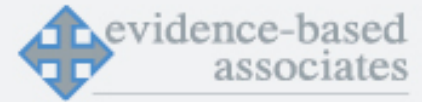




Redirecting Youth: Florida's Success Story



(Blueprints Conference, April 8, 2010)



The Scoop

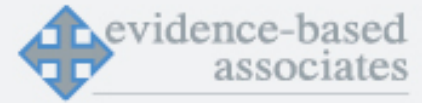
- Florida's **Problem**: high number of juvenile offenders committed to residential facilities for law violations
 - Office of Program Policy And Governmental Accountability report (OPPAGA) October 2001

"In Fiscal Year 1999-2000, judges committed 9,494 youth to the department. Commitments for a non-law violation of probation or a misdemeanor represented 41% of all commitments"
- **Solution: Redirection**
 - An array of **evidence-based programs** that effectively 'redirect' at-risk youth from out-of-home placement to in-home/community-based treatment
- **Champions**: the Florida Legislature and the DJJ



The Evidence-Based Programs Currently Part of the Redirection Project

- Blueprints Model EBPs utilized in Redirection:
 - Functional Family Therapy (FFT)
 - Brief Strategic Family Therapy (BSFT)
 - Multi-systemic Therapy (MST)



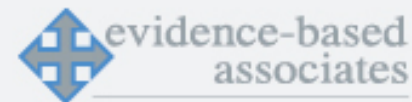
Shared characteristics of these EBPs

- Services are delivered **in the home**
- **Engage resistant or reluctant families**
- **Intensive** treatment
- Known for **extensive quality assurance** protocols
- **Proven clinical outcomes** (e.g., reduced recidivism)



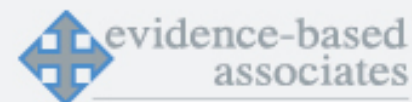
Redirection Project Partners and Stakeholders

- Youth and their families
- Florida Legislature
- The Media
- Department of Juvenile Justice
 - Secretary/Deputy Secretaries; Residential and Community Services (Probation Staff); Contract Monitors; Medical Services; Research and Evaluation; Legal
- Juvenile Court Judges and other court personnel (SA, PD, and admin)
- Provider agencies and the FL Juvenile Justice Association
- The Justice Research Center (JRC)
- University of Florida Department of Criminal Justice
- Office of Program Policy Analysis and Government Accountability (OPPAGA)
- FFT Inc, MST Services, BSFT
- Evidence-Based Associates



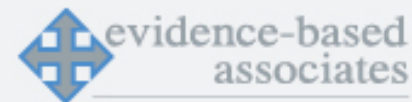
***Redirection
Capacity
Actual & Expansion
Summary***

	Fiscal Year	Youth Served (Cumulative)
Yr 1	`04 - `05	154
Yr 2	`05 - `06	505
Yr 3	`06 - `07	1222
Yr 4	`07 - `08	2623
Yr 5	'08 - '09	3691
Yr 6 Phase 1	7/09-2/10	4546
Projected Yr 6	3/10-6/10	5142



Redirection Summary as of 3/31/2010

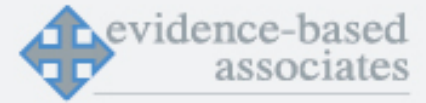
	Teams	Therapists	Supervisors
FFT	9	30	8
MST	10	31	6
BSFT	2	5	1



