One Total Gross Savings per the Cenergistic matrix; plus</p> <p>b. \$700 per day, for each Cenergistic employee on-site from Start Date through the termination date to cover costs including overhead</p>
Performance Years Two through Four	An amount equal to the preceding twelve Monthly Fees
Performance Year Five	The lesser of: (a). the remaining projected Performance Year 5 fees per the Cenergistic matrix; or, (b). an amount equal to four Monthly Fees

Upon a Termination for Convenience, the Work Fee shall include the following additional amounts which the District shall pay Cenergistic: the unpaid Monthly Fees but only through the termination effective date (including any months which were deferred because of a suspension of the Performance Year as set out in paragraph 5 above). A Termination for Convenience voids the Savings Guarantee. This termination right does not limit the rights and remedies of the District. More specifically, if Cenergistic fails to perform its material obligations under this contract, the District's legal rights and remedies are not limited by the terms of this paragraph. If the District contends Cenergistic has committed a material breach of the contract, the District will provide written notice to Cenergistic specifically describing the breach and giving Cenergistic a reasonable opportunity and time (not less than 30 days) to cure the claimed breach before taking other action. If the material breach is not remedied by Cenergistic following the notice as set out above, the District may terminate this contract without any obligation to pay a Work Fee.

10. **Termination Event.** Upon termination of this contract the District shall promptly: (a) return to Cenergistic all materials and Proprietary Information previously furnished by Cenergistic or accumulated by the District in connection with the Program, including all copies thereof; (b) cease using the Proprietary Information and implementing the Program; and (c) discontinue the employment of any District energy specialist trained by Cenergistic in that position.

11. **Proprietary Program and Information.** (a) The District will have access to and use of Cenergistic's energy management program as well as materials that are copyrighted, trade secrets and other information that is proprietary to Cenergistic (collectively "Proprietary Information"). Furthermore, the Proprietary Information also includes all database files created using the Software.

(b) The District agrees that the Proprietary Information (including all copies) continues to be Cenergistic's property and should be kept confidential to the full extent permitted by law. The District shall give Cenergistic written notice and an opportunity to respond if the District receives a third party request for Proprietary Information. The District shall not disclose the Proprietary Information to any unauthorized person or use it outside of the District or this contract. The District shall assist Cenergistic in the protection of the Proprietary Information. The District's obligations under this paragraph survive termination of this contract.

(c) While under contract with Cenergistic and for a period of two years following the termination of this contract, the District will not solicit, hire or retain any Cenergistic employees or contractors for employment or other work at or for the District.

12. **Program Continuation.** (a) **No More Fees.** Once the District has paid all fee amounts owed to Cenergistic for the Fee Period and so long as: (i) the parties mutually agree to the continuation details as set out in 12(b) below, and (ii) the District continues to substantially implement the Program, (which shall include maintaining current performance data in the Software), the Program shall continue with no additional fee payments to Cenergistic. During this Program Continuation period the District may continue to implement and utilize the Program but always subject to the District's continuing obligations in this contract regarding the Proprietary Information (as defined and set out above).

(b) **Transition at end of Term.** To allow for a smooth transition from a Cenergistic provided energy specialist to a District provided energy specialist, no later than six (6) months prior to the end of the Term the parties will meet to mutually agree upon the following transition and continuation details: (i) all issues concerning the energy specialist during the Program Continuation phase including, but without limitation, the process of selection, compensation, training and employment, and (ii) any optional value added services to be provided by Cenergistic. In the event the parties are unable to mutually agree upon the necessary details for Program Continuation prior to the end of the Term, the Program will terminate at the end of the Term.

13. **Miscellaneous.** (a) This contract constitutes the entire agreement of the parties with respect to the subject matter of this contract. This contract supersedes the parties' prior communications, requests, responses, proposals, offers and agreements, if any. This contract may be modified only by a writing signed by the parties. Invalidity or unenforceability of one or more provisions of this contract shall not affect any other provision of this contract.

(b) In an action to enforce or construe this contract in a court with competent jurisdiction, the prevailing party shall be entitled to recover its reasonable and necessary attorneys' fees and costs of court.

