



Redirection Saves \$51.2 Million and Continues to Reduce Recidivism

at a glance

Over the past five years, the Redirection Program has operated at a lower cost than residential juvenile delinquency programs and has achieved better outcomes. Youth who successfully completed the Redirection Program were significantly less likely to be subsequently arrested for a felony or violent felony, adjudicated or convicted for a felony, or sentenced to prison after treatment than similar youth who successfully completed residential commitment programs. The Redirection Program has achieved \$51.2 million in cost savings for the state since it began five years ago due to its lower operating costs compared to residential delinquency programs.

If the Legislature wishes to expand the program, it could consider authorizing the Redirection Program to treat certain juvenile sex offenders who are considered appropriate for community treatment and/or gang members; such programs would be less expensive than residential commitment.

Scope

As directed by the Legislature, this report is the latest in a series of OPPAGA reports that examine the Redirection Program for juvenile offenders.¹

¹ *More Youth Are Admitted for Less Serious Offenses, in Part to Meet Treatment Needs*, [OPPAGA Report No. 03-76](#), December 2003. *Redirection as Effective as Residential Delinquency Programs*,

Background

The Redirection Program is a community-based, family-centered alternative to residential juvenile justice commitment programs. The Legislature initially authorized the Redirection Program to address a trend of committing juvenile offenders who committed non-law violations to residential delinquency programs. Non-law violations occur when a youth does not follow court-ordered probation requirements such as keeping a specified curfew or attending school. The Redirection Program diverts appropriate youth from residential programs to less costly therapy-based community programs.²

The 2006 Legislature expanded the program to serve additional youth, including those with no prior violent felony adjudications who are being considered for commitment due to a misdemeanor offense. In response to positive program outcomes, the 2007 Legislature further expanded the program to additional areas of the state and to serve non-

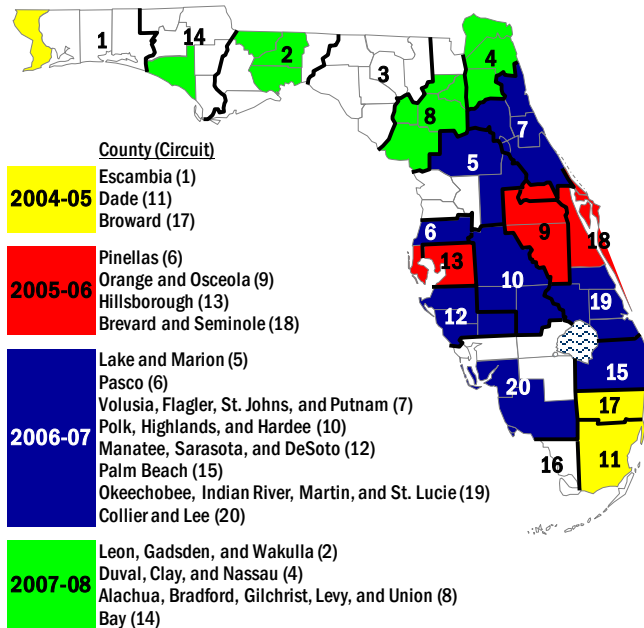
Achieved Substantial Cost Avoidance, [OPPAGA Report No. 06-34](#), March 2006. *Redirection Pilots Meet and Exceed Residential Commitment Outcomes; \$5.8 Million Saved*, [OPPAGA Report No. 07-10](#), February 2007. *Redirection Program Achieves Lower Recidivism and a \$14.4-Million Cost Savings Compared to DJJ Commitment*, [OPPAGA Report No. 08-41](#), June 2008. *Redirection Saves \$36.4 Million and Avoids \$5.2 Million in Recidivism and Prison Costs*, [OPPAGA Report No. 09-27](#), May 2009.

² Youth initially were not eligible for Redirection if they were before the court for any charge other than a violation of probation. Youth with a history of violent offenses were and continue to be excluded.

violent youth being considered for commitment for non-violent third degree felonies. As a result of the state budget shortfall, the 2008 Legislature reduced funding for the Redirection Program and three programs were closed, one program in Circuit 4 and two in Circuit 17; both circuits had one remaining program.

Due to the program’s positive outcomes and the cost savings it achieved by diverting youth from more expensive residential commitment programs, the 2009 Legislature restored the funding cuts and increased funding by \$2.1 million, including \$1.6 million in general revenue and \$500,000 in federal funds under the American Recovery and Reinvestment Act of 2009. No program sites were added or closed. Exhibit 1 shows the program’s expansion since its inception.

**Exhibit 1
Redirection Currently Serves 18 Judicial Circuits**



Source: Department of Juvenile Justice and Evidence-Based Associates.