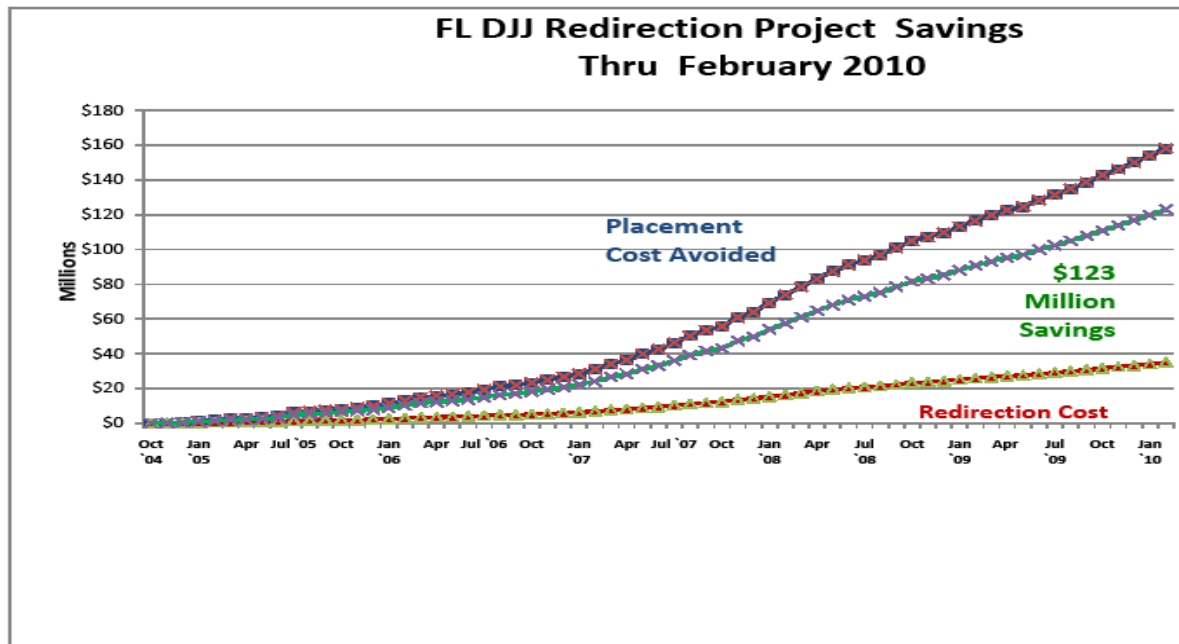
Redirection Costs

Blended Case Rate = \$7,550

Provision of Services	\$5,247	69.5%
Project Management	\$ 604	8%
Quality Assurance	\$ 378	5%
Training	\$ 604	8%
Travel	\$ 302	4%
Project Administration	\$ 415	5.5%



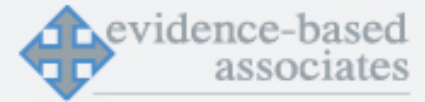
Redirection Costs in Comparison with Residential





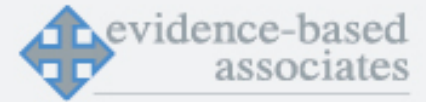
EBA's Role in a Sustainable Evidence-Based System of Care

- **Competitively negotiate with potential Providers for new teams**
- **Invest in training staff**
 - Establish an FFT externship site in Florida
 - Host an Annual MST Advanced Supervisor Workshop
 - Fund a Quality Assurance Consultant from FFT who is responsible for staff/team development
 - Invest in video equipment to allow for live weekly consultation for BSFT therapists
 - Build in Redundancy of activities for key positions
- **Annually monitor teams for performance targets in addition to contract compliance activities**
 - 70 % successful discharge
 - 75% will not have an offenses during services
 - 60% will not recidivate 1 year post discharge
- **Manage the Data for Continuous Quality Improvement Activities**
 - Monthly review of data with Providers and Models
 - Quarterly meeting to review data with Stakeholders
- **Collaborate with Providers to retain staff**
 - Bonus plan that rewards outcomes