(c) **Dispute Resolution.** Open communication and cooperation of the parties is vital to the success of the Program and to the settlement of disputes if they arise. If a dispute persists, either party may suggest an executive meeting for review and resolution. The party suggesting the meeting should identify the issues in dispute and coordinate a face-to-face meeting at the District to review the issues and solution options. The executive officer for each party who has full authority to discuss the issues and commit to effective solutions shall attend and participate in the meeting. Also, those persons with firsthand knowledge of the issues must be available for the meeting. No dispute under this contract shall be subject to litigation proceedings prior to completing the meeting, except for an action to seek injunctive relief.

Each party is signing this contract on the date stated under that party's signature.

Gadsden County Schools

CENERGISTIC, INC.

By: _____

By:  _____

Name _____

Name: John Bernard

Title: _____

Title: President

Date: _____

Date: February 12, 2014

Gadsden CS, FL - K12 FF5 SES 5yr CONTRACT v.1 021214

MEASUREMENT AND VERIFICATION PLAN

This Measurement & Verification Plan ("M&V Plan") is prepared for Gadsden County Schools (the "Organization") by Cenergistic and is agreed to by the parties as the M&V plan in accordance with the protocols of the International Performance Measurement and Verification Protocol ("IPMVP") for the energy program delivered by Cenergistic pursuant to the contract dated _____.

This M&V Plan is prepared in accordance with Chapter 5 of IPMVP Volume 1 (EVO 10000-1:2012).

The IPMVP guideline, developed and maintained by the nonprofit Efficiency Valuation Organization (see www.EVO-World.org), is the most current and widely-recognized guideline promulgated by a non-profit and impartial source. The IPMVP is the product of an international consortium of volunteers working together to create a "protocol that would help determine energy savings from energy efficiency projects in a consistent and reliable manner."

IPMVP includes guidance for many types of energy management initiatives and circumstances; not all guidance is applicable in all cases. The purpose of this M&V Plan is to document how the M&V guidance contained within IPMVP will be specifically applied to this contract. In cases of variance between specific provisions of IPMVP and this M&V Plan, this Plan takes precedence.

1. ECM Intent The energy conservation measures ("ECMs") reduce electricity, gas, water and other energy usage and cost, depending on the specific facility. Many varied ECMs will be used to achieve the savings. ECMs will be operational in nature (not equipment, facility or hardware retrofits) and are generally categorized as turning off energy-using systems when not necessary, setting back energy-using systems when possible, and improving efficiency of energy-using systems when in use. Space conditions, during both occupied and unoccupied periods, will change as necessary to comply with the organization's published energy policy and administration guidelines.

2. Selected IPMVP Option and Measurement Boundary IPMVP Option C (Whole Facility) will be used for savings determination because it is the most appropriate M&V method for total facility energy reduction when all energy-using systems are affected and ECMs cannot be isolated, submetered or simulated by computer model. Option C was also chosen because many ECMs will be involved, and some of them cannot be directly measured. Utility meters for electricity, gas, heating oil, water and sewer will be included in the savings M&V for the organization. Together, these meters will account for all energy use by each facility. The total savings is the sum of savings for each facility. The measurement boundary includes all facilities and infrastructure owned and leased by the Organization.

3. Baseline: Period, Energy and Conditions Using the Software (as defined in the contract, hereinafter "Software"), a baseline period shall be established for each meter consisting of 12 consecutive months that precede the energy program Start Date. Normally this will be the 12 months immediately prior to start date, but under circumstances described in the contract, an alternate 12-month period may be chosen.

The baseline data for each meter will be defined and available in the M&V Software upon import and preparation of the data for each meter & facility. The Software also includes static factors such as weather and building size. Included in the baseline data will be an identification of the baseline period, baseline energy consumption and demand data, other independent and relevant variable data, and other static factors (i.e. occupancy type, building information such as square footage, etc.). Other baseline data may be included and/or supplemented as agreed by the parties. Daily mean temperature weather data will be obtained from a nationally-recognized service using NOAA-originated data.

4. Reporting Period Each reporting period will be a 12 month period called a "Performance Year". The Performance Year begins according to the terms of the contract.

5. Basis for Adjustment Energy savings are determined by comparing measured use before and after the start of Program implementation, after making appropriate adjustments for changes in conditions that are independent of the Program. Since savings are to be reported as "cost avoidance", under reporting period conditions, IPMVP Equation 1b will be used. This method quantifies how savings in a given reporting period is determined, relative to what energy use would have been without the ECMs in place. Equation 1b defines how baseline period energy needs to be adjusted to reporting period conditions.