The Legislature initially specified that Redirection provide Multisystemic Therapy and 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, based on high-quality evaluations showing sustained reductions in recidivism for serious and violent offenders.

Beginning in Fiscal Year 2008-09, the Legislature specified that the program’s treatment should be evidenced-based family therapy, and currently one site offers Brief Strategic Family Therapy, which has been identified as an effective program by the U.S. Office of Juvenile Justice and Delinquency Prevention. All three therapy models focus on helping parents implement more effective ways to communicate with, monitor, and discipline their adolescent children. Multisystemic Therapy, Functional Family Therapy programs, and Brief Strategic Family Therapy all provide therapy in the home.³

Methodology. To assess the outcomes of the Redirection Program, we analyzed the subsequent juvenile and adult criminal offenses of 2,059 youth who successfully completed Redirection and 5,177 who successfully completed residential commitment from February 1, 2005, through June 30, 2009.⁴ We measured recidivism of these youth through November 30, 2009.⁵

The comparison group included youth who had criminal histories similar to Redirection youth and were committed to low-, moderate-, and high-risk programs for offenses that would have made them eligible for Redirection. We used survival analysis to statistically control for remaining differences between Redirection and comparison group youth on factors correlated with recidivism. (See Appendix A for more information on our research methodology.)

³ Multisystemic Therapy is an intensive family-based treatment that addresses multiple causes of serious antisocial behavior in youth; it generally lasts four months. Functional Family Therapy is a family-based treatment that focuses on family dynamics and accountability; it generally lasts three months. Brief Strategic Family Therapy is a short-term problem-focused intervention to reduce substance abuse and problem behaviors in children and adolescents by improving family interactions that are directly related to the child’s symptoms; it generally includes 12 – 15 sessions and lasts about three months.

⁴ For the final analysis, we used only youth who had a risk score from the Positive Achievement Change Tool (PACT), the department’s risk assessment that is a good predictor of the risk of reoffending. In order to use the PACT data, youth who did not have PACT data were excluded from the study. This included 1,205 out of 8,441 youth in the original study cohort, including 340 Redirection youth and 865 comparison group youth.

⁵ The follow-up period was a minimum of five months and a maximum of 4.8 years, depending on when the youth completed the commitment or Redirection Program.

Findings

The Redirection Program has continued to reduce juvenile justice costs and recidivism for the youth it serves. Over the past five years, the program has saved the state \$51.2 million in initial juvenile commitment costs. Youth completing Redirection were significantly less likely to be arrested, particularly for a felony or violent felony, and less likely to be adjudicated for a subsequent felony or sentenced to prison than similar youth released from residential commitment facilities. If the Legislature wishes to further expand the Redirection Program, it could authorize the program to serve certain juvenile sex offenders and/or gang members.

Redirection has saved \$51.2 million since its inception

Redirection has achieved substantial cost savings for the state. As of December 31, 2009, total Redirection costs for 3,956 youth discharged, including those who successfully completed and those who failed to complete the program, were approximately \$29.8 million. Of these, 2,821 youth successfully completed the Redirection Program. If these youth had been sent to residential commitment programs instead of Redirection, they would have stayed in commitment programs an average of almost eight months, at an estimated cost of \$81 million.⁶ Thus, Redirection has saved \$51.2 million in state residential delinquency costs in its five years of operation. (See Appendix B for more information on our methodology for calculating these cost savings.)

Youth served by Redirection showed significant reductions in recidivism

Youth who successfully completed the Redirection Program achieved significantly better outcomes than those youth who successfully completed residential juvenile delinquency commitment programs, although the effects were not as strong as we found in previous years. We measured recidivism at four points in the criminal justice process:

- arrests made by law enforcement officers of persons suspected of committing a crime;
- felony adjudication or conviction, when a juvenile or adult court finds youth guilty of a felony;
- commitment, when youth are sentenced to serve time in a secure juvenile residential facility; and
- prison, when youth are sentenced to adult prison.

Redirection continues to significantly reduce recidivism, but the effects are not as strong as found in previous studies. The reductions in recidivism we found in the current analysis are not as large as those found in our prior years' analyses. One reason for this change is that the effect of the program's treatment is lessening for some youth who have been out of the program for three to five years. In other words, while more of these youth in the treatment group remain crime free after release than in the comparison group, some additional treatment youth have offended since our 2009 study.

Additionally, our analysis for the first time considered risk assessment data based on the Positive Achievement Change Tool, or PACT.⁷ This tool provides a good predictor of recidivism, and in 2006, the department began using this tool to assess the risk of every youth entering the juvenile justice system. In prior years, there were insufficient PACT data on youth served by Redirection to allow us to statistically control for the youth's overall risk of reoffending as measured on this instrument. Including this data in our analysis allowed us to control for the PACT risk level. Our model showed that Redirection's treatment effects are statistically significant and contribute to enhanced public safety, but are somewhat lower than estimated in our prior models.⁸ Recent changes in the program's eligibility requirements did not appear to reduce outcomes – treatment generally did not have a

⁶ This estimate is based on an analysis of the length of stay and average per diem cost of serving youth in residential commitment programs. For some youth, this involves stays in more than one program.

