



## Effective Community Programs Could Reduce Commitments of Girls to Residential Programs

### *at a glance*

As juvenile crime in Florida has declined over the past 10 years, admissions to the state's residential juvenile justice programs also have leveled off. The number of girls admitted to residential programs peaked in 2000-01, and has gradually decreased since then. However, in 2004-05, over half (52%) of girls admitted to residential programs were committed for misdemeanors and violations of probation. Compared to boys, girls were admitted for less serious offenses and had fewer prior felonies. Many girls in juvenile commitment programs had histories of physical abuse, sexual abuse, or neglect, as well as offenses and/or aggressive behavior related to domestic violence.

Community-based programs could increase opportunities to address the family problems that underlie delinquency for many girls, and would cost less than residential placements. There are several evidence-based program models that have been shown to be effective in reducing recidivism for girls that could be implemented or expanded in Florida. Funding for such new programs would need to be shifted from residential programs over time to avoid disrupting existing placement options while the new programs are being established, but \$1.7 million could be shifted from residential programs to establish evidence-based community programs for girls in Fiscal Year 2006-07.

### Scope

Chapter 2004-333, *Laws of Florida*, directed OPPAGA to review programs for young females within the Department of Juvenile Justice. This is the third report in this series, and focuses on the offenses resulting in the incarceration of young females and whether these girls could be served in less-costly community-based alternative programs. The two previous reports in this series have examined residential and non-residential programs for girls.<sup>1</sup>

### Background

Historically, the adult correctional and juvenile justice systems have focused on male offenders. However, the population of female juvenile offenders has increased in recent years. To address issues posed by this trend, Congress required states to assess the adequacy of services, especially for girls, as a condition of receiving federal funds under the reauthorized Juvenile Justice and Delinquency Prevention Act.

<sup>1</sup> Prior reports examined girls in residential programs - *Gender Specific Services for Delinquent Girls Vary Across Programs, But Help Reduce Recidivism*, OPPAGA [Report No. 05-13](#), March 2005; and girls in non-residential programs - *Gender-Specific Services for Delinquent Girls Vary Across Prevention, Detention, and Probation Programs*, OPPAGA [Report No. 05-56](#), December 2005.

To address similar concerns in Florida, the Legislature passed Ch. 2004-333, *Laws of Florida*, which directs that juvenile justice programs be designed to address the needs of each gender. As part of this legislation, the Legislature directed OPPAGA to examine patterns of admissions of girls to residential programs to determine the percentage of girls incarcerated for non-law violations of probation, whether community-based alternative programs meet the gender-specific needs of girls, and whether girls could be better served in less costly community-based programs.

## Findings

Our report addresses three questions.

- What is the recent trend in admissions to residential juvenile justice programs?
- What offenses have girls committed who are admitted to residential juvenile justice programs?
- Are there viable community alternatives to residential commitment for girls?

### *What is the recent trend in admissions of girls to residential juvenile justice programs?*

Juvenile crime in Florida has declined dramatically over the past 10 years. Admissions to the state’s residential juvenile justice programs also have leveled off. The number of admissions to these programs peaked in 1999-00 for boys and in 2000-01 for girls. As shown in Exhibit 1, admissions gradually have decreased since then for both genders.

#### **Exhibit 1 Admissions to Residential Juvenile Justice Programs Are Slowly Decreasing**

Fiscal Year	Admissions	
	Girls	Boys
1999-00	1,555	8,440
2000-01	1,685	8,063
2001-02	1,643	7,309
2002-03	1,606	7,257
2003-04	1,506	7,032
2004-05	1,455	6,898
% Change	-6%	-18%

Source: Department of Juvenile Justice.

### *What offenses have girls committed who are admitted to residential juvenile justice programs?*

Girls are more likely to be admitted to residential commitment programs for less serious offenses than are boys, as shown in Exhibit 2. In 2004-05, 16% of girls were committed to residential programs for non-law violations of probation such as staying out after curfew and not attending school, and 36% were committed for misdemeanors, compared to 9% and 25% for boys, respectively. <sup>2</sup>

#### **Exhibit 2 A Higher Percentage of Girls Than Boys Are Admitted for Less Serious Offenses**

Admissions Reason	Girls			Boys		
	02-03	03-04	04-05	02-03	03-04	04-05
Felony	42%	42%	44%	61%	60%	63%
Misdemeanor	32%	34%	36%	23%	25%	25%
Non-Law Violation of Probation	22%	20%	16%	13%	12%	9%
Other <sup>1</sup>	4%	4%	4%	2%	3%	3%
<b>Total</b>	<b>1,572</b>	<b>1,487</b>	<b>1,414</b>	<b>7,114</b>	<b>6,892</b>	<b>6,712</b>

<sup>1</sup> Other includes cases reopened, transferred, or pick-up orders where the original offense is unknown; violations of municipal ordinance, non-felony traffic, or federal charges.  
Source: Department of Juvenile Justice.

