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OUR MISSION

To facilitate reform within systems serving high-risk youth through performance-based contracts that reduce costs and improve outcomes.

Improving Public Safety, Lowering Costs: Florida's "Redirection" Project

Presented at:
Blueprints Conference
April 12-13, 2012



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Florida circa 2001...

- The OPPAGA REPORT (<http://www.oppaga.state.fl.us/MonitorDocs/Reports/pdf/0149rpt.pdf>)
- “To better understand whether a portion of recent increases in juvenile commitments represents inappropriate residential placements, the Legislature directed OPPAGA to analyze the delinquency history of youth who were committed for a misdemeanor or a non-law violation during the 1999-2000 fiscal year.”



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Florida circa 2001...

- “Questions about (the increased use of) commitment arose from two recent trends.
 - The number of juvenile referrals to court for all offenses declined 11% between Fiscal Year 1995-96 and 1999-00. However, ... the number of judicial commitments to DJJ increased by 39%.
 - During that time, the number of youth committed for a misdemeanor or a non-law violation of probation increased. (Non-law violations of probation occur when youth violate conditions of probation, such as staying out after curfew or skipping school.)”



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Florida circa 2001...

- “How many youth were committed to DJJ and what percentage was committed for a misdemeanor or NLV?
 - a. Judges committed 9,494 youth to the department;
 - b. 41% of all commitments were for a NLV/VOP or a misdemeanor.

- “Did youth committed for a misdemeanor or NLV/VOP have prior histories of extensive felonies or violent felonies?
 - a. No, 77% of these youth had never been adjudicated for a violent felony, roughly 30% had no felonies and 30% had one felony.



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Florida circa 2001...

- “Were youth committed for a misdemeanor or NLV/VOP charged w a felony in the 3 mo preceding their commitment?
 - a. No, over 73% of these youth did not have a felony charge.
- “Did these youth with no felonies who were committed have prior histories of extensive misdemeanors?
 - a. Of non-felons committed for a misdemeanor, 79% had three or more misdemeanors.
 - b. Of non-felons committed for a non-law violation, 81% had two or fewer misdemeanors.



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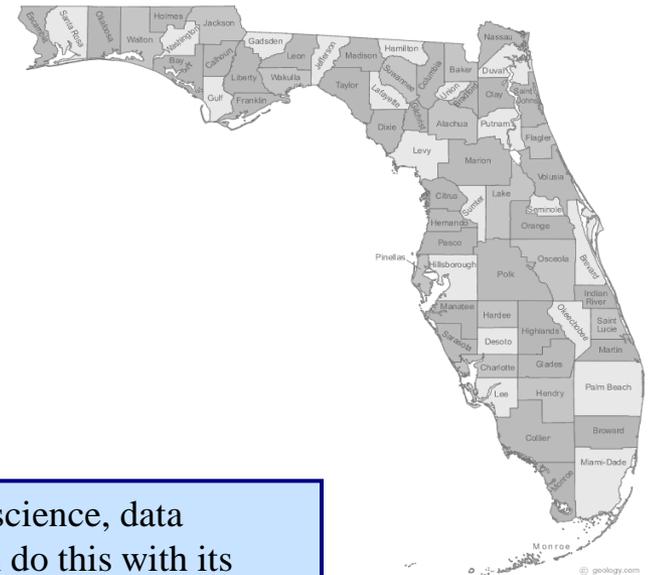
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Redirection Project

- Established in 2004 by the Florida Legislature
- Prime drivers = public pressure to:
 - cut costs
 - improve quality of services
- Mandated ‘EBP’s like MST and FFT’
- “Redirects” youth on probation from residential to community-based and family-focused programs



“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



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Redirection Project: The Strategy

- Legislatively-driven reform focused on:
 - Shift balance toward community-based services
 - Cost-effectiveness (based on diversions from placement)
 - Accountability (annual OPPAGA reports)
- Use top-tier, evidence-based models
- Start small, gather data, and expand on success
- Redirection as a model “Public-Private Partnership”
 - DJJ Contracts with a private organization (EBA) with experience / expertise in implementation oversight