⁷ The PACT is an evidence-based risk assessment instrument that determines each youth's statistical risk of reoffending, based on criminal history and risk factors such as drug and alcohol use, aggression, school history, attitudes and behaviors.

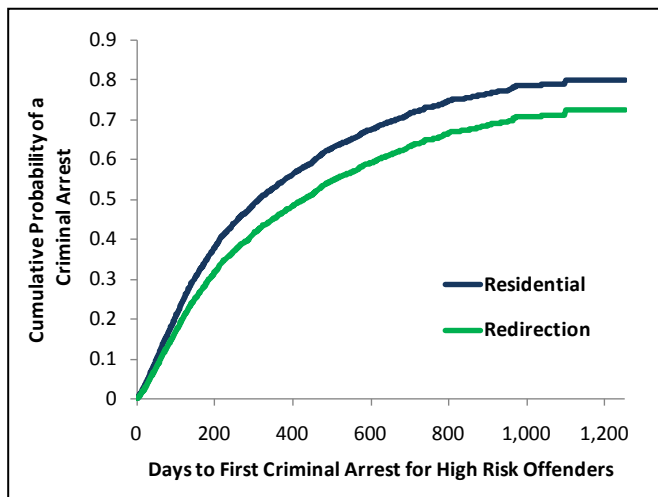
⁸ Controlling for assessed risk level on the PACT also reduced effect sizes.

reduced effect based on presenting offense, assessed risk for reoffending, or age, although for arrests, treatment was more effective for high risk than for low or moderate risk youth.

Redirection had a greater impact in reducing arrests for high-risk youth. Redirection youth were less likely to be arrested for a misdemeanor or a felony than comparable youth completing residential programs, and the reduction in arrests was greatest for youth assessed as high-risk to reoffend. The probability of any arrest for a misdemeanor or a felony was 9% lower for youth completing the Redirection Program than comparable youth released from residential commitment, a statistically significant difference. However, the probability of a criminal arrest was 31% less for those youth served by Redirection who were assessed as high risk to reoffend on the department’s risk assessment instrument than for youth released from residential commitment who were also assessed as high risk.

Exhibit 2 shows this treatment effect. The top line on the exhibit shows the probability that high-risk youth in residential treatment would be arrested for a misdemeanor or a felony over the follow-up period. The exhibit’s bottom line shows the probability for comparable high-risk youth completing Redirection. This effect was sustained over time.

Exhibit 2
The Probability of an Arrest Was 31% Less for High Risk Redirection Completers

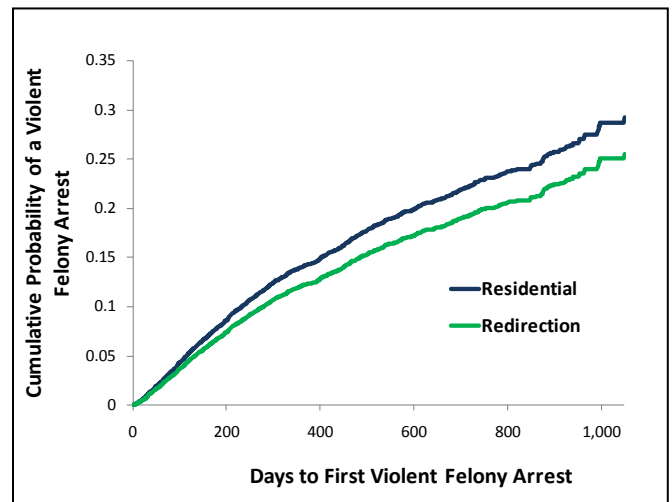


Source: OPPAGA analysis of data from the Departments of Juvenile Justice and Law Enforcement.

Youth served by Redirection had fewer felony and violent felony arrests. Redirection youth also were less likely to be arrested for a felony or a violent felony than comparable youth completing residential programs. The probability of an arrest for a felony was 14% lower for youth completing the Redirection Program than comparable youth released from residential commitment. For a violent felony, the probability was 15% lower for Redirection youth.

Exhibit 3 shows this treatment effect. The upper line in the exhibit shows the increasing probability that a youth completing a residential program who met Redirection criteria would be arrested for a violent felony over the following months, and the bottom line shows the probability for a youth completing Redirection. The benefits of Redirection in reducing felonies and violent felonies have been sustained over time, contributing to an increase in public safety.

