

THE FLORIDA DEPARTMENT OF JUVENILE JUSTICE AND
JUVENILE JUSTICE AND DELINQUENCY PREVENTION
STATE ADVISORY GROUP

2019

State of Florida Three-Year Plan



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FLORIDA DEPARTMENT OF JUVENILE JUSTICE

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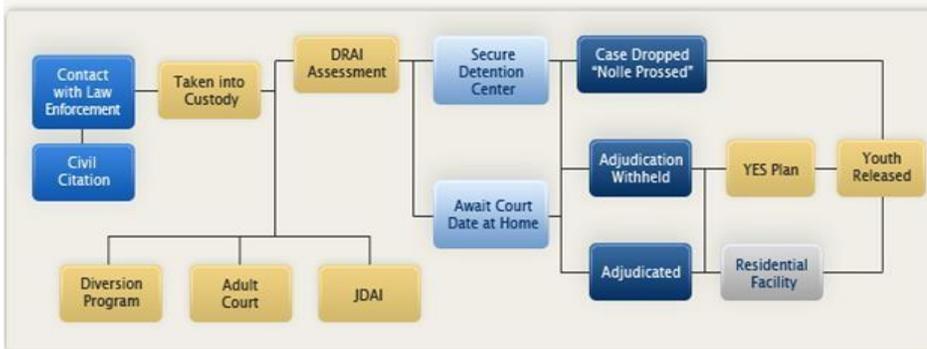
Compliance Monitoring Form and timeline (attached separately)

Program Narrative

System Description: Structure and Function of the Juvenile Justice System

a. Description of the Issue

Executive Order Number 95-376 designates the Florida Department of Juvenile Justice as the agency responsible for supervising the preparation and implementation of the Juvenile Justice and Delinquency Prevention plan. According to Florida Statutes 985.601 Administering the Juvenile Justice continuum:



The Florida Department of Juvenile Justice (FDJJ) is charged with the statewide administrative, planning and management of juvenile justice programs and services. The mission of the FDJJ 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. By doing so, the FDJJ works with children, families, schools, law enforcement, judicial systems and communities to prevent youth from getting in trouble with the law; supervises youth according to court orders; provides care and treatment according to youth's needs; works with the court to hold youth responsible for their actions; determines what help each youth and family might need; and provides quality services, in the least restricted manner possible and in a timely manner.

FDJJ is committed in ensuring that all youth are treated equitably on the basis of gender, race, socio-economic status and disability.

¹According to Florida Statutes 985.601 Administering the Juvenile Justice continuum:

- (1) The Department of Juvenile Justice shall plan, develop, and coordinate comprehensive services and programs statewide for the prevention, early intervention, control, and rehabilitative treatment of delinquent behavior.
- (2) The department shall develop and implement an appropriate continuum of care that provides individualized, multidisciplinary assessments, objective evaluations of relative risks, and the matching of needs with placements for all children under its care, and that uses a system of case management to facilitate each child being appropriately assessed, provided with services, and placed in a program that meets the child's needs.

¹Source: The Florida Senate 2017 Florida Statutes, available at <https://m.flsenate.gov/Statutes/985.601>

The FDJJ has four (4) program areas that operate in the continuum of care that supports the Department's mission in meeting the needs of juveniles.

A. Prevention and Victim Services

The Florida Department of Juvenile Justice (FDJJ) is charged by the Legislature with providing delinquency prevention services for at-risk youth. Prevention is the first service component on the Department's continuum of services. These services are designed to address specific problems and provide interventions for at-risk youth and their families in order to reduce juvenile crime and protect public safety. When a youth is picked up by law enforcement officers (first point of contact), the youth may receive a civil citation up to three times to divert them from the juvenile justice system. These youths are not processed through the juvenile justice system but receive services through prevention programs.

Prevention programs use the risk factors identified by research to target at-risk juveniles and those who exhibit problem behaviors such as ungovernability, truancy, running away from home, and other pre-delinquent behaviors. Prevention services are especially important for youth who are picked up for status offenses. Florida adheres to the JJDP Act regarding Deinstitutionalization of Status Offenders by ensuring that these youths are not held in adult jails or lock-up for such behaviors. Furthermore, the OPVS fosters partnerships with community stakeholders, faith-based organizations and volunteers to strengthen and complement prevention efforts. Some of the most notable partnerships can be found with the Circuit Advisory Boards, Faith Volunteers, and the Department of Children and Families.

B. Detention Services

The FDJJ has 21 state-operated juvenile detention centers with 1243 beds in operation and 3 county-operated facilities operating in the State of Florida. Detention is used for youth who are held by court order or arrested for committing delinquent acts when less restrictive temporary placement options are not appropriate. Youth may be placed temporarily in a secure detention facility while awaiting court disposition.

A Detention Risk Assessment Instrument (DRAI) is completed by the screening staff to determine whether the youth is to be placed into detention care or released to a less restrictive environment. A youth may not be held in detention care for more than 24 hours without a detention hearing. This hearing is conducted by a circuit judge who reviews the arrest affidavit, to determine whether there is probable cause to believe the youth committed the delinquent act, and the DRAI to determine if there is a need for continued detention. Data is collected and taken from the Department's Juvenile Justice Information System (JJIS).

The Profile data are based on the number of youth, unduplicated by type, who were served through detention services. Detention services will continue to seek a reduction in the use of physical interventions in incidents as well as a reduction in confinements. We are seeking innovative ways to work with committed youth, who are being detained now until their programs are available.

Centers are allowing youth to do community service. Administrators are working to improve their behavior management processes to provide youth something to work towards.

C. Probation and Community Intervention

Probation and Community Intervention promotes accountability using restorative sanctions and treatment services that strengthen families and help support youth in becoming responsible citizens. Probation and Community Intervention works with youth from the time they are released from supervision.