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Who we are

- Evidence-Based Associates (EBA): formed in 2004
 - Mission: “to facilitate system reform through *performance-based contracts* that reduce costs, improve outcomes”
 - Niche: Implement Blueprint programs for hi-risk delinquents
- EBA also helped launch initial Blueprints conference in 2006
- EBA currently oversees Blueprints programs (BSFT, FFT and MST) for approx 1,600 youth per year:
 - 17-20 BP teams in FL
 - 6 teams starting out in DC



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Redirection Project: Contract Process

- Legislative initiative with annual allocation to DJJ
- Contracting and oversight by DJJ with EBA
 - benchmarks for performance and outcomes
 - penalties for failure to perform; no performance incentives (at this time)
- An annual evaluation conducted by OPPAGA
- Reallocation depends on project success
 - Current “PBC” contract – penalties, but no incentives

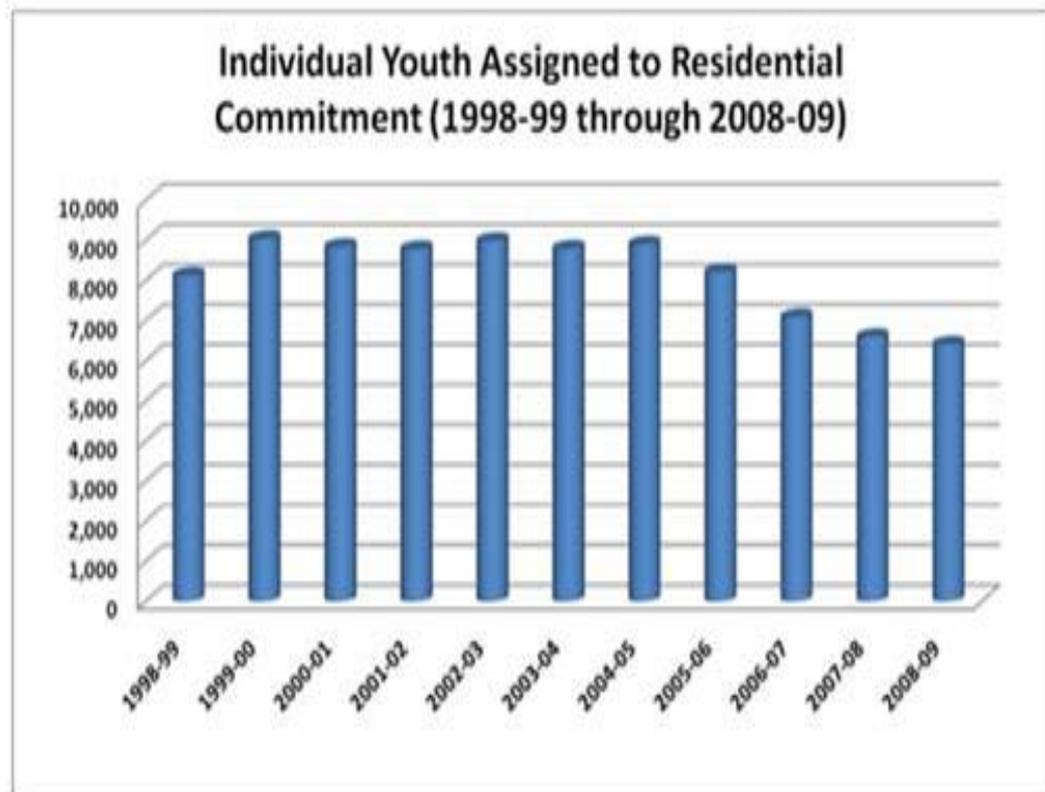


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Redirection Project: Goals

1. **Reduce out-of-home placement**
2. Achieve better outcomes for kids
3. Increase public safety
4. Save money