Exhibit 3
The Probability of a Violent Felony Arrest Was 15% Less for Redirection Completers

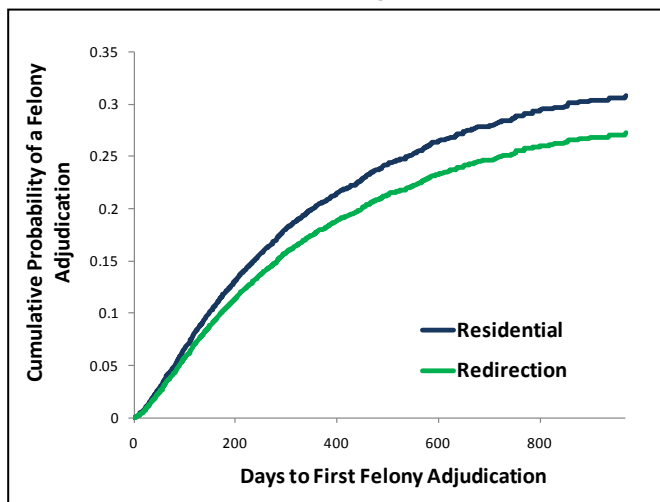


Source: OPPAGA analysis of data from the Departments of Juvenile Justice and Law Enforcement.

Youth served by Redirection had reduced felony adjudications and convictions. As shown in Exhibit 4, youth who completed Redirection had reduced subsequent felony adjudications and convictions. Overall, youth completing Redirection were 14% less likely to be adjudicated or convicted for a felony after treatment than similar youth released from residential

commitment programs. This outcome is particularly relevant to achieving cost avoidance, since youth are more likely to be committed to more expensive high-risk residential programs or sentenced to prison after being convicted of a felony than a misdemeanor or a violation of probation. This treatment effect was sustained over time.

Exhibit 4
The Probability of an Adjudication for a Felony Was 14% Less for Redirection Completers



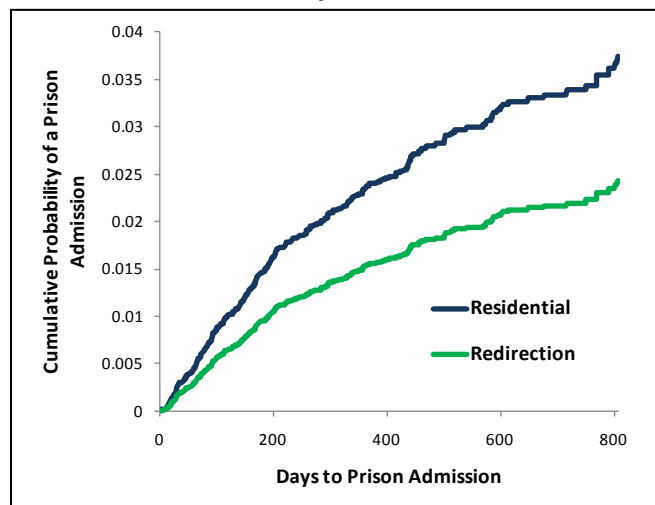
Source: OPPAGA analysis of data from the Departments of Juvenile Justice and Law Enforcement.

Redirection and control group youth had a similar probability of a subsequent juvenile residential commitment. The probability that a Redirection youth would be committed at some point during the follow-up period was no different from the probability that a comparison group youth would be recommitted after completing a residential program. This outcome was different from that found by our prior studies, which indicated that Redirection youth were less likely to be committed. This may partly reflect improvements in the statistical model for predicting the likelihood of commitment after release.

Redirection cut prison admissions among youth who turned 18 during the study period. With almost five years since the first Redirection youth were released, a sufficiently large number of Redirection and comparison group youth had reached age 18 to evaluate the impact of Redirection on prison outcomes. As shown in

Exhibit 5, the likelihood of a youth who completed Redirection subsequently receiving a prison sentence was 35% less than that of similar youth who completed residential delinquency programs, controlling for age, prior referrals, and other factors related to recidivism.

Exhibit 5
The Probability of Admission to Prison Was 35% Less for Redirection Completers



Source: OPPAGA analysis of data from the Departments of Juvenile Justice, Law Enforcement, and Corrections.