Further, girls tend to have less extensive histories of serious offenses than do boys. As shown in Exhibit 3, over one-half (59%) of the boys admitted to residential programs in 2004-05 had repeated felony convictions, compared to only about a third (35%) of the girls. Also, 21% of the girls had no prior felony adjudications or recent felony charges compared to 9% of the boys.

<sup>2</sup> Our 2003 review of juvenile justice commitment programs noted that the number of youth admitted to residential programs for non-law violations of probation had increased over the prior four-year period. This trend has been reversed now, and admissions to residential programs for these offenses declined over Fiscal Years 2003-04 and 2004-05 for both boys and girls. However, misdemeanor admissions for girls have continued to increase as a percentage of total admissions, as shown in Exhibit 2.

**Exhibit 3**  
**Most Boys in Commitment Are Repeat Felons, While Most Girls Are One-Time or Non-Felons<sup>1</sup>**

Felony History	Girls	Boys	Total
Repeat Felon	35%	59%	4,463
One-Time Felon <sup>1</sup>	44%	32%	2,776
Non-Felon	21%	9%	886
<b>Total Youth Admitted</b>	<b>1,414</b>	<b>6,711</b>	<b>8,125</b>

<sup>1</sup> One-time felons are those who had one felony adjudication or a felony charge associated with, or within one year prior to, the admission, or had a second misdemeanor assault and battery adjudication, which could be counted as a felony.

Source: OPPAGA analysis of DJJ data.

However, of the non-felons admitted for misdemeanors or non-law violations of probation in Fiscal Year 2004-05, similar percentages of both boys and girls had misdemeanor assault and battery adjudications. Of the youth admitted for a non-law violation or a misdemeanor with no prior felonies, 39% of the girls had misdemeanor assault and battery adjudications, compared to 36% of boys, as shown in Exhibit 4.

**Exhibit 4**  
**Comparable Percentages of Girls and Boys With No Felony History Had Assault and Battery Adjudications**

Misdemeanor History	Gender	
	Girls	Boys
One assault and battery adjudication	39%	36%
No assault and battery adjudications	61%	64%
<b>Non-Felons<sup>1</sup> Admitted for a Misdemeanor or Non-Law Violation of Probation</b>	<b>291</b>	<b>595</b>

<sup>1</sup> Non-felons had no felony adjudications or felony charges associated with, or within one year prior to, the admission, and no second misdemeanor assault and battery adjudication which could be counted as a felony.

Source: OPPAGA analysis of DJJ data.

The nine counties with the highest number of girls committed for misdemeanors or non-law violations of probation in both Fiscal Years 2003-04 and 2004-05 were Duval, Hillsborough, Pinellas, Palm Beach, Dade, Polk, Pasco, Escambia, and Volusia. In these counties in Fiscal Year 2004-05, 95 girls were committed for non-law violations of probation and 260 girls

were committed for misdemeanors, as shown in Exhibit 5.

**Exhibit 5**  
**Girls' Admissions for Misdemeanors and Non-Law Violations Are Highest in Nine Counties**

County	Misdemeanors	Non-Law Violations	Both
Duval	54	7	61
Hillsborough	32	16	48
Pinellas	27	20	47
Palm Beach	33	7	40
Dade	27	11	38
Polk	37	1	38
Pasco	16	16	32
Escambia	19	7	26
Volusia	15	10	25
<b>Total</b>	<b>260</b>	<b>95</b>	<b>355</b>

Source: OPPAGA analysis of DJJ data.

One factor affecting the admission of youth to residential programs for less serious violations is that the department's treatment services are concentrated in its residential programs. Our 2003 review of the department found that many delinquency judges consider treatment resources in their communities to be inadequate. As a result, judges may commit delinquents to residential programs in order to obtain services that are not available in their communities.<sup>3</sup>

***Are there viable community alternatives to residential commitment for girls?***

The Legislature could achieve savings by reducing beds in residential delinquency programs and creating community treatment programs for at-risk girls. Such community-based programs provide services to address the family problems that underlie delinquency for many girls and generally cost less than residential commitment programs. However, funding for such new programs would need to be shifted from residential programs over time to avoid disrupting existing placement options while the new programs are being established.