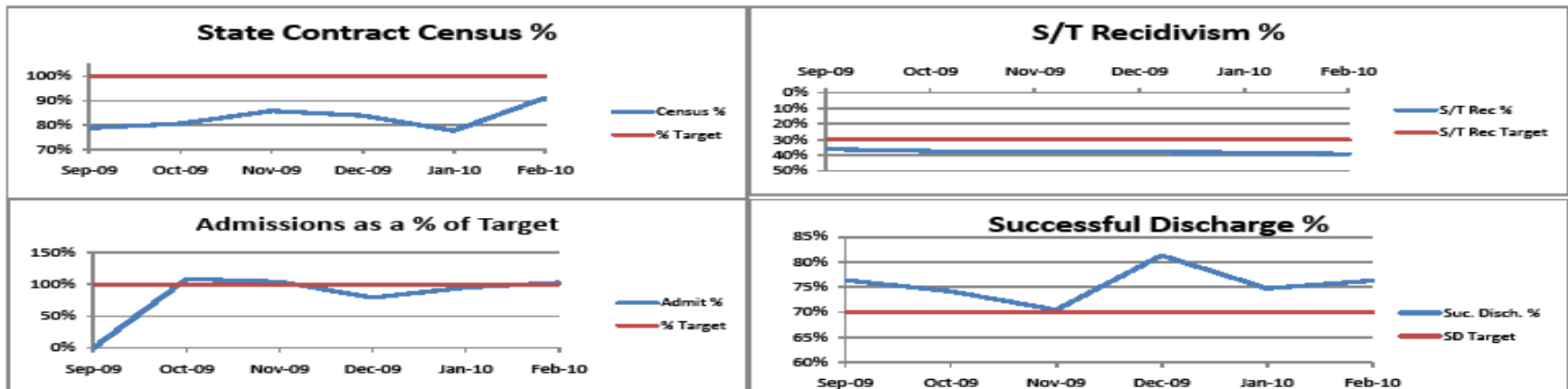


Managing the Data

		State		Quick Links			
Dashboard		Utilization ●	Adherence ●	Regions	North	Central	South
		Discharges ●		Modalities	FFT	MST	BSFT
Feb. 2010		S-T Recidivism ●	Admissions ●	Providers	APS	Camelot	CSI
		Admissions ●		CYS	Eckerd	H.S.A.	
				ICFH	Lee	TSP	
				VQ	WF		
				Additional Info	Data Table	Graphing	Grade Expl
Grades							
Utilization ●		Adherence ●		Discharges ●			
State Contract Census	91%	BSFT		Successful Discharge %		76%	
FTE	83%	FFT					
		MST					
Short-Term Recidivism ●		Admissions ●		Annual Benchmarks			
Adjudication + Pending %	39%			Recidivism O.D.S.		Met	
		Admissions as % of Target	102%			Met	



Managing the Data



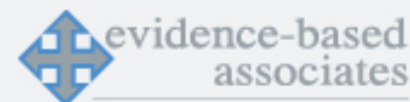


Redirection Project

“When deciding how to invest wisely in stopping juvenile crime, use science, data collection and accountability to guide policy. Florida has shown it can do this with its successful Redirection Program.”

- Fight Crime: Invest in Kids Report, October 2007

“Over the past four years, the Redirection Program has operated at a lower cost than residential juvenile delinquency programs and has achieved better outcomes”- **OPPAGA: Redirection Saves \$36.4 Million and avoids \$5.2 Million in Recombitment and Prison Costs report, May 2009**

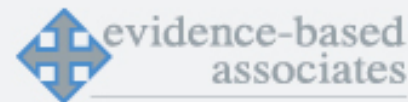


*Serving Kids & Families,
Saving Money, Improving Public Safety*

- 31% Reduction in Felony Convictions & Adjudications One Year After Completion
- \$36.4 Million Savings and \$5.2 million in Cost Avoidance in recommitment and prison costs
- Reduces Need for Future Prison Construction and Maintenance, Higher Taxes

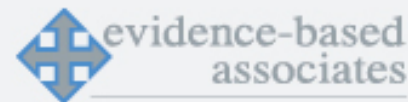
“Spending just one dollar on evidence-based programs can yield up to \$15 in benefits to society, whereas, more punitive approaches like detention and juvenile boot camps yield less than \$2 in benefits.”

- Justice Policy Institute, July 2007



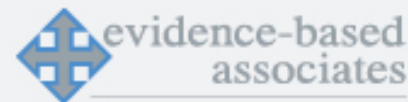
2010 Outcome Evaluation

- The Justice Research Center (JRC) serves as an independent evaluator of the Redirection Project
- The JRC has conducted an annual outcome evaluation of Redirection programs in Florida for the last 3 years
- The focus here is on the 2010 outcome evaluation results
- Primary goals of research:
 - To evaluate the extent to which Redirection programming results in successful youth outcomes in comparison to juvenile residential incarceration; and
 - To evaluate the cost effectiveness of Redirection programs in comparison to juvenile residential incarceration.



Defining Successful Outcomes

- Numerous measures of successful outcomes
 - Quantitative and qualitative measures
 - Domains: delinquent behavior; educational performance; employment; involvement in prosocial activities; reduction in criminogenic risks and needs; improved quality of life; and change in attitudes, beliefs and behaviors
- Florida Department of Juvenile Justice (DJJ) defines success in terms of subsequent delinquency involvement



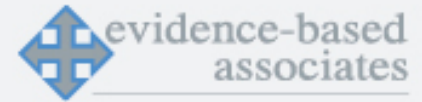
Recidivism Definition

- Official FDJJ recidivism definition:
 - Any subsequent juvenile adjudication (including adjudication withheld) or adult conviction within one year of program completion
- According to the 2008 FDJJ Common Definitions Report this measurement of recidivism is preferable to other dimensions of post program success because it *"...provides a reliable indication that the youth was found to have committed the offense"* (pg. 25)
- Definition used for Redirection outcome evaluation



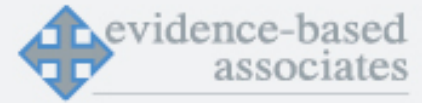
Research Questions

1. Do Redirection services achieve **lower adjudication/conviction rates** following program completion compared to residential programs?
2. Do Redirection services achieve **lower felony adjudication/conviction rates** following program completion compared to residential programs?
3. Do Redirection services achieve **lower arrest rates** following program completion compared to residential programs?



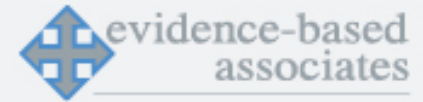
Research Questions (Continued)

4. Do Redirection services achieve **lower felony arrest rates** following program completion compared to residential programs?
5. Do Redirection youth achieve **lower rates of juvenile commitment, adult probation or adult prison** following program completion compared to residential programs?
6. Are there **statistically significant differences between Redirection and a matched sample of residential youth** on any of these outcomes after controlling for risk factors predictive of recidivism?