The Legislature could consider maintaining or further expanding the Redirection Program

Given the Redirection program’s positive outcomes in reducing recidivism and costs, especially for high-risk offenders, the Legislature may wish to consider expanding the program as resources allow. Expansion would avoid the costs of serving youth in more expensive residential commitment beds and also reduce future costs through decreased recidivism. Two options for expanding the program would be to establish a program to serve gang-involved youth and implementing a program to serve youth who commit certain sex offenses.⁹

Redirection could be expanded to serve juvenile gang members. The treatment programs used in Redirection have been recommended by many experts on gangs and delinquency as an effective

⁹ *Redirection Program Achieves Lower Recidivism and a \$14.4-Million Cost Savings Compared to DJJ Commitment*, [OPPAGA Report No. 08-41](#), June 2008.

way to address issues that lead to gang involvement, such as negative peer relationships and lack of parental monitoring. Most gang experts also recommend providing intervention programs for young gang members and those who do not have a lengthy period of involvement in delinquency and gang activity. Redirection services could be provided before such youth have exhausted all other community treatment alternatives and are at the point at which a judge would otherwise commit them, as required under the current criteria for Redirection.

Available data indicates that the Redirection program is effective in treating juvenile gang members. Our 2008 report analyzed the outcomes of youth identified as gang members on the department's risk assessment instrument who were treated through Redirection and traditional residential commitment programs. Although the results were not statistically significant due to the small number of gang members in our analysis, youth who were identified by the department or identified themselves as gang members in the Redirection Program had better outcomes than those who were committed to longer, more expensive residential programs.¹⁰ We estimated that 960 gang members could potentially be served in counties that currently have Redirection programs.¹¹ These youth identified themselves or were identified by the department as gang members, had not been adjudicated for any violent crime, and were evaluated as moderately high to

high risk on the department's risk assessment instrument.

If a Redirection Program were implemented to serve these youth before they reach the point of being eligible for a residential commitment program, we estimate that 60%, or 576 of the 960 youth, could be served in Redirection, at a cost of \$3.9 million.¹² Since unsuccessful completers would still incur residential commitment costs, we projected that 403 of the 576 youth would successfully complete the program, and estimated cost savings only for this group. In the absence of the Redirection Program, we estimate that 46% of this group of 403 moderately high or high-risk youth would otherwise be committed to residential programs. If these youth were served in residential programs, the cost instead would be \$5.3 million.¹³ Thus, if beds were reduced as a result of lower bed needs due to this program, the cost savings to the state would be \$1.4 million.

Redirection could be expanded to serve some juvenile sex offenders. Another option would be to authorize the Redirection program to serve certain juvenile sex offenders. The Governor's Task Force on Juvenile Sexual Offenders and Their Victims recommended in 2005 that the department develop a continuum of sex offender treatment services, particularly outpatient treatment services, in each circuit for youth who are appropriate for community-based treatment.

National research has shown that an adaptation of Multisystemic Therapy is effective in reducing recidivism for juvenile sex offenders. This

¹⁰ Using data from the Supervision Risk Classification, the probability of an adjudication or conviction during the follow-up period for youth identified as gang members was 34% less for youth who completed Redirection than for similar youth who completed residential programs; for felony adjudications, it was 47% less. The probability score for the reduction in adjudications and convictions was 0.077, and for felony adjudications and convictions was 0.066. Both results are significant at the 0.1 confidence level, but not at the 0.05 confidence level. Although a probability score of 0.1 is accepted by some researchers, a probability score of 0.05 or lower is the commonly accepted standard and is used by OPPAGA for determining statistical significance.

¹¹ We analyzed data on all youth referred to the Department of Juvenile Justice for delinquency in Fiscal Year 2006-07, and identified 960 who met four criteria: (1) they had never been referred for a violent offense, (2) they were identified as gang members by the department or identified themselves as gang members on the Positive Achievement Change Tool (PACT) risk assessment instrument, (3) they scored as moderate-high risk or high risk on the PACT assessment, and (4) they resided in counties currently served by the Redirection program.

¹² Our analysis in OPPAGA Report No. 07-10 shows that roughly 60% of youth who meet eligibility criteria for Redirection are approved for participation by the department and the judge, and the family agrees to participate in the in-home counseling sessions. Cost savings are lower when youth are served before they are at the point of commitment because there is more risk of serving youth who would not have been committed even without the program. Requiring that these youth be assessed as moderately high or high-risk on the department's risk assessment tool increases the chances of serving youth who would otherwise be committed to residential programs.

¹³ This estimate is based on projections that 403, or 70%, of the 576 youth served would successfully complete the program. Based on an analysis of moderately high and high-risk gang members, we estimate that 185, or 46% of these youth, would have otherwise been committed and incurred residential costs. These cost savings would not all be realized in one fiscal year, but might be spread over several years.

adaptation of the program provides more intensive treatment services than regular Multisystemic Therapy, with a focus on ensuring client, victim, and community safety. Three evaluations of the program model in other states examined outcomes over a one- to nine-year follow-up period and concluded that the program reduced rearrests and adult incarceration for both sexual and non-sexual crimes.¹⁴