Probation and Community Intervention services are provided to youth after adjudication is rendered or deferred and include: Diversion services (teen courts, mediation services, and other contracted diversion programs). Probation Supervision is ordered by the court in cases involving a youth who has been determined to have committed a delinquent act. For youth on probation, a Youth Empowered Success (YES) Plan is developed that serves as the primary planning tool for the administration and organization of case management services. The Juvenile Probation Officer (JPO) plays a major role throughout the juvenile justice process and serves as the primary case manager for the purpose of managing, coordinating, and monitoring the services provided and sanctions required for each youth.

D. Residential Services

Delinquent youth can be ordered by a court into a residential treatment facility following a disposition hearing. The FDJJ is responsible for recommending the appropriate level of confinement and placement of each youth based on the youth's identified risks and needs, as well as program monitoring.

A youth is then placed in a residential facility following adjudication. A youth is committed to a residential program for an average of 9-12 months and must complete an individualized treatment plan. If a bed at the appropriate commitment level is not available in a residential facility, the youth may remain in a secure detention center until one is available.

Specialized Treatment Services

FDJJ has prioritized providing specialized programs and services to meet the specialized treatment needs of committed youths. Currently, residential commitment programs are designated for specialized treatment services (mental health services, substance abuse services, sex offender treatment services or developmental disability services) for youths with specialized needs. FDJJ provides an array of specialized treatment services and programs for committed youths with mental health needs

Youth Crime Analysis and Needs and Problem Statement

As the nation's largest centrally organized juvenile-justice agency, the Florida Department of Juvenile Justice (FDJJ) has a unique opportunity to establish a system of excellence for the care of at-risk and delinquent youth along the most comprehensive spectrum. Approximately 100,000 youth touch Florida's juvenile system each year. It is imperative that these youth, who often have turbulent lives and struggles, are guided to the right path and supported in their quest to become law-abiding, successful family members, workers, community members, and citizens.

In review of the Statewide Delinquency and Youth Arrest Rates during FY 2017-18 there were just over 1.88 million youth at risk for delinquency in Florida. Youth between the ages of 10 and 17 are considered the population most at risk of becoming delinquent. During FY 2017-18, there were 59,473 arrests for delinquent offenses in Florida. This represents a rate of 31 arrests for every 1,000 among the at-risk (10-17 years old) population. Between FY 2013-14 and FY 2017-18 the population at risk increased 3%; meanwhile, the number of arrests for delinquency decreased 15%. This represents a 26% decline in the delinquency arrest rate from 43 to 31 arrests for every 1,000 youth at risk for delinquency in the population.

The number of arrests for delinquency is greater than the number of youth arrested for delinquency because some youth were arrested more than once during the fiscal year.

During FY 2017-18, 33,176 youth were arrested for a delinquent offense. This represents a youth arrest rate of 18 youth for every 1,000 among the at-risk population. Between FY 2015-16 and FY 2017-18, the population at risk increased 3%, while the number of youth arrested decreased 13%. The youth arrest rate dropped 28%, from 24 to 18 for every 1,000 youth at risk in the population across the five-year period.

Delinquency and Youth Arrested by Offense Seriousness

Delinquency Arrests: Misdemeanor offenses have historically represented the most common offense category for which youth are arrested. During FY 2017-18, felony arrests outnumbered misdemeanor arrests. A felony was the most serious offense for 39% of delinquency arrests. Of the delinquency arrests during FY 2017-18, 36% were for misdemeanor offenses and 25% were for "other" offenses (the "other offenses" category includes violations of probation or conditional release, contempt of court, cases reopened, and interstate compact cases). Over the last five fiscal years, the number of delinquency arrests for felony and misdemeanor offenses declined 10% and 38%, respectively. During the same period, the number of delinquency arrests for "other" offenses declined 17%.

Analysis of youth crime problems

The following tables provide information on the total number of arrests received by the Florida Department of Juvenile Justice, as well as the race, gender and age characteristics of all arrests.

Arrest Statistics

At Risk Population and Total Arrests				
FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
Population 10-17	1,840,170	1,864,722	1,889,541	3%
Total Arrests	69,874	64,946	59,473	-15%
Percent Change Previous Year	**	-7%	-8%	-15%

Total Arrests by Race and Ethnicity				
FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
Caucasian	23,130	21,438	20,118	
Percent Change Previous Year	**	-7%	-6%	-13%
African - American	36,217	33,506	30,267	
Percent Change Previous Year	**	-7%	-10%	-16%
Hispanic	10,242	9,760	8,851	
Percent Change Previous Year	**	-5%	-9%	-14%
Other	285	242	237	
Percent Change Previous Year	**	-15%	-2%	-17%
Totals	69,874	64,946	59,473	

This table illustrates the rate of arrests for Caucasian youth decreased by thirteen percent during the same period. African - American youth showed a decrease of sixteen percent. Hispanic youth decreased by fourteen percent and the 'Other' youth category showed a seventeen percent decrease in arrests.

Total Arrests by Gender				
FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
Males	53,600	49,768	45,406	
Percent Change Previous Year	**	-7%	-9%	-15%
Females	16,274	15,178	14,067	
Percent Change Previous Year	**	-7%	-7%	-14%
Totals	69,874	64,946	59,473	

The table above shows that male arrests are down by fifteen percent while female arrests are down by fourteen percent over the last three years.

Total Arrests by Race, Ethnicity, and Gender				
FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
African - American Male	28,769	26,428	23,598	-18%
Caucasian Male	16,696	15,549	14,728	-12%
Caucasian Female	6,434	5,889	5,390	-16%
Hispanic Male	7,924	7,619	6,906	-13%
African - American Female	7,448	7,078	6,669	-10%
Hispanic Female	2,318	2,141	1,945	-16%
Other Male	211	172	174	-18%
Other Female	74	70	63	-15%
Totals	69,874	64,946	59,473	

The table above shows that arrests for Caucasian males, Caucasian females and African - American males continue to decline since FY 2015-16. African - American females, Hispanic males, Other males, Hispanic females and Other Females also show a decrease since FY 2015-16.