<sup>3</sup> *More Youth Are Admitted for Less Serious Offenses, in Part to Meet Treatment Needs*, OPPAGA [Report No. 03-76](#), December 2003.

Most delinquent girls in juvenile residential commitment programs have histories of abuse and neglect. Our review of the histories of a sample of 90 girls in these programs showed that 68% had histories of physical or sexual abuse or neglect; 71% had diagnosed mental health disorders; and 36% had aggressive behavior or charges known to be related to domestic violence, as shown in Exhibit 6.

**Exhibit 6  
Girls in Juvenile Residential Facilities Have High Rates of Abuse and Mental Health, Substance Abuse, and School Problems**

Family Factors	Percentage (N = 90)
Parental control inadequate or limited	90%
Physical or sexual abuse or neglect	68%
Dysfunctional family	57%
Aggressive behavior or charges related to domestic violence	36%
Mental Health	
Diagnosed mental health problem	94%
Conduct disorder and behavior disorders	84%
Mental health problems other than conduct and behavior disorders	71%
Currently on psychotropic medication	48%
Drug or alcohol abuse or dependency	43%
Major depression and other mood disorders	42%
Post-traumatic stress disorder	6%
At-Risk Behaviors	
Primarily negative peers	84%
Physical aggression	73%
History of running away from home	58%
Chronic tardiness or truancy from school	49%
History of suspensions and expulsions	49%
Suicidal threats or attempts	40%
Self-mutilation	27%

Source: OPPAGA analysis of data obtained through interviews with program therapists or case managers for a statistically valid random sample of 90 girls in residential commitment programs.

National research has shown that community-based alternatives to residential placement can effectively address these risk factors. These studies have generated a consistent body of knowledge about the characteristics of programs that are effective in reducing juvenile recidivism.<sup>4</sup> These characteristics include a focus on developing communication and

<sup>4</sup> While many of these studies examined programs for delinquent males, studies show each recommended program is effective for female delinquents.

relationship skills and dealing with family problems, which make these programs particularly appropriate to the needs of delinquent girls.

We assessed four evidence-based community treatment program models that the Legislature could fund to divert girls from residential delinquency programs. These are

- expanding the Redirection Program;
- establishing a pilot program to serve girls with self-destructive and aggressive behaviors, mood disorders, or substance abuse problems;
- combining PACE with Dialectical Behavior Therapy to serve girls with school problems and intensive mental health needs; and
- establishing a project for girls with intensive mental health and abuse-related problems.

As shown in Exhibit 7, these programs would have lower costs than the residential programs currently serving comparable populations. Large cost savings could be realized over time as girls are diverted from residential to community programs; however, funding would need to be shifted over a multi-year period to avoid disrupting existing placement options while the new programs become operational.

**Exhibit 7  
Community Alternatives Would Have Lower Costs Than Current Residential Programs**

Potential Treatment Models	Cost per Girl
Expanded Redirection Program	\$ 8,400
Family Integrated Transitions Program	9,900
Low-Risk Commitment	11,186
<b>PACE with Dialectical Behavior Therapy</b>	<b>16,373</b>
<b>MultiSystemic Therapy Specialized Mental Health and Abuse Treatment</b>	<b>20,170</b>
Moderate-Risk Commitment	
Non-special needs <sup>1</sup>	21,077
Special needs beds <sup>2</sup>	32,806
High-Risk Commitment	50,160

<sup>1</sup>Medicaid-funded (BHOS) and basic care and custody

<sup>2</sup>State-funded overlay (MHOS) and specialized treatment beds

Source: OPPAGA analysis of DJJ data.



Alternative 1: Expand the Redirection Program. In this option, the Legislature would expand the Redirection Program to serve youth who are at risk of residential commitment for a misdemeanor; appropriate youth with prior violent crimes also could be included. The Redirection pilot project was funded by the 2004 Legislature to serve youth who violated probation and otherwise would have been sent to a residential commitment program. It provides community-based delinquency sanctions and treatment services. The Redirection project had served 283 youth as of January 1, 2006, and appears to have reduced residential admissions for non-law violations of probation in the counties where it was initially implemented. The pilots are located in Dade, Broward, Escambia, Pinellas, Hillsborough, Brevard, Orange, Seminole, and Osceola counties.