Equation 1b: Avoided Energy Use (or Savings) = Adjusted-Baseline Energy – Reporting-Period Energy ± Non-Routine Adjustments of baseline energy to reporting-period conditions

In addition, savings may be accrued due to one-time actions such as identification of utility billing errors leading to refunds, rebates, rate changes, and other measures that do not reduce energy usage but do reduce Organization's out of pocket utility costs.

6. Analysis Procedure The Software performs the cost avoidance analysis procedure. The Software allows appropriate routine and non-routine adjustments to the baseline period, using available data to account for the following factors occurring during the reporting period that affect the energy used in facilities: number of days in the billing period, energy unit cost, and reasonably estimated energy loads added or reduced after Program implementation due to such factors as outside temperature; floor space; occupancy type or schedule; amount, type or use of equipment; facility construction/renovation; and energy management hardware retrofits installed under unrelated projects. Specific cost avoidance analysis algorithms used by the Software are extensively documented and can be furnished upon request.

The Software also allows other appropriate adjustments for a more accurate Savings calculation. If the organization has experienced abnormal temperatures during the baseline period, a total of 36 months of billing information can be used to create a more representative statistical baseline. Savings will be determined using either calibrated simulation or by making appropriate adjustments, as mutually agreed by the parties, in the event of any of the following: (a) the organization's energy conservation guidelines are not substantially followed by its construction contractors or on-site management service providers, if any; (b) the District chooses not to substantially implement Cenergistic's water conservation recommendations; or, (c) there are equipment malfunctions that can negatively impact program savings.

The Software adheres to the IPMVP guidelines. IPMVP is not exhaustive in its guidance; in some situations engineering judgment must be used. Calculations are supervised by licensed Professional Engineers, Certified Measurement and Verification Professionals and Certified Energy Managers.

7. Energy Prices Reporting of cost avoidance will value the energy use avoided at the then-current unit cost for each meter, each period. Prices will be calculated by the Software for each month. The price applied for each utility is the realized price, based on the blended rate to the Organization for each type of energy purchased by the organization, taking into account consumption and all charges from the utility provider.

8. Meter Specifications Utility company meters used for billing are the only meters used. Exception: For heating oil stored in tanks, dip measurements recorded by the organization or by the provider may be used. In master-metered campus situations, submeters may be necessary for accurate identification of building by building energy usage.

9. Monitoring responsibilities Energy data from utility bills will be recorded in the Software as set out in the contract. The Software captures weather information necessary for calculating and applying adjustments. Changes to the baseline conditions, such as facility size, occupancy or equipment changes, will be documented in the Software. Responsibility for collection, entry, calculation and accuracy of the data in the Software is the responsibility of the Energy Specialist(s) under the supervision of Cenergistic.

10. Expected Accuracy The accuracy of data capture of the utility billing data and entry of that data into the Software is expected to be verified 100% ($\pm 2\%$) via reports that reconcile data with utility bill accounts payable to ensure the quality of the data entered, to ensure consistency with previous billing, elimination of gaps or duplicate entries, and reasonable protection against user errors in data entry. Statistical accuracy of the Software's routine weather adjustment process uses industry-standard linear regression techniques and is evaluated on a meter-by-meter basis. Data analysis does not involve sampling since the actual data, as entered into the Software, is used for any savings calculations. The accuracy of the Software's calculations has been validated empirically against the Department of Energy's ENERGY STAR program, which benchmarks buildings' performance. The calculations of the Software are consistent with ENERGY STAR results in determining increase in building energy utilization index (EUI – Energy usage per square foot per year).

11. Budget The cost of M&V includes the Software cost, as defined in the contract, plus a portion of the Energy Specialist's time. The Software cost is defined in the contract. More time will be required early in the energy program by the Energy Specialist as the baselines are determined and the Energy Specialist becomes familiar with the Software and the process for entering data and determining savings. Once the utility bills have been entered, the baseline has been determined and the Energy Specialist has become familiar with the Software and the process, subsequently, the savings determination process and its review with operating and administrative staff is expected to require approximately 5% of an Energy Specialist's time, across all meters and facilities for the organization.