Research Sample and Design

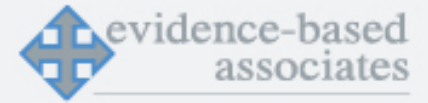
- Two samples:
 - All youth completing Redirection and residential programming in Florida in FY 2007-08
 - Matched sample of youth completing Redirection and residential programming in Florida in FY 2007-08
- Quasi-Experimental Design:
 - Logistic regression analysis – controlling for significant predictors or recidivism (age, race, gender, prior offense histories and risk factors)
 - Propensity score matching – Adjusts for selection bias in being placed in Redirection vs. residential
 - Propensity score is the probability of taking treatment given a vector of observed variables
 - Individuals with the same propensity score are divided into two groups – those who were and weren't treated – the groups are approximately balanced on the variables predicting the propensity score



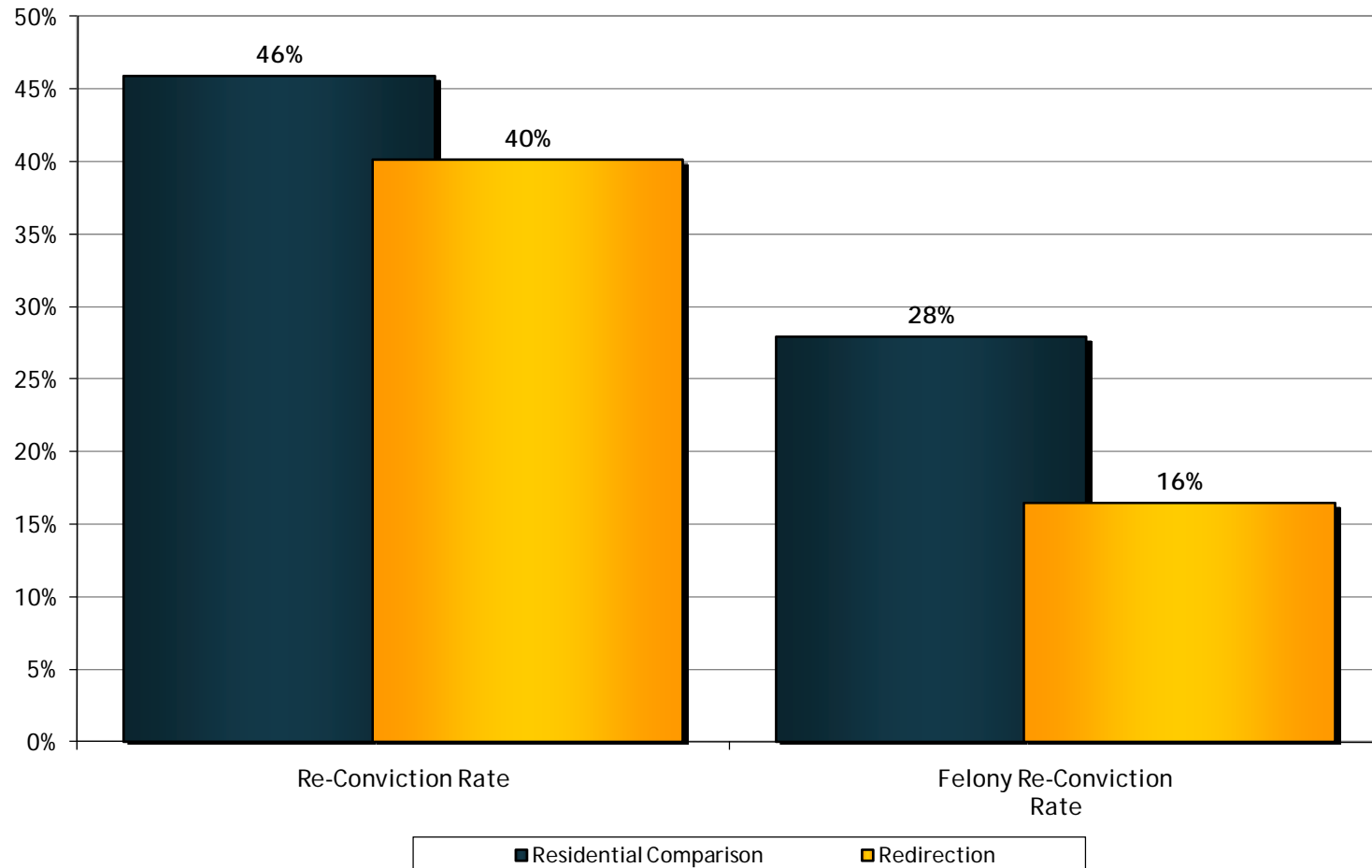
Descriptive Statistics – Sample One

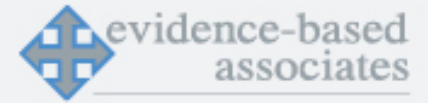
	Redirection	All Residential ¹
Total Completions	905	6,423
Males	661 (73%)	5,460 (85%)
Blacks	367 (41%)	3,354 (52%)
Hispanics	169 (19%)	668 (10%)
Average Age at Release	16.2	17.1
Average Age at First Offense	13.7	13.3
Average Prior Referral Seriousness Index	24.6	45.5
Average Prior Adjudication Seriousness Index	10.1	22.0
Average Number of Prior Charges	9.9	19.3
Average Number of Prior Adjudications	4.2	8.1
- <i>Violent Felonies</i>	0.2	0.6
- <i>Property Felonies</i>	0.6	1.5
- <i>Other Felonies</i>	0.1	0.4
- <i>Misdemeanors</i>	1.6	2.7
- <i>Other Delinquent Acts</i>	1.2	2.3

¹ Includes all residential completions from Low-, Moderate- and High-Risk commitment