Youth in the Redirection Program receive either Multisystemic Therapy or Functional Family Therapy. These therapy models have been identified as Blueprint Programs for Violence Prevention by the U.S. Office of Juvenile Justice and Delinquency Prevention, meaning that they have the highest level of experimental research showing sustained reductions in recidivism for serious and violent offenders compared to residential treatment programs. The programs provide therapy in the home, and focus on helping parents implement more effective ways to communicate with, monitor, and discipline their adolescent children. National research has shown that these approaches are effective in reducing recidivism for delinquent females as well as males.

The proviso establishing Redirection currently excludes youth from the program who are being committed to residential programs for misdemeanors, as well as youth with a prior charge for a violent misdemeanor or felony.<sup>5</sup> State prosecutors, judges, and probation officers in circuits where Redirection has been

implemented assert that the program should be expanded to serve appropriate youth who now are being sent to residential programs for misdemeanors or have a prior violent crime. These stakeholders argue that since youth adjudicated for violent felony offenses can be served in the community on probation, youth who have been committed for less serious offenses should not be excluded from the Redirection Program based on their prior criminal history.

Roughly two-thirds of girls in commitment programs have experienced abuse or neglect and over a third have experienced domestic violence, and a high percentage of committed girls with such histories exhibit aggressive behavior.<sup>6</sup> Prosecutors and judges have observed that Multisystemic Therapy and/or Functional Family Therapy would be appropriate for such girls who have committed assault and battery offenses, particularly related to fights at school or domestic violence. These therapies address violent behavior by teaching youth and families better skills for communication, problem-solving, anger management and conflict resolution. The therapies also teach parents how to use systematic monitoring, reward, and discipline systems to increase their child's involvement in supervised activities with positive rather than violent peers. Since Multisystemic Therapy is a more intensive treatment than Functional Family Therapy, the department considers it the treatment of choice for youth with more severe behavioral or mental health problems.

The department could use its new risk assessment instrument to determine which youth, including violent youth, are appropriate for an expanded Redirection Program and other evidence-based community programs. The department has recently begun using a nationally recognized and validated risk assessment instrument that measures 12 dimensions of recidivism risk, including aggressive behavior. Validated risk

<sup>5</sup> The proviso states "Youth who have been adjudicated or convicted of a violent crime or first degree felony, or otherwise have a criminal history of such offenses, shall not be eligible for placement into the pilot project."

<sup>6</sup> *Gender Specific Services for Delinquent Girls Vary Across Programs, But Help Reduce Recidivism*, OPPAGA [Report No. 05-13](#), March 2005. Of girls with known histories of abuse and domestic violence, 82% exhibited aggressive behavior, compared to 18% of girls without such histories.

assessments include other factors in addition to criminal history that could give better information to assist judges and prosecutors in making placement decisions than relying on criminal history alone. This would be useful because crime categories cover a wide range of behaviors and risk levels, so eligibility criteria based only on categories of current and previous crimes can be misleading. For example, a misdemeanor assault and battery charge may reflect a fight at school, an inappropriate response to abuse, or a serious problem of potentially violent behavior.

In Fiscal Year 2004-05, in the nine counties where the Redirection Program is available, 55 girls were committed to residential programs for misdemeanors who otherwise met Redirection eligibility criteria, and an additional 149 girls with prior violent histories were committed because they were excluded from the Redirection Program.<sup>7</sup> When the Redirection Program provides Multisystemic Therapy, the cost is \$8,400 per child. If eligibility were expanded to include misdemeanants and girls with prior violent histories, and 50 of the 204 girls were determined through screening to be suitable for the program, the cost of providing Multisystemic Therapy for these 50 additional girls would be \$420,000.

Alternative 2: Create a pilot project for girls with self-destructive and aggressive behaviors, mood disorders, and substance abuse. The Family Integrated Transitions Program developed by the Division of Public Behavioral Health and Justice Policy at the University of Washington has been shown to reduce recidivism and address risk factors for girls, including family problems and co-occurring mental health and substance abuse disorders. This program combines several evidence-based model programs, including Dialectical Behavior Therapy and Multisystemic Therapy. The program works with families in their homes as well as working directly with youth.

Using this model to create a pilot program in Florida would provide an alternative to residential placement for girls who have committed non-law violations or misdemeanors. The developers of the Washington state program estimate that a Florida program that serves 32 youth would cost \$9,900 per girl for a total cost of \$316,800. This would include funding for three therapists, a case manager, staff training, and ongoing oversight services to ensure that the model is implemented as designed. This oversight is important as research has shown that training and ongoing monitoring and evaluation by experts in the treatment model being implemented is critical to the effectiveness of evidence-based programs.