12. Report Format Cost avoidance will be calculated on a monthly basis as set out in the contract. Cost avoidance reports will be prepared and provided at least semi-annually to the

organization. Cost avoidance calculations will commence with a formal data release occurring approximately five months after the Energy Specialist is in place. Cost avoidance reports will include results from the Software and show energy as well as expenditure savings versus the baseline. Cost avoidance reports have different formats for different audiences, but in general show usage and cost for: baseline actual, baseline adjusted to reporting period conditions, reporting period actual, and calculated cost avoidance (adjusted baseline minus reporting period actual).

13. Quality Assurance The primary risks in this M&V process are listed below with specific quality assurance steps that will be used to address each.

- Utility companies sometimes estimate meter readings instead of actually reading the meter. Any such estimate will be self-corrected by a subsequent month "true-up" when the meter is actually read. When an estimate is detected, the Energy Specialist will attempt to validate the utility company estimate to reflect actual usage until an actual reading is made, and then adjust data to smooth out anomalies created by estimates.
- Undetected changes happen to buildings, their operation, or use and those undetected changes may not be reflected in the reported savings. The procedures described in Section 9 minimize the chance of any such impact and ensure that any unimplemented baseline change has minimal effect.
- Data entry by the Energy Specialist may put incorrect data into the Software. Cenergistic along with the Energy Specialist together review this data regularly to find such errors, and complete routine error-checking procedures within the Software to find and fix them.

The parties agree this M & V plan will be modified as mutually agreed to reflect changes that occur or additional data that may be obtained.

This M & V plan has been developed for Gadsden County Schools by the following qualified professional.

CENERGISTIC INC.



EILEEN BYRD

SENIOR VICE PRESIDENT – DATA QUALITY

CERTIFIED PUBLIC ACCOUNTANT (Texas State Board of Public Accountants)

CERTIFIED INTERNAL AUDITOR (Institute of Internal Auditors)

CERTIFIED QUALITY ENGINEER (American Society of Quality)

CERTIFIED MEASUREMENT AND VERIFICATION PROFESSIONAL (Association of Energy Engineers)

CERTIFIED ENERGY MANAGER (Association of Energy Engineers)

February 12, 2014

Mr. Reginald James
Superintendent
Gadsden County Schools
35 MARTIN L KING JR BLVD
QUINCY, FL 32351-4400

Dear Mr. James:

Thank you for giving careful consideration to implementing Cenergistic's conservation program. We would love to work with you. I understand that part of your evaluation concerns whether we might be considered a "sole source" partner for organizational behavior-based energy conservation services. The purpose of this letter is to provide you with some information that has helped a number of organizations make that determination.

To date, Cenergistic has served more than 1,300 clients across the nation. Collectively, we have helped our clients save more than \$3.3 billion. Individually, most of our clients save 20 to 30% off their utility bills while some save even more. No other company does what we do, and no one else offers an organizational behavior-based approach to energy conservation that approaches these results.

We are often asked how we consistently achieve these results. These savings come from the specific combination of two significant elements that are complex and unmatched in the energy conservation industry.

First, we offer each client savings recommendations specific to their environment — hundreds and hundreds of them. Our team of several dozen energy management experts and specialists rotate in and out of our clients' campuses identifying saving solutions, large and small. A few of our recommendations can be found on websites for free. But hundreds more come from having assessed thousands of client facilities in over 1200 evaluation areas and applying well over 600 years of combined education and experience in energy management across numerous disciplines to our client's situation.

Second, we offer a powerful, but complex active management methodology to our clients. Our Cenergistic energy management program involves four very specific and incredibly comprehensive components.

Only Cenergistic offers an energy conservation program that uses this valuable synthesis of knowledge, experience, ideas, process and (most importantly) people, to deliver savings from sustainable behavior and organizational changes.

This is challenging and often difficult work, but 28 years of experience has proven that it is not possible to achieve this level of result without the resources offered exclusively by Cenergistic. Simply, no one offers what we do.