Total Arrests by Offense Type				
FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
Felonies	26,293	25,853	23,218	
Percent Change Previous Year	**	-2%	-10%	-12%
Misdemeanors	27,294	23,552	21,440	
Percent Change Previous Year	**	-14%	-9%	-21%
Other Offenses	16,287	15,541	14,815	
Percent Change Previous Year	**	-5%	-5%	-9%
Totals	69,874	64,946	59,473	

This table shows that felony arrests decreased ten percent while misdemeanor arrests decreased nine percent last year. Felony arrests in FY 2017-18 showed a drop of twelve percent since FY 2015-16, and there has been a drop of twenty-one and nine percent in misdemeanor and other offenses since FY 2015-16, respectively.

Total Arrests by Age				
FY 2015-16 through FY 2017-18				
Age at Admission	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
5-10	439	462	458	4%
11-13	7,908	7,419	6,926	-12%
14-16	40,492	37,336	33,549	-17%
17+	21,035	19,729	18,540	-12%
Totals	69,874	64,946	59,473	

From FY 2015-16 through FY 2017-18, arrests for the age group of five to ten-year-olds has increased by four percent while all other age groups have decreased in arrests.

The following tables reflect the three-year trends of total youth arrested at each point of the Juvenile Justice Continuum. The tables are broken down by Gender, Race and Ethnicity. It is important to note the distinction between total arrests and total youth in that an individual youth may have multiple arrests.

Total Youth Arrested				
FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
Number of Youth Arrested	38,280	35,343	33,176	
Percent Change Previous Year	**	-8%	-6%	-13%

The total number of youth arrested has declined by thirteen percent over the last three years.

Intake Demographics for School Arrests vs. Other Arrests

Intake Demographics for School Arrests vs. Other Arrests (Fiscal Year 2017-18)				
Demographic Group	School-Related Arrests	% of Total School-Related Arrests	Other Delinquency Arrests	% of Other Delinquency Arrests
Caucasian Males	1,844	25%	12,884	25%
Caucasian Females	652	9%	4,738	9%
African - American Males	2,637	36%	20,961	40%
African - American Females	1,168	16%	5,501	11%
Hispanic Males	838	11%	6,068	12%
Hispanic Females	263	4%	1,682	3%
Other Males	16	0%	158	0%
Other Females	6	0%	57	0%
Total	7,424	100%	52,049	100%

Intake Demographics for School Arrests vs. Other Arrests

Florida Department of Juvenile Justice FY 2017-18 County-Level Arrests Received Data										
County	Arrests by Race/Ethnicity				Arrests by Gender		Arrests by Age			
	Black	White	Hispanic	Other	Male	Female	5 - 10	11 - 13	14 - 16	17+
Achua	655	129	22	1	627	180	6	152	418	231
Baker	28	65	8	0	63	38	0	16	63	22
Bay	567	624	30	3	915	309	19	193	679	333
Bradford	22	49	0	0	58	13	5	5	39	22
Brevard	687	980	98	13	1275	503	14	183	1043	538
Broward	2893	479	500	10	3131	751	15	387	2212	1268
Calhoun	7	28	3	0	23	15	0	8	19	11
Charlotte	73	232	14	0	235	84	0	31	188	100
Citrus	48	236	9	1	212	82	2	35	195	62
Clay	127	315	13	5	333	127	1	54	284	121
Collier	194	489	253	6	689	253	1	71	546	324
Columbia	108	104	5	0	150	67	8	26	113	70
Dade	1675	112	1408	7	2600	602	2	231	1810	1159
Desoto	36	71	78	0	149	36	2	10	123	50
Dixie	16	36	0	0	47	5	1	6	30	15
Duval	1562	396	96	14	1660	408	6	180	1211	671
Escambia	1306	532	26	11	1271	604	27	310	1023	515
Flagler	99	134	24	0	192	65	1	30	146	80
Franklin	1	22	1	1	22	3	0	4	8	13
Gadsden	146	5	2	0	125	28	2	23	83	45
Gilchrist	5	47	0	0	38	14	1	6	31	14
Glades	8	4	6	0	12	6	0	0	14	4
Gulf	14	12	0	0	19	7	1	5	11	9
Hamilton	57	21	7	0	70	15	0	22	39	24
Hardee	16	52	68	0	109	27	1	18	86	31
Hendry	47	51	73	2	140	33	0	22	93	58
Hernando	85	259	53	1	262	136	3	47	234	114
Highlands	212	184	99	9	356	148	10	77	290	127
Hillsborough	2788	1221	803	18	3784	1046	22	519	2679	1610
Holmes	3	69	0	0	57	15	0	15	38	19
Indian River	139	127	46	0	247	65	0	29	196	87
Jackson	78	75	1	1	120	35	4	12	100	39
Jefferson	35	5	1	0	40	1	0	6	13	22
Lafayette	4	8	0	0	9	3	0	1	4	7
Lake	377	454	134	3	718	250	12	150	512	294
Lee	768	999	481	5	1690	563	14	213	1276	750
Leon	803	194	18	4	777	242	4	131	573	311
Levy	48	119	9	0	122	54	7	39	69	61