Alternative 3: Combine PACE with Dialectical Behavior Therapy. Another option would be for PACE to provide day treatment and Dialectical Behavior Therapy (DBT) for girls who are now being sent to commitment for non-law violations and misdemeanors. PACE has gained recognition nationally and in Florida as an exemplary gender-specific day treatment program for girls at risk of delinquency. However, because PACE has been primarily a prevention program, it has not been evaluated in controlled studies to determine its effectiveness in reducing recidivism. The PACE program's emphasis on counseling, relationships, self-esteem, empowerment of girls, and case management makes it compatible with a therapeutic program such as Dialectical Behavior Therapy that has been shown to reduce recidivism for delinquent girls.

PACE administrators propose implementing a program to serve 30 girls at risk of commitment in Duval, Escambia, and Pinellas counties. Because PACE also serves girls in delinquency prevention in a school setting, these administrators believe that girls with mental health and school problems but no violent offense history would be appropriate for this program. As the cost per girl including PACE day treatment and DBT counseling, training, and model adherence services, is estimated at \$16,373 per girl, the cost of serving 30 girls

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<sup>7</sup> In counties with a current Redirection Program, 42 girls who were committed for non-law violations and 107 girls who were committed for misdemeanors had histories of violent offenses.

would be \$491,205. As in Option 2, such a pilot project should include staff training and ongoing monitoring to ensure that staff appropriately implements Dialectical Behavior Therapy.

Alternative 4: Pilot a project for girls with mental health and abuse issues. As a fourth option, the Legislature could direct the department to implement a community-based program that works with families to address girls' multiple risk factors related to abuse and mental health problems. This pilot could use the Multisystemic Therapy model, which has been shown to result in sustained reductions in recidivism and violent offending. The developers of MST at the Medical University of South Carolina are currently piloting a more intensive adaptation of this model designed to address mental health and physical abuse problems similar to those found among girls in residential commitment programs in Florida. This pilot could be replicated in Florida to serve girls with mental health needs and/or abuse histories that are at risk of commitment for non-law violations of probation or misdemeanor charges.

This model has an estimated cost of \$20,170 per girl, including staff training and ongoing monitoring and technical assistance. This would be a slightly lower cost than the estimated \$21,007 cost of placing girls in non-special needs moderate-risk residential commitment beds. However, the program also could provide a community treatment alternative for girls with intensive mental health problems who are currently served in moderate-risk special needs programs at a cost of \$32,806 per girl. The cost of a pilot project serving 24 girls would be \$484,080.

Over the long term, pilot projects could be funded with savings from residential programs, but this would need to be phased in over several years. During the last decade the department experienced a shortage of residential commitment programs for girls and waiting lists for these placements due to increased commitments of girls to residential juvenile justice programs. This problem has been ameliorated by declining admissions and

legislative funding of additional residential beds for girls, and it appears that the number of beds currently funded is generally adequate to meet demand in programs for girls. The department did experience an increase in waiting lists for residential girls' placements in Fiscal Year 2004-05 due to closings of several large girls' programs over the past year and the resultant loss of a large number of beds.<sup>8</sup> As the beds from the closed programs are rebid and become operational again, this problem should be resolved.

In previous years, the Legislature has funded community alternatives to residential commitment programs by reducing the number of beds in commitment programs. If the Legislature decides to create additional community alternative programs, we recommend that it phase in this reduction and cut excess capacity in commitment programs rather than immediately reduce bed capacity by the number of girls that could be served in new community programs. This would allow the department to manage the transition to community programs, which require start-up time and funding to train staff and become operational. As the new community programs become operational over coming years, additional vacancies in residential programs will occur, allowing additional residential beds to be reduced.

A conservative approach would be to plan for approximately 94% utilization of residential commitment beds.<sup>9</sup> Since commitments of girls have declined in recent years, there are approximately 50 beds beyond a 6% reserve. If the Legislature reduced residential commitment beds by 44 non-special needs moderate-risk beds and 6 high-risk beds in Fiscal Year 2006-07, it would generate \$1.7 million in savings, which could then be

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<sup>8</sup> In Fiscal Year 2004-05, for example, two major girls' programs, Kingsley Youth Academy and Florida Institute of Girls, which together account for 14% of funded beds for girls, closed.