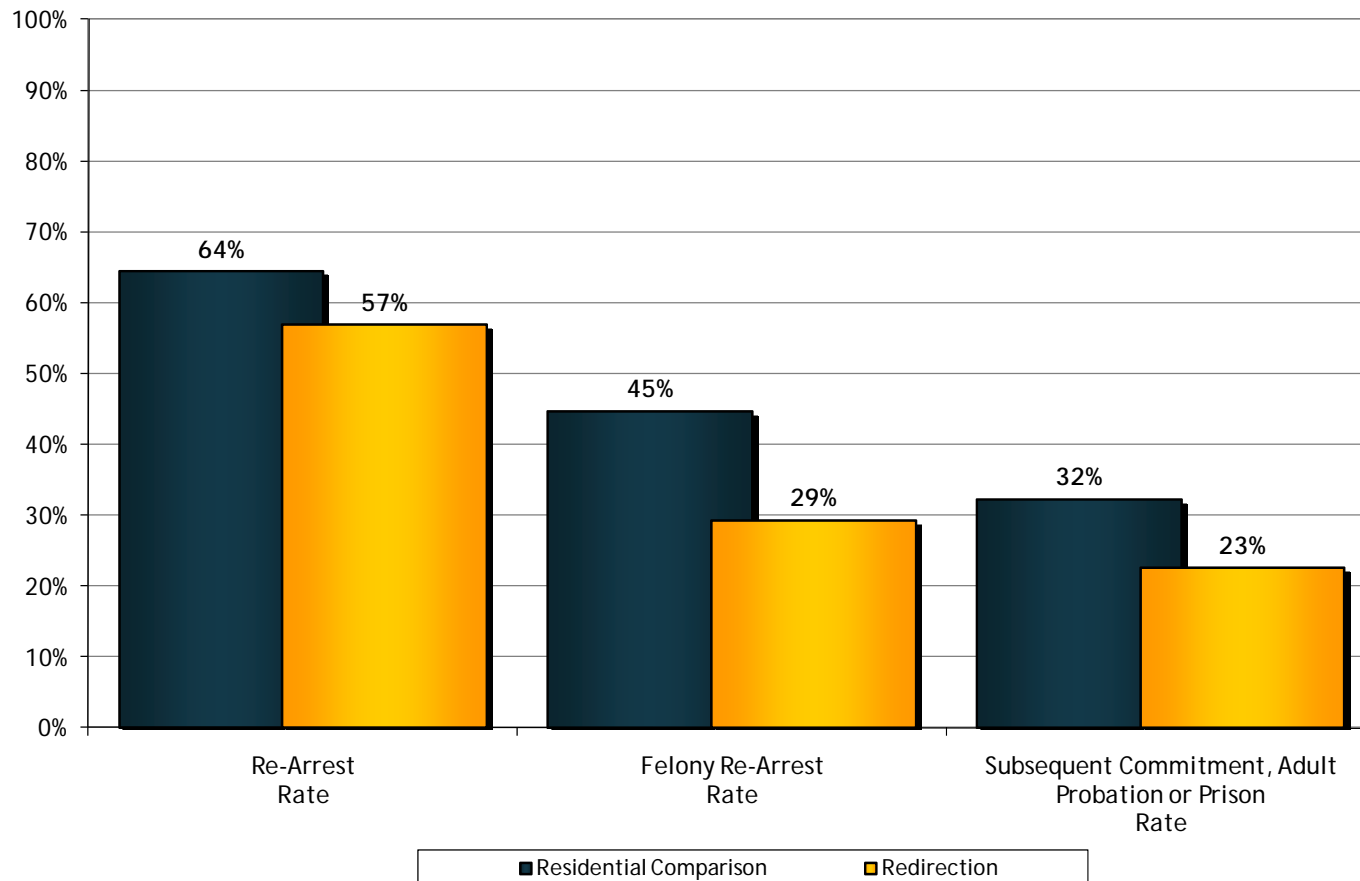


Re-Conviction Rates for Redirection and All Residential Completions





Re-Arrest and Placement Rates for Redirection and All Residential Completions

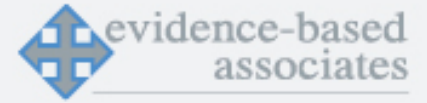




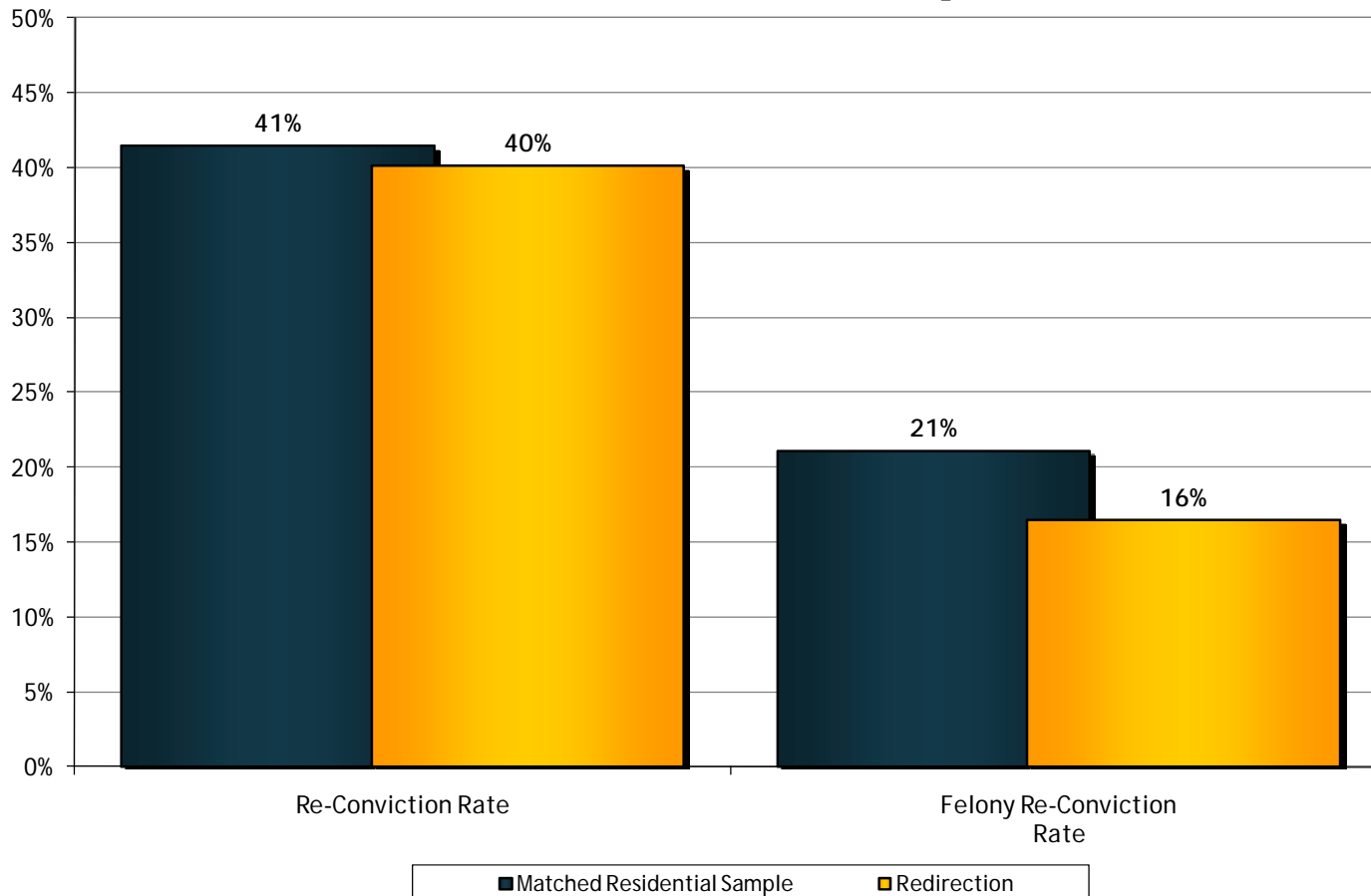
Sample Two – Descriptive Statistics

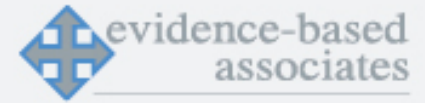
	Redirection	Matched Residential Sample ¹
Total Completions	905	905