Florida Department of Juvenile Justice FY 2017-18 County-Level Arrests Received Data										
County	Arrests by Race/Ethnicity				Arrests by Gender		Arrests by Age			
	Black	White	Hispanic	Other	Male	Female	5 - 10	11 - 13	14 - 16	17+
Liberty	5	29	1	0	30	5	0	15	14	6
Madison	57	31	1	0	54	35	0	17	47	25
Manatee	541	518	208	2	930	339	21	195	685	368
Marion	527	519	123	6	860	315	13	202	646	314
Martin	69	160	71	0	221	79	0	32	153	115
Monroe	20	31	32	0	63	20	0	9	32	42
Nassau	26	159	2	1	131	57	0	10	116	62
Okaloosa	266	573	49	8	641	255	4	76	468	348
Okeechobee	42	115	61	3	179	42	0	34	139	48
Orange	2746	807	951	8	3458	1054	36	475	2540	1461
Osceola	333	288	588	2	867	344	13	157	652	389
Palm Beach	2269	790	646	12	2941	776	18	349	2160	1190
Pasco	248	906	156	3	948	365	9	146	764	394
Pinellas	2494	1282	254	38	3336	732	9	558	2486	1015
Polk	1736	1452	643	15	2849	997	53	521	2114	1158
Putnam	124	143	9	0	213	63	2	41	170	63
St Johns	55	242	12	5	268	46	0	34	163	117
St Lucie	722	286	101	2	855	256	26	173	575	337
Santa Rosa	71	354	20	7	319	133	4	42	243	163
Sarasota	244	355	78	2	492	187	1	40	401	237
Seminole	692	578	145	4	1032	387	10	204	708	497
Sumter	62	90	26	0	141	37	8	14	100	56
Suwannee	55	81	11	0	100	47	5	20	83	39
Taylor	28	37	0	0	49	16	1	10	31	23
Union	9	39	0	0	44	4	0	8	33	7
Volusia	1011	956	256	2	1685	540	32	245	1301	647
Wakulla	10	63	1	0	58	16	0	8	34	32
Walton	35	238	16	2	216	75	2	18	157	114
Washington	19	36	0	0	48	7	0	5	28	22
Out of State	14	21	1	0	31	5	0	1	15	20

Cases Diverted from Court

Cases Diverted from Court for Total Youth by Gender, Race, and Ethnicity FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
Caucasian	7,521	6,608	5,987	-20%
African - American	6,513	6,004	5,846	-10%
Hispanic	2,670	2,557	2,314	-13%
Other	124	88	104	-16%
Male	11,139	10,167	9,620	-14%
Female	5,689	5,090	4,631	-19%
Caucasian Male	4,920	4,364	3,997	-19%
African - American Male	4,388	4,011	3,904	-11%
Caucasian Female	2,601	2,244	1,990	-23%
African - American Female	2,125	1,993	1,942	-9%
Hispanic Male	1,751	1,738	1,656	-5%
Hispanic Female	919	819	658	-28%
Other Male	80	54	63	-21%
Other Female	44	34	41	-7%

From FY 2015-16 to FY 2017-18, cases diverted from court show a decrease for Caucasian, African – American, Hispanic and “Other” youth.

FDJJ Probation Cases

FDJJ Probation Cases for Total Youth by Gender, Race, and Ethnicity FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
African - American	8,264	7,638	7,218	-13%
Caucasian	4,686	4,528	4,486	-4%
Hispanic	2,145	2,066	2,099	-2%
Other	52	51	49	-6%
Male	11,904	11,053	10,772	-10%
Female	3,243	3,230	3,080	-5%
African - American Male	6,512	5,955	5,648	-13%
Caucasian Male	3,589	3,413	3,401	-5%
Hispanic Male	1,763	1,647	1,683	-5%
African - American Female	1,752	1,683	1,570	-10%
Caucasian Female	1,097	1,115	1,085	-1%
Other Male	40	38	40	0%
Hispanic Female	382	419	416	9%
Other Female	12	13	9	-25%

From FY 2015-16 to FY 2017-18, FDJJ Probation cases show an overall decrease for all youth categories except Other Males and Hispanic Females.

Commitment Cases

Commitment for Total Youth by Gender, Race, and Ethnicity				
FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
African - American	1,668	1,780	1,557	-7%
Caucasian	701	748	705	1%
Hispanic	354	363	336	-5%
Other	7	3	9	29%
Male	2,410	2,547	2,267	-6%
Female	320	347	340	6%
African - American Male	1,494	1,603	1,397	-6%
Caucasian Male	587	613	573	-2%
Hispanic Male	323	330	290	-10%
African - American Female	174	177	160	-8%
Caucasian Female	114	135	132	16%
Other Male	6	1	7	17%
Hispanic Female	31	33	46	48%
Other Female	1	2	2	100%

From FY 2015-16 to FY 2017-18, commitment dispositions show decreases for African-American, Caucasian and Hispanic Males, as well as African-American Females. Commitment dispositions show increases for Other Males, as well as for Caucasian, Hispanic and Other Females.

Cases Transferred to Adult Court

Cases Transferred to Adult Court for Total Youth by Gender, Race, and Ethnicity FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
African - American	1,135	980	757	-33%
Caucasian	353	315	245	-31%
Hispanic	178	193	150	-16%
Other	1	4	3	200%
Male	1,573	1,427	1,090	-31%
Female	94	65	65	-31%
African - American Male	1,083	949	723	-33%
Caucasian Male	327	290	222	-32%
Hispanic Male	162	184	142	-12%
Other Male	1	4	3	200%
African - American Female	52	31	34	-35%
Caucasian Female	26	25	23	-12%
Hispanic Female	16	9	8	-50%
Other Female	0	0	0	0%

FY 2015-16 to FY 2017-18, cases transferred to adult court show a decrease or no change for youth in all categories except for Other males.