<sup>9</sup> In Fiscal Year 2004-05, just under 5% of girls' commitment beds were reserved for girls awaiting placement when the beds were vacated. Maintaining a 3% reserve beyond this level would allow for fluctuations in population and allow the department to close programs that are not working and move children to more successful programs without a significant delay.

reinvested to support all of the recommended pilot projects to serve girls in evidence-based projects in the community.<sup>10</sup>

As the new community-based programs become fully operational, the Legislature could cut additional beds from residential commitment programs as girls are diverted from these programs and vacancies occur. This would generate considerable savings in future years.

## Recommendations

To provide funding to establish community-based programs for girls, we recommend that the Legislature consider eliminating 50 beds in girls' moderate and high risk residential programs and reallocate the associated \$1.7 million to programs for girls that research has shown to be effective, including Redirection, Family Integrated Transitions, a joint project between PACE and Dialectical Behavior Therapy, and an intensive MST-Mental Health/MST-Children of Abuse and Neglect project.

These pilots should be located in the counties that are currently funded to provide the Redirection Program—Dade, Broward, Escambia, Pinellas, Hillsborough, Brevard, Orange, Seminole, and Osceola counties, or in other counties with the highest number of girls being committed for a misdemeanor or a non-law violation of probation—Polk, Volusia, Duval, and Palm Beach. Additional savings would accrue in future years when the community-based programs become fully operational and divert girls from more expensive residential placements.

## Agency Response

In accordance with the provisions of s. 11.51(6), *Florida Statutes*, a draft of our report was submitted to the Secretary of the Department of Juvenile Justice for review and response.

The Secretary's written response is reproduced in its entirety in Appendix A.

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<sup>10</sup> In 2004-05, 13% of beds occupied by girls committed for misdemeanors and non-law violations of probation were in low-risk programs, 77% were in moderate-risk programs, and 10% were in high-risk programs. If a 50-bed cut were distributed proportionally among moderate and high-risk programs, it would affect 44 beds in moderate-risk programs, and 6 beds in high-risk programs.



# Appendix A

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**FLORIDA DEPARTMENT OF JUVENILE JUSTICE**  
Jeb Bush, Governor Anthony J. Schembri, Secretary

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February 10, 2006

Ms. Kathy McGuire, Deputy Director  
Office of Program Policy Analysis and  
Government Accountability  
The Pepper Building  
Tallahassee, Florida 32399

Dear Ms. McGuire:

Thank you for the opportunity to respond to your report entitled "Effective Community Programs Could Reduce Commitments of Girls to Residential Programs," dated February 2006. Like you, I am excited about the results of nationally recognized, evidence-based programs and am eager to put these programs for delinquent girls to use.

While the Department of Juvenile Justice cannot predict judicial dispositional practices, I agree that today's committed youth are generally less serious in terms of the seriousness and chronicity of offenses. This presents an excellent opportunity for us to increase the availability and variety of community-based programs as alternatives to commitment. The Department supports additional flexibility in our budget to facilitate the development of these new programs.

Our experience with evidence-based programs, such as Redirection and Multidimensional Treatment Foster Care, teaches us that these programs require a reasonable time and expense for implementation. While fixed costs for community-based programs can often be borne by a provider and recouped in a normal per diem, the exceptional costs of training associated with evidence-based programs makes a start-up period essential. I appreciate your efforts to discuss this in your report.

I also concur with your recommendations to expand eligibility criteria for the Redirection program. I agree that a number of youth continue to be committed for minor offenses who could be effectively treated within the community. Your recommendation is consistent with the advice the Department has received from stakeholder groups in the redirection pilot areas.

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*The mission of the Department of Juvenile Justice is to protect the public by reducing juvenile crime and delinquency in Florida.*

Kathy McGuire  
February 8, 2006  
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Your research on this topic will be an advantage to both the Department and the Florida Legislature in formulating informed opinions. I look forward to working on these exciting and innovative programs for our girls.

Sincerely,



Anthony J. Schembri  
Secretary

AJS/pcc/lat

cc: Mary Eubanks, Inspector General  
Darryl Olson, Assistant Secretary, Probation and Community Corrections  
Charles Chervanik, Assistant Secretary, Residential Services

*The Florida Legislature*

*Office of Program Policy Analysis  
and Government Accountability*



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- [Florida Government Accountability Report \(FGAR\)](#) is an Internet encyclopedia of Florida state government. FGAR offers concise information about state programs, policy issues, and performance.
- [Best Financial Management Practices Reviews of Florida school districts](#). In accordance with the *Sharpening the Pencil Act*, OPPAGA and the Auditor General jointly conduct reviews to determine if a school district is using best financial management practices to help school districts meet the challenge of educating their students in a cost-efficient manner.

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