The Legislature could implement a specialized Multisystemic Therapy-Problem Sexual Behavior pilot program in one or two circuits with an existing Multisystemic Therapy program. The Department of Juvenile Justice obtains an in-depth professional psychosocial assessment for each youth who has committed a sexual offense and is being considered for placement in a sex offender program. This assessment could be used to screen out any youth who pose a predatory danger to the community, and to identify appropriate youth who have problems with sexual boundaries and appropriate sexual behavior who could benefit from treatment in the community. A Multisystemic Therapy-Problem Sexual Behavior program would serve youth who are determined to be appropriate for a

community-based program from a public safety perspective, and are assessed as low-risk or moderate-risk to reoffend on the department's risk assessment, but would otherwise be committed to moderate-risk sex offender programs. If program outcomes are similar to those found in the national evaluations, subsequent sexual offending and bed needs could be reduced, producing net cost savings to the state. We estimate that such a program could serve 25 youth at a cost of \$250,000. If youth who successfully complete the program would otherwise have been committed to residential programs, the cost instead would be approximately \$1,105,000 to serve these youth. If beds are reduced as a result of reduced bed needs due to this program, the cost savings to the state would be approximately \$855,000.

Agency Response

In accordance with the provisions of s. 11.51(5), *Florida Statutes*, a draft of our report was submitted to the Secretary of the Department of Juvenile Justice to review and respond. The Secretary's written response has been reproduced in Appendix C.

¹⁴ In a study in which participants were randomly assigned to Multisystemic Therapy or individual therapy, follow-up after 21 to 49 months showed that 75% of the individual therapy group had been rearrested for a sexual offense, compared to 13% of the group receiving Multisystemic Therapy for Problem Sexual Behaviors. See Borduin, C. M., Henggeler, S. W., Blaske, D. M. & Stein, R. (1990). "Multisystemic treatment of adolescent sexual offenders," *International Journal of Offender Therapy and Comparative Criminology*, 35, 105-114; Borduin, C. M., & Schaeffer, C. M. (2001). "Multisystemic treatment of juvenile sexual offenders: A progress report," *Journal of Psychology & Human Sexuality*, 13, 25-42; Borduin, C. M. (2008, March). "Multisystemic Therapy (MST): An overview of clinical and cost-effectiveness." Plenary address at the Systemic Research in Therapy, Education, and Organizational Development Conference, University of Heidelberg, Heidelberg, Germany.

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Appendix A

Methodology Used to Analyze Redirection and Residential Outcomes

To assess the outcomes of the Redirection Program, we analyzed data on two cohorts of juvenile offenders—those that successfully completed the Redirection Program and those that successfully completed a residential commitment program between February 1, 2005, and June 30, 2009. We compared these youths’ juvenile and adult arrest records through November 30, 2009, a minimum period of five months and a maximum of 4.8 years after they had completed treatment.

Data. The Department of Juvenile Justice provided data on the youths’ demographics, assessed risk of reoffending, prior delinquency and commitment history, and delinquency referrals, adjudications, and commitments after release. The Department of Law Enforcement provided data on adult arrests and convictions, and the Department of Corrections provided data on probation and prison sentences.

Redirection population. The 2,399 treatment group youth in our study who successfully completed the Redirection Program had been referred to the program while being evaluated for commitment to a residential program for a non-law violation of probation, a misdemeanor, or, in 2007-08 and after, a non-violent third-degree felony. They were served at 23 Redirection Program sites serving 41 counties. Providers for each circuit and the number of youth in the outcome evaluation are shown in Table A-1. ‘FFT’ after the provider’s name designates a Functional Family Therapy program, ‘MST’ a Multisystemic Therapy program, and ‘BSFT’ a Brief Strategic Family Therapy program.

**Table A-1
2,399 Youth in the Study Population Successfully Completed the Redirection Program at 23 Program Sites**

Circuit	Provider	Successful Completions	Circuit	Provider	Successful Completions
1	The White Foundation (MST)	211	13	Vision Quest (FFT)	157
2	EYA (MST)	40	18	Crosswinds Youth Services (BSFT)	62
4	Vision Quest (FFT) ¹	109	18	Community Solutions, Inc. (MST)	120
4	The White Foundation (MST)	71	11	Institute for Child & Family Health (FFT)	281
5	Community Solutions, Inc. (FFT)	68	11	Institute for Child & Family Health (MST)	65
7	Community Solutions, Inc. (FFT)	76	15	Camelot Community Care (FFT)	90
8	The White Foundation (MST)	46	17	Camelot Community Care (FFT) ²	71
14	The White Foundation (MST)	18	17	The Starting Place (FFT)	135
6	Vision Quest (FFT)	140	17	Henderson Mental Health Center (MST) ³	79
9	Community Solutions, Inc. (FFT)	203	19	Human Services Association (MST)	54
10	Community Solutions, Inc. (MST)	85	20	Lee Mental Health (FFT)	156
12	Community Solutions, Inc. (MST)	62			
Total Redirection Successful Completions through June 30, 2009					2,399

¹ Closed December 2008.