Males	661 (73%)	613 (68%)
Blacks	367 (41%)	355 (39%)
Hispanics	169 (19%)	90 (10%)
Average Age at Release	16.2	16.1
Average Age at First Offense	13.7	13.2
Average Prior Referral Seriousness Index	24.6	26.2
Average Prior Adjudication Seriousness Index	10.1	10.8
Average Number of Prior Charges	9.9	10.5
Average Number of Prior Adjudications	4.2	4.4
- <i>Violent Felonies</i>	0.2	0.3
- <i>Property Felonies</i>	0.6	0.7
- <i>Other Felonies</i>	0.1	0.1
- <i>Misdemeanors</i>	1.6	1.7
- <i>Other Delinquent Acts</i>	1.2	1.3

¹ Residential completions were matched to Redirection completions by a propensity score.

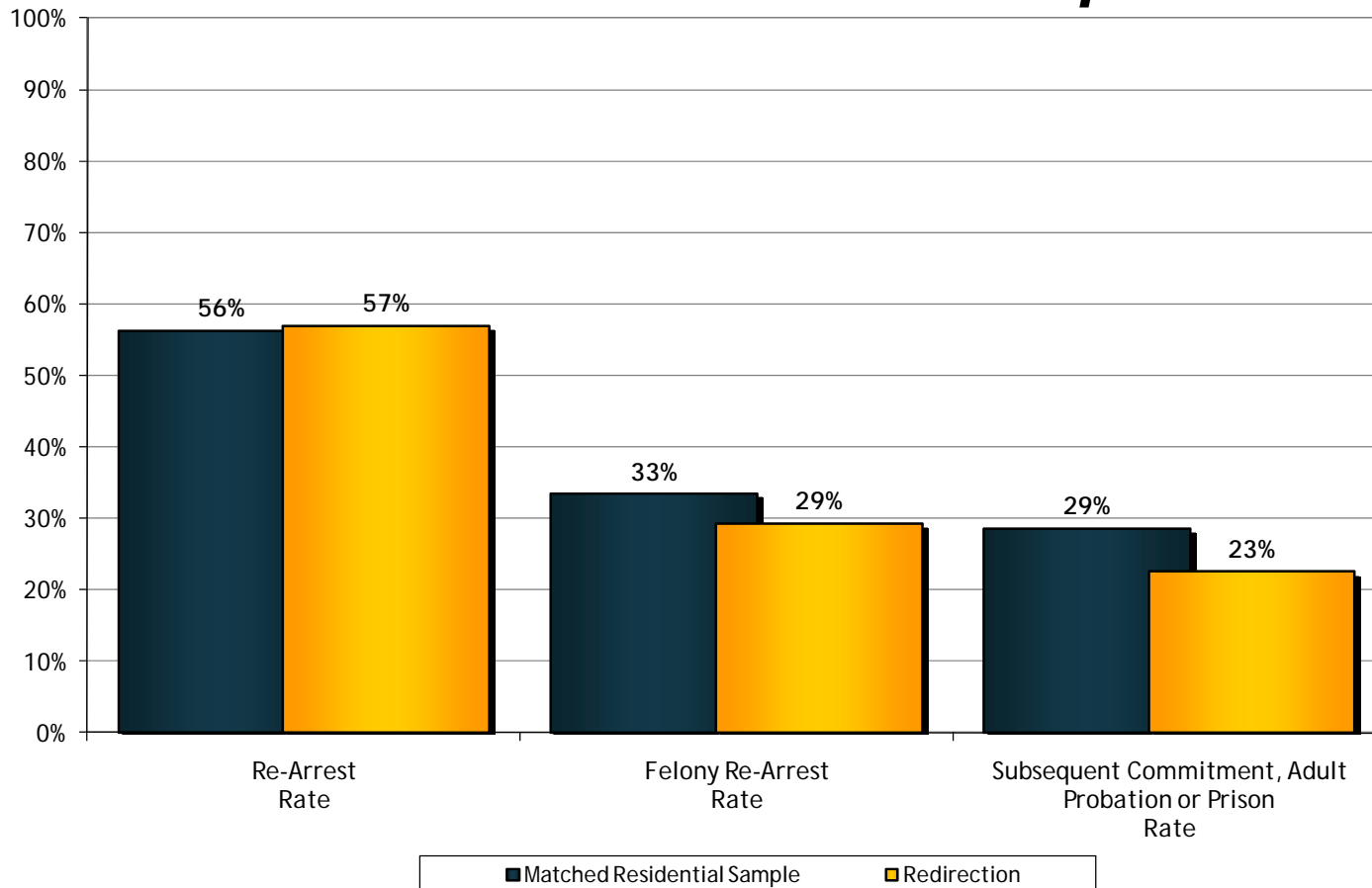


Re-Conviction Rates for Redirection and Matched Residential Sample





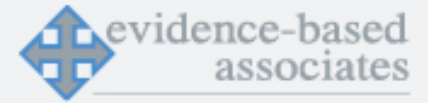
Re-Arrest and Placement Rates for Redirection and Matched Residential Sample