Many of our prospects have made the independent determination that because no one else offers or does what we do, we can be hired as the "sole source." Here are some reasons why our prospects identify us as the sole source for our form of energy conservation services:

- Only Cenergistic offers Cenergistic energy management program, an organizational behavior-based program that produces savings by changing behaviors, not your equipment. We make no recommendations for equipment retrofits, computerized control systems or other expensive capital improvements.
- Only Cenergistic offers a program and services that are funded from your existing utility budget. Our program does not require up-front capital investment or financing. Such requirements only delay the point in time for you to realize net savings. With our program your Return on Investment is measured in months, not years.
- Only Cenergistic offers a guarantee that eliminates all financial risks associated with implementing our program. Our savings guarantee eliminates financial risks for each client, beginning with the very first year of the program and continuing through the full contract period. Our clients also avoid all risks commonly associated with large scale performance contracts, such as equipment installation failures, poor contractor performance, and etc.
- Only Cenergistic offers the depth and breadth of energy conservation experience that comes from having implemented on-site energy conservation services in complex environments. Decentralized campus environments are intricate and routinely include diverse facility uses and facility areas, such as classrooms, ball fields, performance halls, mechanical rooms, kitchens and cafeterias, hallways and offices. Only Cenergistic has worked on-site at all hours of the day and night, in different climates all over the country and in over 20,000 facilities to deliver savings from decentralized campus environments like yours.
- Only Cenergistic offers a team of energy management experts and specialists that display a diversity of relevant knowledge and technical experience. Our expertise includes implementation and accountability systems, natural gas and electricity, water and sewer, HVAC systems, Energy Management Systems (EMS) and mechanical systems, communications, grounds care, data analysis, information systems management, organization development, construction management, human resources, utility rate structures, and many other areas of specialization, not to mention expertise in behavioral modification, culture development, and change management. This expertise, combined with your commitment to energy conservation, is a powerful combination that positively impacts your conservation success.
- Only Cenergistic offers a nationwide presence and 28 years of work experience focused exclusively on organizational behavior-based energy conservation programs. We have served more than 1,300 clients in 48 states across all climate conditions, working side-by-side and on-site with our client partners to achieve significant levels of savings.
- Only Cenergistic offers an implementation process that is as diverse and scalable as our Cenergistic energy management program. We have worked successfully in the largest and most complex environments (such as Division I university systems) while at the same time maximizing savings for single campus environments.



- Only Cenergistic offers a completely independent measurement and verification process. Our clients independently track, validate and report their own results from our energy management program. They do so using energy savings measurement and verification software called EnergyCAP® Professional, an industry-leading utility accounting software program which is published independently from Cenergistic. EnergyCAP Professional allows our clients to determine savings in accordance with industry standards for tracking and reporting energy use. All of our clients use EnergyCAP Professional and all of our specialists are trained to support our clients on this specific tool. Due to the high-level of on-site support that we are committed to providing, EnergyCAP Professional is available exclusively to our client partners.
- Only Cenergistic offers a program focused on changing habits and organizational behavior such that savings are delivered and sustainable for years after the contract period ends. Our process is designed to create a conservation culture that will last long after the fee period ends, giving your program the ability to stand the test of time while yielding the greatest savings results possible. We have dozens of clients who have implemented our program for 10 or more years.
- Only Cenergistic offers a continuing commitment to provide fee-free services after the contract period ends. This is a reflection of our dedication to transforming each client's organization to embrace an energy conservation culture that maximizes savings day after day, year after year.

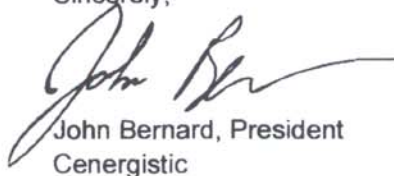
This list illustrates why Cenergistic not only stands out but stands alone in the organizational behavior-based energy conservation arena.

It has been said that our energy savings program is often underestimated in terms of the savings it generates. But it is also often underestimated in terms of its sophistication. Some organizations produce minimal savings by implementing a few energy saving ideas, and that is certainly better than doing nothing. But to generate maximum savings where net spendable dollars are a multiple of what organizations can accomplish on their own requires not only hundreds of savings recommendations, but a comprehensive, proven implementation methodology like Cenergistic's energy management program, delivered on-site by a team of specialists representing hundreds of years of proven energy management experience.

Finally, you should know that Cenergistic is the sole owner of our energy management program and we have not licensed anyone else to sell or provide our program to others. You cannot acquire our unique energy conservation program from any other company. Only Cenergistic offers this proven and productive program.

We hope this information clarifies for you the unique position Cenergistic maintains in the world of energy conservation programs that are centered on behavior modification. Please contact us if you have any questions.

Sincerely,



John Bernard, President
Cenergistic