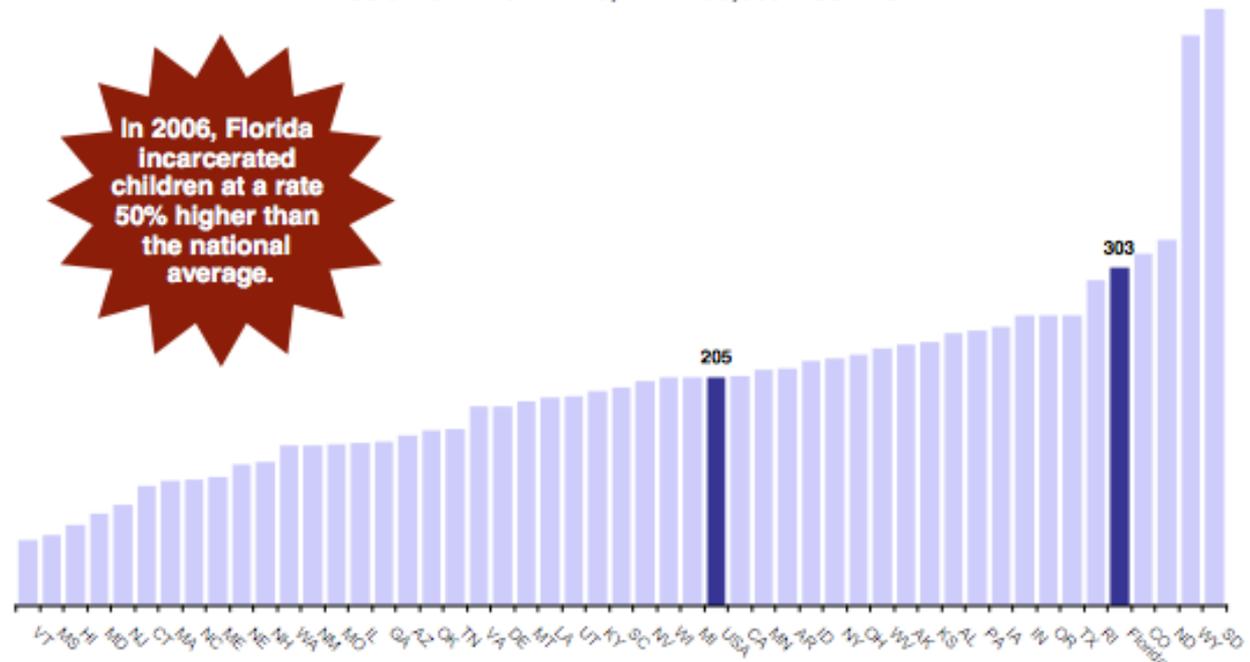
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The Problem DOESN'T Go Away Overnight...