Number of Admissions that Received Detention

Admissions to Detention by Race and Ethnicity FY 2015-16 through FY 2017-18				
	FY 2015-16	FY 2016-17	FY 2017-18	3 Year % Change
Number of Admissions to Detention	29,253	29,148	29,676	
Percent Change Previous Year	**	0%	2%	1%
Caucasian	7,596	7,653	7,463	
Percent Change Previous Year	**	1%	-2%	-2%
African - American	17,682	17,302	15,645	
Percent Change Previous Year	**	-2%	-10%	-12%
Hispanic	3,914	4,104	3,785	
Percent Change Previous Year	**	5%	-8%	-3%
Other	61	89	83	
Percent Change Previous Year	**	46%	-7%	36%
Males	24,110	23,873	21,827	
Percent Change Previous Year	**	-1%	-9%	-9%
Females	5,143	5,275	5,149	
Percent Change Previous Year	**	3%	-2%	0%

From FY 2016-17 to FY 2017-18, admissions to detention showed a decrease for all race ethnicities. From FY 2015-16 to FY 2017-18, Other admissions increased 36% while African-American, Caucasian and Hispanic admissions showed decreases.

From FY 2015-16 to FY 2017-18 male admissions to detention showed a decrease of 9% while female admissions showed no change.

Civil Citations Issued

The statewide civil citation process is designed to provide an alternative to formal judicial handling for juveniles committing a misdemeanor offense. The purpose of Civil Citation is two-fold: First, the process aims to prevent further delinquency. Second, the process ensures that the youth's offense is appropriately addressed without creating a criminal record. Eligible youth must admit to committing the offense and agree to participate in the civil citation process.

Florida Statutes requires this process to be implemented at the local level. Further, statutes specify that the process includes both an assessment of the needs of each participating youth and the provision of services to address the youth's identified needs. The Florida Department of Juvenile Justice is tasked with encouraging and assisting Florida communities as they implement and improve this process. In addition, the FDJJ maintains information on participating youth.

Civil Citation			
FY 2015-16 through FY 2017-18			
	FY 2015-16	FY 2016-17	FY 2017-18
Caucasian Male	2,314	2,538	3,166
African - American Male	1,957	1,961	2,332
Caucasian Female	1,740	1,853	2,040
African – American Female	1,384	1,433	1,729
Hispanic Male	1,158	1,233	1,428
Hispanic Female	839	783	779
Other Male	38	51	56
Other Female	41	31	31
Caucasian	4,054	4,391	5,206
African – American	3,341	3,394	4,061
Hispanic	1,997	2,016	2,207
Other	79	82	87
Male	5,467	5,783	6,982
Female	4,004	4,100	4,579

Source: Florida Department of Juvenile Justice (FDJJ), Juvenile Justice Information System (JJIS).

State Priority Juvenile Justice Needs & Problem Statements

The juvenile justice system comprises of many interrelated components that make up a complete setting. Because of its interrelated connecting parts FDJJ encompasses multiple organizational functions to meet the overall need(s) in the handling of juvenile delinquency, from the moment a juvenile offense is observed or reported to the final delivery of services, sanctions, and follow-up supervision for each youth.

The overarching goal of the juvenile justice system is to support prosocial development of youth who become involved in the system and thereby ensure the safety of communities

1. Mental Health Services

Youth who are involved with the juvenile justice system have substantially higher rates of mental health disorders than children in the general population, and they may have rates of disorder comparable to those among youth being treated in the mental health system. The prevalence of mental disorders among youth in the general population is estimated to be about 22 percent; the prevalence rate for youth in the juvenile justice system is as high as 60 percent.

Research indicates that from one-quarter to one-third of incarcerated youth have anxiety or mood disorder diagnoses, nearly half of incarcerated girls meet criteria for post-traumatic stress disorder (PTSD), and up to 19 percent of incarcerated youth may be suicidal. In addition, up to two-thirds of children who have mental illnesses and are involved with the juvenile justice system have co-occurring substance abuse disorders, making their diagnosis and treatment needs more complex.

Amid dialogue with the State Advisory Group (SAG) who represent the population of Florida, an overwhelming response to address this pervasive issue was endorsed. Therefore, over the next year, FDJJ will implement innovative efforts to impact and influence the mental health of our youth.

2. Delinquency in Schools

Schools have great potential as a focus for crime as demonstrated in recent school violence. Florida is committed to safeguarding all youth. The SAG is committed in seeking programs that will help educate and engage families in the conversations around bullying. Because educational institutions provide regular access to students throughout the developmental years, and perhaps the only consistent access to large numbers of youth in the early school years; to ensure Florida's youth continue to develop as healthy, happy, productive citizens, it is imperative to implement programs that will help in these efforts. Many of the precursors of delinquent behavior are school-related and therefore likely to be amenable to change through school-based intervention. This substantial national interest in schools and delinquency have formed the guide for funding decisions regarding FDJJ and where to place upcoming efforts and opportunities.

3. Racial and Ethnic Disparities

Racial and ethnic disparities in Florida's juvenile justice system are an issue at every point of contact from arrest to transfer to adult court. The focus of FDJJ's efforts to reduce racial and ethnic disparities is system improvement and community collaborative designed; a key focus is to remove bias from key decision points along the continuum of service in Florida's juvenile justice system.

4. Trauma Informed Care

Trauma can result in long and short-term problems. Research suggests that these can include physical and emotional health conditions and put those exposed to trauma at increased risk for chronic ill health and premature death. For children and youth, in addition to health problems, other consequences of trauma include difficulties with learning, ongoing behavior problems, impaired relationships and poor social and emotional competence. Children and youth exposed to trauma, especially violence, experience more learning and academic difficulties and behavioral and mood-related problems. Research also shows that the younger children are when they experience trauma, the more vulnerable they are to its effects on brain development. Many children and youth experience trauma. Depending on their circumstance, between 25-90 percent of children and youth experience events that leave them traumatized. They include:

- Up to 50 percent of children and youth in child welfare
- Between 60 to 90 percent of youth in juvenile justice
- Between 83-91 percent of children and youth in neighborhoods with high levels of violent crime
- Between 59 to 91 percent of children and youth in the community mental health system

Due to the overwhelming evidence showing that our youth have experienced trauma, FDJJ has been and will continue to provide education, training, and services in efforts to reduce trauma amongst our children.