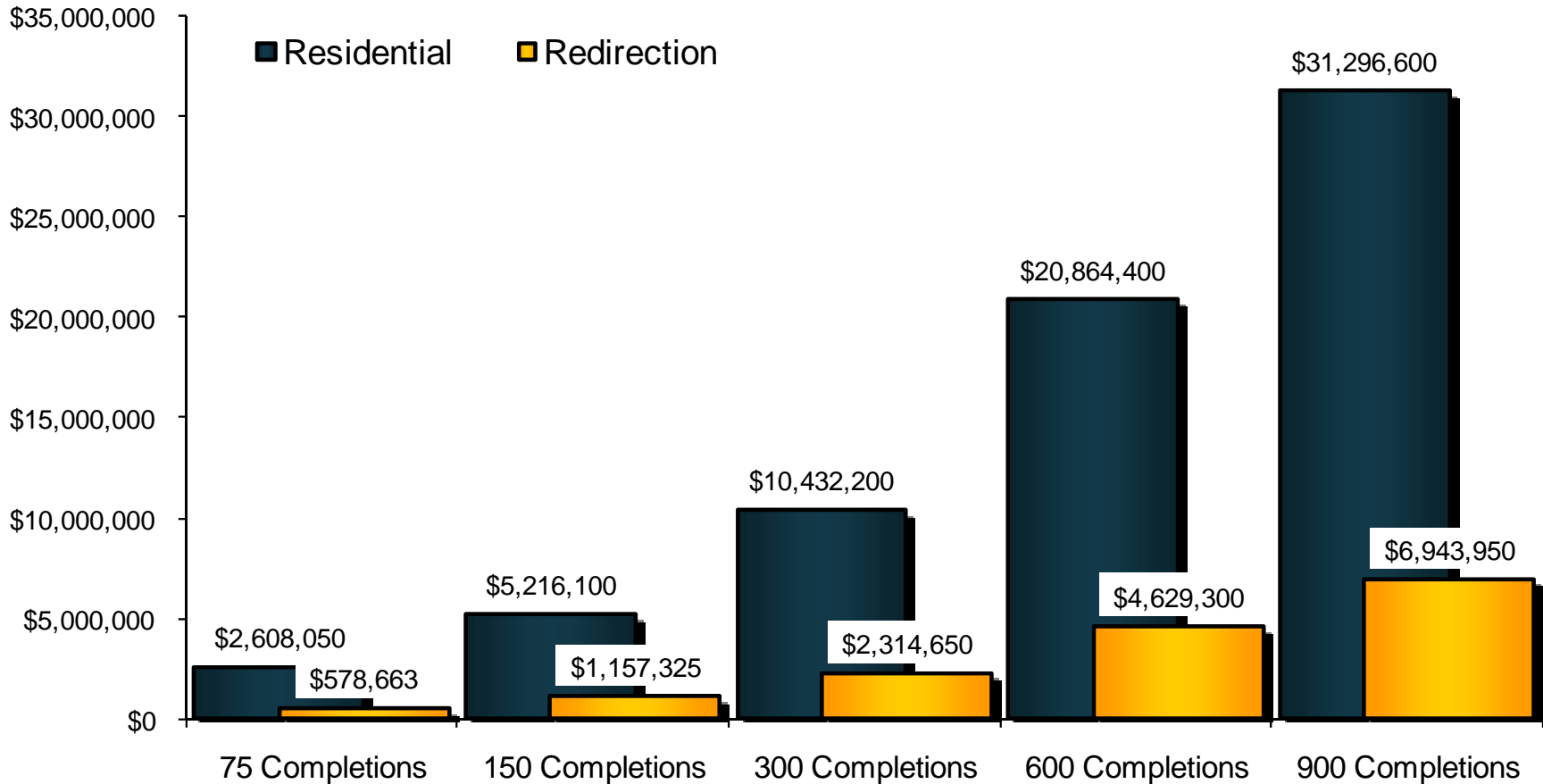


Cost Effectiveness Calculations

- Measured in terms of average cost per completion
- 2007-08 actual annual expenditures used for calculation
- Residential costs include low, moderate and high-risk program
- Average costs per completion:
 - Residential: \$40,235
 - Redirection: \$9,295
- Cost difference = \$30,940



Cost Effectiveness





Questions?

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