- Too many juveniles in placement
- Not enough community options
- High Costs

CHILDREN COMMITTED TO RESIDENTIAL JUVENILE JUSTICE FACILITIES, PER 100,000 YOUTHS



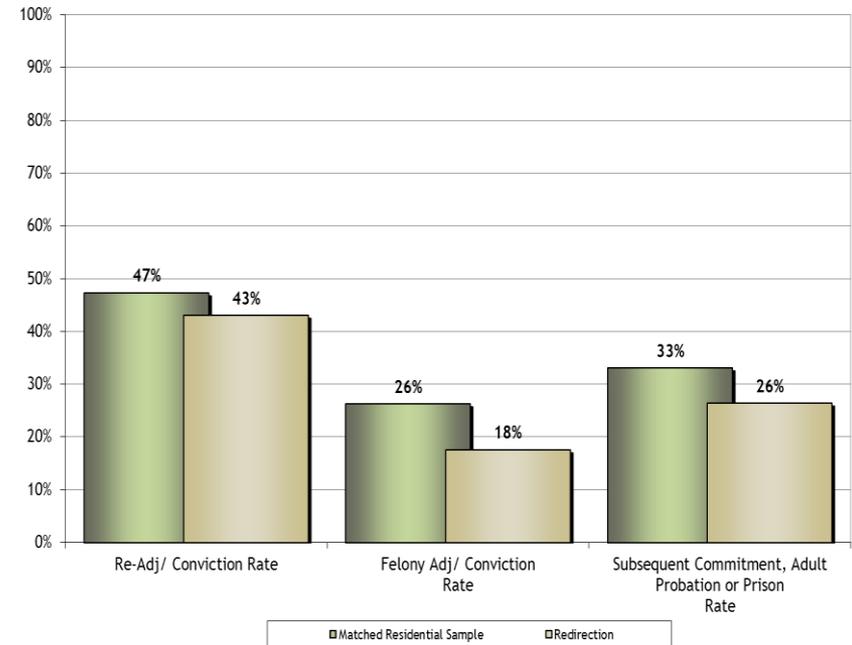


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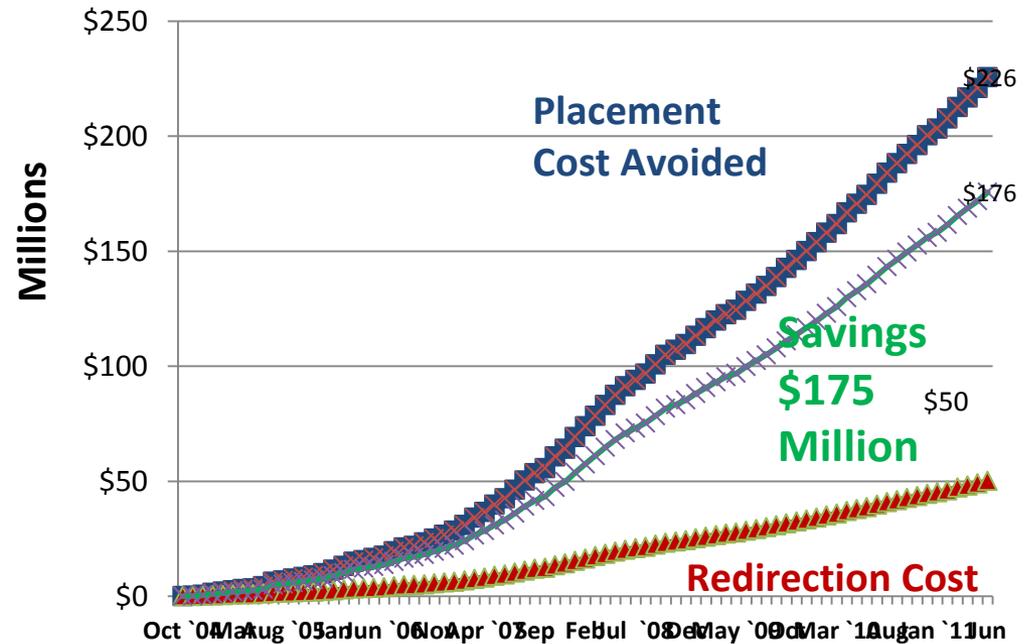
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FL DJJ Redirection Project Savings
6 + Years - Oct `04 Thru June `11





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FLORIDA DEPARTMENT OF JUVENILE JUSTICE 6+ Years (October 2004 – June 2011)



Savings = Residential Cost – Redirection Cost



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Redirection Project: Contract Execution

- Lead contractor (EBA) to execute the project
- EBA ensures that models are delivered with fidelity
- Subcontractors include:
 - Legislative consulting/government relations
 - PR/communication
 - provider agencies
 - model dissemination organizations (e.g., FFT Inc.)
 - QA specialists (e.g., .MST Institute)
 - program evaluation/data management
 - Bookkeeping and accounting
 - Legal/contract management
- Btm line: “You can’t just pay for the asphalt!” (Dean & Karen)



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Redirection Project: Outcome Tracking

- Mandated review by OPPAGA (2005-2010)
 - Project effect on youth outcomes
 - Cost effectiveness
 - Recommendations to the legislature for future legislative action and appropriation
- Contract review by Justice Research Ctr (2011-12)
 - Supplemental to OPPAGA's report (CQI)



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Redirection Project: Challenges

- Constantly changing (legislative) landscape
 - Invest in key relationships
- Front-line staff turnover
 - Develop tools to support Human Resources
- Project population restrictions (only allowed to serve youth fitting certain criteria)
 - Push to the (model) limit, but no further
- Paradigm shift: from Outputs to Outcomes



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Redirection: Replication “Opportunities”

- Relationships are key:
 - Department of Juvenile Justice or other funder
 - Legislature
 - Model Programs
 - Providers
 - Evaluation team
- Contract for success (outcomes)



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Redirection Project: Lessons Learning...