5. Gender Specific Programs Meeting the Specialized Needs of Youth in the Juvenile Justice System

The SAG is aware that each child has unique needs and is therefore committed to addressing individual need(s) to include specific services to support prevention programs that address the unique needs of girls, boys and Sexual Orientation, Gender Identity and Gender Expression (SOGIE), through collaborative trainings that will enhance awareness and enhance policies to be inclusive of all youth.

6. Family Engagement

Despite the numerous benefits of family engagement, barriers continue to exist, particularly for urban, low-income, immigrant, minority and working-class families. Language barriers, work schedules and a sense of disenfranchisement have generally resulted in lower levels of engagement which ultimately impact the youth whom we serve. Because a healthy family is critical to the outcome of a child, FDJJ

has been and will remain focused on building the skills of direct care staff including Motivational Interviewing (MI) techniques, creating individualized case plans, improving the quality of face-to-face interaction, and providing ongoing technical assistance to volunteers and families in effort to create collaborative community partnerships.

7. Service Continuum Analysis

The FDJJ is charged with conducting a comprehensive statewide review of county-level data, including a gap analysis of services and programs available across all counties in the state, to evaluate the implementation of juvenile justice policies at the county level according to Legislature via proviso language in the FY 2018-19 General Appropriations Act. The FDJJ Office of Research and Planning developed a survey instrument to collect data regarding available services and gaps at the county level. This Service Continuum Analysis Report summarized the findings of the analysis mandated by the Legislature. The summary of findings identified detailed county-level information regarding service types, service providers, youth populations served, and waiting lists information was provided.

The survey revealed that: Individual and family mental health/substance-abuse counseling were noted as a top need by just over half of Florida's counties (34 in total). Six counties noted a need specifically for in-patient/residential substance-abuse or mental health treatment, while outpatient services were identified as a top need for nine counties. Moreover, substance-dependent or mentally ill youth were identified as a population in need of special attention by 18 counties.

Job-related services and life skills such as services to break the cycle of poverty, parenting classes, and job training were ranked as one of the top service needs by 29 counties. Mentoring was noted as a top need by 16 counties. Structured activities/prevention programs were noted as a top need by 16 counties, and youth eligible for prevention programs were identified as a special population in five counties.

Sex offender services were noted as a top need by 14 counties, with needs such as transitional housing for sex offenders and sex offender day-treatment services described. Sex offenders were considered by 17 counties to be a population in need of special attention. Outpatient sex offender services were specifically identified by 6 counties as a top need. Conversely, 14 counties listed sex offender counseling as being one of the resources in sufficient supply to meet needs.

Respite care and transitional housing services were listed as a top need by 13 counties, with services such as transitional housing for post-commitment youth and independent living mentioned. Financial assistance was listed as a top need by 13 counties, with services such as drug screening vouchers for indigent families and programs to help youth pay court fees and restitution mentioned.

Coordination of State Efforts

1. Overview of state efforts and plans to promote youth development and well-being

Florida Department of Juvenile Justice (FDJJ) continues to be the nation's largest, centrally organized juvenile-justice agency. FDJJ continues to provide up to date services for the care of at-risk and delinquent youth along the most comprehensive spectrum, in spite of challenges. FDJJ believes that it is imperative that youth who experience unforeseen, turbulent live circumstances and struggles, are guided to the right path and supported in their quest to become law-abiding, successful family members, workers, community members, and citizens. To best support these youth into successful adulthood. FDJJ continues to strategically evaluate and reform the approach to juvenile justice. The way youth are treated who touch the juvenile system is being transformed to best ensure their rehabilitation and the safety of our communities are paramount.

At the root of FDJJ's reform are two strategies. First, capitalizing on the latest research and data to better understand how adolescents develop, think, and behave and what treatment and services are most effective. This foundational information guides the FDJJ's decision making and application of resources. Second, the FDJJ is collaborating with national and state stakeholders, especially families who will permanently mold and grow their children. All our partners are key to strengthening our youth, families, and communities.

The FDJJ's plan, or "Roadmap", is to:

1. Strengthen our capability and allocate more resources to identify children, as young as possible, who begin to exhibit problem behavior, get to the root of the causes (their risks and needs as well as that of their families), and **prevent** their involvement in the juvenile justice system.
2. Appropriately **divert** youth who can safely be held accountable through serving and treating them in their homes and communities, with an emphasis on strengthening the youth and family and immersing them in their community support system.
3. Provide **customized** plans that recognize youths' individual needs, capitalize on their strengths, reduce their risks, and prepare them for a successful transition to, and unification with, their family and community support system from the moment they meet us.
4. **Care** for youth in the least restrictive and most appropriate service environments.
5. Wisely **allocate** our resources to the most effective programs, services, and treatments at the most impactful points along the juvenile justice continuum.

Keeping with the national standards of the JJDP, the FDJJ will allocate funds towards initiatives that support the overall well-being of juveniles through the state. Finally, the Department seeks to enhance the involvement of local communities in the comprehensive strategic planning and implementation processes.

Education

The Florida Legislature determined that education is one of the most important factors in the rehabilitation of adjudicated delinquent. The mission of the DJJ Office of Education is to support this goal by providing training to all education stakeholders; supporting realistic and relevant academic and preemployment curricula for students in DJJ programs; and maximizing the resources that support DJJ educational initiatives. The Office of Education accomplishes this mission by focusing on the following educational objectives:

- Develop and implement accountability measures to ensure that youth who are placed in the custody of the department attain measurable academic improvement, and when appropriate, learn a career education skill that will help the youth acquire employment following release from department supervision.
- Increase opportunities for industry-recognized certification of youth in residential programs.
- Establish multi-agency collaboration in the delivery of education services for at-risk youth.