² Closed April 2008.

³ Closed July 2008.

Comparison group. The commitment comparison group consisted of 6,042 youth who had been committed to a residential program and successfully completed the program after an average stay of approximately seven and a half months. Commitment completers were excluded from the comparison group if they were older than the oldest Redirection youth or had a more serious previous delinquency history, more prior adjudications, or more prior commitments. For the final analysis, we also controlled for risk score on the Positive Achievement Change Tool, the department's risk assessment that is a good predictor of the risk of reoffending. Youth who did not have PACT data were excluded from the study; this included 1,205 of 8,441 youth in the original study cohort (340 Redirection youth and 865 comparison group youth). The cohort for the analyses including the risk assessment data consisted of 2,059 Redirection youth and 5,177 youth released from residential commitment.

Methods of analysis. We examined eight outcome measures; the first six involved a combination of juvenile and adult data.

- An arrest for any offense, including a violation of probation
- An arrest for a misdemeanor or a felony, excluding a violation of probation
- An arrest for a felony
- An arrest for a violent felony
- An adjudication or conviction for any offense
- An adjudication or conviction for a felony
- A commitment to a residential program
- A sentence to adult prison

We used survival analysis to conduct our analysis; this technique calculates the probability of an event, such as an arrest after program completion, given the number of days during which the event could happen, such as the number of days after the youth's release. Using Cox Regression to conduct this survival analysis, we compared the probability of a youth being arrested for various offenses, including felonies, violent felonies, or arrests resulting in adjudications, convictions, commitment, or prison, given the number of days from release until arrest or to the end of the study period. We found statistically significant differences in favor of Redirection treatment for four of the eight outcome measures, and no significant difference between Redirection and residential treatment for the other four.

Control variables. The survival analysis allowed us to control for differences between the treatment and comparison group on factors related to recidivism, including age, gender, race, number of prior referrals, assessed risk of reoffending, whether the youth was from a county that is part of an urbanized area with a population over 500,000, region, and time out of the program. For the first time this year, risk assessment data was available for a sufficient number of youth in the study to allow us to control for a youth's overall risk of reoffending as measured on the department's assessment, the Positive Achievement Change Tool, or PACT. Since risk level as measured by the PACT is a good predictor of recidivism, controlling for PACT risk level allows us to better control for differences between the treatment group and the comparison group in terms of initial risk. For all statistical techniques, we used a 0.05 confidence level, the most commonly accepted standard for statistical significance, in determining statistically significant differences.

Statistical results. Results for measures with statistically significant findings are reported below in Table A-2. The risk of recidivism is calculated in the survival analysis for treatment youth compared to residential commitment youth with a similar initial risk of recidivism. For

the Redirection Program, a relative risk of rearrest for a violent felony of 0.852 means that the risk that youth who successfully completed Redirection will be rearrested for a felony after program completion is 85% of the risk for youth who complete residential commitment, controlling for factors related to recidivism. In other words, Redirection Program completers are 15% less likely to be arrested for a violent felony after program completion than similar youth who complete residential commitment.

**Table A-2
Redirection Youth Showed Significant Reductions in Six Measures of Recidivism¹**

Measure ²	Relative Risk of Rearrest ²	Reduced Likelihood of Rearrest Compared to Residential Youth ²	Number of Redirection Youth
Arrest for a misdemeanor or felony, all risk levels	0.908	9%	2,058
Arrest for a misdemeanor or felony, high risk	0.69	31%	2,058
Arrest for a felony	0.858	14%	
Arrest for a violent felony	0.852	15%	2,059
A juvenile adjudication or adult conviction for a felony	0.864	14%	
An adult prison sentence	0.645	35%	2,059

¹ Compared to youth age 19 or under at release who successfully completed residential commitment programs, had no more prior commitments than Redirection youth, no higher index for the seriousness of previous crimes, and no more prior adjudications than Redirection youth, controlling for age, gender, race, number of prior referrals, time out of the program, region of Florida, assessed risk level on the Positive Achievement Change Tool (PACT), and whether the youth was from a county that is part of an urbanized area with a population over 500,000.

² Statistically significant at the 0.05 level of confidence.

Graphs presented in the report represent the cumulative probability of an arrest for a misdemeanor or a felony for high-risk youth (Exhibit 2), an arrest for a violent felony (Exhibit 3), a felony adjudication or conviction (Exhibit 4), or an adult prison term (Exhibit 5), estimated by the model at the mean of the covariates. In other words, the exhibit shows probabilities computed for the typical juvenile in the study population. The difference between the probabilities of each measure of recidivism after program completion shown above for residential and Redirection youth is statistically significant at the 0.05 level.