- Build your ‘brand’ – focus on the value you bring
 - ‘Constant contact’
 - Monthly calls
 - Quarterly calls
 - ‘drumbeat’
 - Quarterly newsletters
 - Build strategic partnerships
 - Judges, SAs, models, researchers, legislators, advocates, media
 - Relentless focus on OUTCOMES



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In the News: *Miami Herald* 7/28/11

Reform underway at juvenile justice agency

BY GOV. RICK SCOTT

<http://www.flgov.com>

Like all Floridians, I was deeply saddened to learn of the tragic death of a child in the Palm Beach County Juvenile Detention Center. More than saddened though, I take Eric Perez's death personally. It's a sobering reminder of the urgent need for comprehensive juvenile-justice reform in Florida. Investigations into his death continue, and we won't rest until every unresolved question about it is answered.

The Florida Department of Juvenile Justice (DJJ) manages more than 120,000 juvenile delinquency cases each year. On any given day, we have more than 5,000 children in secure custody — more than 1,000 of whom are in facilities like the one where Eric spent the last days of his young life. Those numbers are far too high.

Since I appointed Wansley Walters earlier this year to lead DJJ, her agency has launched a statewide reform effort that will enhance public safety, conserve scarce resources and improve youth outcomes. As the former head of Miami-Dade's Juvenile Services Department, Secretary Walters spearheaded cost-effective reforms that were recognized internationally. As a result, Miami not only has the lowest juvenile incarceration rate in the state, but also boasts one of Florida's lowest juvenile crime rates.

Each element of DJJ's reform initiative is critical to ensure that youth receive the right combination of services and sanctions, in the right place at the right time.

Diversion. The expansion of civil citation and other innovative diversion practices will stem the flow of first-time misdemeanor youth into the system. Historically, Florida has spent millions of dollars on interventions for low-risk youth who would probably never re-offend.

Detention reform. Statewide detention reform, including the development of real alternatives to detention, will fuel continued reductions in unnecessary and inappropriate detention. Reduced detention over the past five years allowed DJJ to close hundreds of beds, yielding a cost-savings of more than \$25 million.

Right-sizing residential care. The past five years have also revealed significant inefficiencies at the deep end of Florida's juvenile justice system, with far too many low-risk youth confined in expensive residential institutions. They consume scarce resources that could instead be invested in community-based sanctions that hold youth accountable, protect public safety, create jobs and promote healthy futures for children. Community-based sanctions are more effective at reducing juvenile crime and cost much less than correctional institutions.

These three aspects of juvenile justice reform are urgently needed, now more than ever. We cannot afford the financial or the societal costs of unnecessary juvenile incarceration. By shifting our focus — and our investments — to the front end of the system, we will save not only money, but also lives.

Rick Scott was elected governor of Florida in 2010.



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Our Common Thread: Governor Scott (and the Legislature, DJJ and EBA)

“Right-sizing residential care. The past five years have also revealed significant inefficiencies at the deep end of Florida’s juvenile justice system, with far too many low-risk youth confined in expensive residential institutions. They consume scarce resources that could instead be invested in community-based sanctions that hold youth accountable, protect public safety, create jobs and promote healthy futures for children. Community-based sanctions are more effective at reducing juvenile crime and cost much less than correctional institutions.”



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CONCLUSION

Florida's **Redirection project** is a model of how to better align public expenditures with the **outcomes** the systems hope to achieve for children.

- Has enrolled nearly 8,000 youth
- Achieves better outcomes, improves public safety
- Saved Florida taxpayers more than \$176 million

(Source: OPPAGA 2010; JRC 2011)



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QUESTIONS?

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