Appendix B

Methodology Used to Determine Cost Savings

Serving youth in the Redirection Program generates cost savings because, by statute, each youth served in Redirection would otherwise be placed in a more expensive residential commitment program. To determine the net cost savings to the state, we first calculate the maximum possible cost savings by estimating what the costs would have been if all youth served in Redirection had instead been committed to residential programs. From that figure we subtract the total costs of serving these youth in Redirection, including those who failed to complete the program. For this year's analysis, this cohort was all those discharged from the program by December 31, 2009. The final step is to calculate the residential program costs of serving youth who fail to complete Redirection and to subtract that cost from the potential cost savings.

Calculating average per diem by level for residential commitment. We used data provided by the Department of Juvenile Justice on contracted per diem rates and overlay funding for each program to determine an average per diem cost for each risk level. We calculated average per diem for low-, moderate-, and high-risk programs for Fiscal Years 2005-06, 2006-07, 2007-08, and 2008-09. Costs for maximum risk programs were not included.

Calculating the costs of residential commitment for a cohort that met Redirection eligibility criteria. Using data from the Department of Juvenile Justice for youth, we calculated the length of stay and total costs of a population of youth who were admitted to low-, moderate-, and high-risk residential programs for offenses that would have made them eligible for Redirection during the year that they were admitted. We limited the group to those who entered no later than December 31, 2007, 18 months before the last release date for our recidivism study cohort, to allow enough time for almost all youth to be released from commitment. To take into consideration total expenditures when youth are transferred to one or more additional programs, we calculated the number of days in each program that served them from the time they were admitted until they were released to the community, either as a successful completion or because they reached the maximum age for juvenile programs or the maximum time an adult would serve for a similar offense. We then multiplied the number of days in each program by the average per diem for that program level and fiscal year and added all costs for each youth. The average residential cost per eligible youth was \$27,539 for this cohort of youth.

Calculating the costs of Redirection. Initially, the department contracted for services on the basis of a case rate that ranged from \$5,265 to \$7,490 per youth over the time period. For this time period, we multiplied a running average of the case rate in effect for the four preceding months of Redirection treatment by the number of youth discharged from the program in each month. Beginning November 15, 2007, the department changed the Redirection contract to a per diem rate of \$68.89. For November 15, 2007 through September 30, 2009, we calculated total payments to the provider for that month by multiplying the number of funded slots by the monthly per diem rate.¹⁵ For October through December, we adjusted the calculation to exclude payments for youth still being served after the cut-off date. In other words, we did not include costs for youth who entered the program in October, November, and December who would not have completed the program by December 31, 2009, and thus would not be included in our count of program completers.

¹⁵ This procedure was developed in 2010, and represents a more accurate cost calculation, resulting in higher costs for Redirection, than that used in our 2009 report. The calculations in our 2009 report somewhat underestimate Redirection costs for the time period from November 15, 2007 to December 31, 2009.

Appendix C



FLORIDA DEPARTMENT OF JUVENILE JUSTICE

Charlie Crist, Governor

Frank Peterman, Jr., Secretary

April 19, 2010

Gary R. Van Landingham, Director
Office of Policy Analysis and Government Accountability
111 West Madison Street
Room 312, Claude Pepper Building
Tallahassee, Florida 32399-1475

Dear Director Landingham:

Thank you for the opportunity to review OPPAGA's draft report entitled 'Redirection Saves \$51.2 Million and Continues to Reduce Recidivism'. The report provided an extensive and thorough review of this program serving as an alternative to Residential commitment. The Department continues to be encouraged by the results of this program. The program demonstrates solid results as impressive today as it was five years ago. The Department realizes that a slight increase in recidivism is virtually unavoidable as multiple years of tracking and standards testing have a cumulative effect.

While it is agreed that Redirection has been a very effective tool in diverting youth from Residential commitment, adding Redirection slots should not equate to an equal reduction in Residential beds. Approximately 35% of all youth served by Redirection most likely end up in Residential commitment. Expanding multisystemic community based therapy treatment for sex offenders, with measures in place to protect the public, seems like a viable option. The Department also believes that additional research needs to be done to provide evidence to support the use of Redirection programs with gang members.

The Department is working diligently with Redirection to expand the breadth and scope of this successful treatment strategy into new areas of juvenile justice. The Governor's proposed FY10-11 budget recommended continued funding of \$1.6 million for Redirection that was in our FY09-10 budget as non-recurring. This is an important restoration and critical to any potential application of this cost saving program. The Department is vigorously pursuing ways to expand the impact of Redirection, benefiting our youth and families while enhancing public safety.

Sincerely,

[Handwritten signature of Frank Peterman, Jr.]

Frank Peterman, Jr.
Secretary

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