The Office of Education works to support these objectives with a myriad of stakeholders including youth, families, the Department and contracted education and program personnel, district school boards, the Department of Education (DOE), Department of Economic Opportunity (DEO), CareerSource Florida, regional workforce boards, the Department of Children and Families (DCF), and the Florida Juvenile Justice Foundation (FJJF).

- The Florida Legislature stipulates that DOE and DJJ serve as the point of contact for resolving issues not addressed by district school boards and to provide each Department's participation in four primary areas: Training, Academic Performance, Career Education, and Collaboration.

Office of Research and Data Integrity

The FDJJ has the capacity for the development of adequate research, training and evaluation. The FDJJ Office of Research and Data Integrity has the mission to gather data, analyze it, and provide high-value knowledge including trends, root causes, best practices, innovative ideas and recommendations to guide the Department in its mission to reduce juvenile delinquency through effective prevention, intervention, and treatment services. The Office of Research and Data Integrity is responsible for informing the Department's leadership, as well as the public, on the effectiveness of all juvenile justice activities funded by the State of Florida. Research analysts are responsible for answering day-to-day operation, data or research-related questions posed by the Department's leadership team as well as requests received from other critical stakeholders, such as the Governor's Office and Legislature. The Office of Research and Data Integrity responds to approximately 800 requests for research assistance from stakeholders and decision makers throughout Florida during any given year.

All research activities that involve contact with youth who interact with DJJ or access their data must be approved through the Institutional Review Board managed by the Office of Research and Data Integrity. In addition, data provided by the Office of Research and Data Integrity is used to guide the

development of effective programs, assessments, and interventions, and mold the Department's strategy. Staff uses data and information from the Juvenile Justice Information System (JJIS), which is one of the largest state-operated juvenile justice databases in the United States. JJIS currently contains detailed delinquency and placement information for over one million youth dating back to the year 2000. Data Integrity Officers throughout the state ensure that the data in JJIS is accurate and provide training to thousands of Department and contracted provider staff.

The Florida Department of Juvenile Justice encourages and supports research efforts conducted by qualified researchers that contribute to our knowledge about juvenile delinquency and criminal justice. However, because the children under the care and custody of the Department lack the legal capacity to consent to participate in research, the Department is responsible to protect their rights and ensure their wellbeing. Our regulations require a careful review of the risks and benefits involved in research proposals, the juvenile's assent, and departmental permission for their participation in research.

One of the latest initiatives in the Office of Research and Data Integrity is the **Juvenile Justice System Improvement Project (JJSIP)**. The FDJJ was selected as one of four states to participate in the Juvenile Justice System Improvement Project (JJSIP), a national initiative to reform the juvenile justice system by translating "what works" into everyday practice and policy. Administered by Georgetown University's Center for Juvenile Justice Reform, the JJSIP provides a framework for implementing best practices throughout the entire juvenile justice system. Detailed research information can be found at: <http://www.djj.state.fl.us/research>

The FDJJ Office of Staff Development and Training provides professional training, development and support for all FDJJ staff (and private provider staff as requested) through instructor led and on-line courses. FDJJ Training Policy 1520 ensures that all employees are adequately trained in a timely manner upon hire and/or promotion. This policy establishes a statewide framework for the Department of Juvenile Justice to implement procedures governing the training of Department employees. Detailed information can be found on the SD&T webpage: <http://www.djj.state.fl.us/services/support/office-of-staff-development-training>

Juvenile Assessment Centers (JACs)

JACs can be found throughout much of the state and are used as sites for housing central intake units for screening youth as they enter the juvenile justice system. Each JAC is diverse and composed of the resources of the community, which it serves. Most JACs are open 24 hours a day to provide detention screening for arrested youths. Some JACs accept every arrested youth (misdemeanor and felony) and other JACs accept only felony offenders or detention eligible youths. No matter how configured or designed, JACs expedite the booking and evaluation process of youth who are arrested for the more efficient use of law enforcement officials, court personnel, and juvenile justice personnel.

By statute, JACs must enter into interagency agreements with various agencies and organizations to maximize the effectiveness of service provision. Many JACs conduct intake, detention screening, needs assessment, substance abuse screening, physical and mental health screening,

diagnostic testing, and other related services deemed appropriate related to the needs of the community. Examples of service levels are included below:

FLORIDA'S JUVENILE ASSESSMENT CENTERS

<p>Circuit 2 JAC (LEON) is located in Tallahassee, FL, serving Franklin, Gadsden, Jefferson, Leon, Liberty Wakulla, Madison, and Taylor Counties. This JAC is operated by DISC Villages and they provide Administration, Security, Detention Screening, and Intake Services.</p>
<p>Circuit 4 JAC (DUVAL) is located in Jacksonville, FL serving Clay, Duval, and Nassau Counties. This is a State Operated JAC, providing full JAC Services including Administration, Security, Detention Screening, and Intake Services</p>
<p>Circuit 6 JAC (PASCO) is located in Land 'O Lakes, FL, serving Pasco County. This JAC is operated by the Pasco County Sheriff's Office and they provide Administration, Security and Third Shift Detention Screening, and Intake Services. Additionally, at the Circuit 6 JAC, Operation Par provides staff for First and Second Shift Detention Screening and Intake Services.</p>
<p>Circuit 6 JAC (PINELLAS) is located in Clearwater, FL serving Pinellas County. This JAC is operated by Operation PAR, Inc. and they provide Administration, Detention Screening and Intake Services:</p>
<p>Circuit 9 JAC (ORLANDO) is located in Orlando, FL, serving Orange County. This JAC is operated by the Orange County Board of County Commissioners and they provide Administration services. Additionally, at the Circuit 9 JAC, Psychotherapeutic Services, Inc. provides staff for all shifts for Detention Screening and Intake.</p>
<p>Circuit 10 JAC (POLK) is located in Bartow, FL serving Polk County. This JAC is operated by the Agency for Community Treatment Services (ACTS) and provides full services to include - Administration, Detention Screening, Intake Services and, Security.</p>
<p>Circuit 11 JAC (MIAMI) is located in Miami, FL serving Miami-Dade County. This JAC is operated by MiamiDade County Government and is a full service JAC providing Administration, Detention Screening and Intake Services, Civil Citation pre-screening and Assessments and Security Services</p>
<p>Circuit 12 JAC (SARASOTA and DESOTO) is located in Sarasota. The JAC is operated by Sarasota County Government.</p>
<p>Circuit 13 JAC (TAMPA) is located in Tampa, FL, serving Hillsborough County. This JAC is operated by the Agency for Community Treatment Services and they provide Administration, Screening, and Intake.</p>
<p>Circuit 15 JAC (PALM BEACH) is located in West Palm Beach, FL and is a state operated facility, providing full JAC Services including Administration, Security, Detention Screening, and Intake Services</p>
<p>Circuit 17 JAC (BROWARD) is located in Ft. Lauderdale, FL serving Broward County. This JAC is operated by the Broward County Sheriff's Office who provides Administration and Security. Additionally, Juvenile Services Programs, Inc. provides Detention Screening and Intake Services. Civil Citation Assessment services are provided by the Broward County Human Services Division.</p>
<p>Circuit 18 JAC (SEMINOLE) is located in Sanford, FL serving Seminole County. This JAC is operated by the Seminole County Sheriff's Office who provides Administration and Security and is contracted by the DJJ to provide staff for Detention Screening and Intake, and Civil Citation Pre-Screening Services.</p>
<p>Circuit 19 JAC (ST. LUCIE) is located in Fort Pierce is serving Indian River, Martin, Okeechobee and St. Lucie counties. This is a state operated JAC, providing full services, including Administration, Security, Detention Screening and Intake Services.</p>
<p>Circuit 20 JAC (COLLIER and LEE) is located in Sheriff's Office and serves youth from Charlotte, Collier, Glades, Hendry and Lee counties. This is a state operated JAC.</p>

Compliance status with the JJDP Act Compliance Components (1-3)

Deinstitutionalization of Status Offenders (DSO)

(Removal of Status Offenders from Secure Detention and Correctional Facilities)

Compliance Status

The Florida Department of Juvenile Justice (FDJJ) is committed to ensuring the safe placement for youth charged with behaviors that are not criminal (Deinstitutionalization of Status Offenders).

According to the 2018 DJJ Compliance Monitoring Report, Florida has a rate of 0.05 status offenders and non-offenders held per 100,000 juveniles under age 18. Florida continues to be in compliance with the DSO requirement.

Removal of Juveniles from Adult Jails and Lockups (Jail Removal)

Compliance Status

The Florida Department of Juvenile Justice (FDJJ) is committed to the safety and well-being of all youth in care and is committed to complying with OJJDP Jail Removal to ensure the safety and well-being of all Juveniles. Florida continues to be in full compliance with the Jail Removal.

Separation of Juveniles from Adult Offenders (Separation)

Compliance Status

The Florida Department of Juvenile Justice (FDJJ) is committed to ensuring separation of youth from adult offenders, inmates and trustees. Florida Statutes 985.115(3) allows for law enforcement upon taking a child into custody, to deliver the child, for temporary custody not to exceed 6 hours, to a secure booking area of a jail or other facility intended or used for the detention of adults, for the purpose of fingerprinting or photographing the child or awaiting appropriate transport to the department or as provided in Statute [985.13\(2\)](#). **Florida continues to be in full compliance with separation of juveniles from adult offenders.**

Electronic Monitoring (E.M.)

The Department's statewide E.M. program, which utilizes Global Positioning System (GPS) devices, is a community-based alternative to secure detention. The Department utilizes EM as a non-secure alternative for youth pending disposition, and as a progressive response/graduated sanction for youth on court-ordered supervision (i.e. Probation, Post Commitment Probation, Conditional Release, and Minimum-risk Commitment).

Youth participating in the E.M. program wear a device on his/her ankle that communicates whereabouts in real time. By establishing inclusion/exclusion zones, and defining the youth's daily schedule, the unit will generate an "alert" when there is a violation of the youth's schedule and/or zone restrictions. A 24-hour customer support monitoring center monitors the movements of EM

participants statewide and notifies FDJJ when there is an alert. Electronic Monitoring is available in all 20 Florida Circuits, and its utilization enhances public safety by providing an additional tool to supervise youth under 18 charged with a crime in Florida and assigned to the Department. In addition to the enhancement of public safety, electronic monitoring provides a substantial cost savings versus the per diem stay of a youth in a detention facility.

Evening Reporting Centers (E.R.C.)

The Department has partnered with various organizations to begin implementation of Evening Reporting Centers. Evening Reporting Centers are an alternative to secure detention programs designed to provide services to youth ages 13-18 with a pending disposition for up to 21 days. Youth will participate in evidence-based practices including, but not limited to, Life Skills, Eight-to-Great program, mentoring, homework assistance, tutoring and career exploration. Each youth is assigned a case manager for triage and implementation of a plan that will meet the youth's needs. Research tells us that each unnecessary placement in the juvenile detention center significantly increases the likelihood the youth will re-offend. This alternative allows the Department to reduce the number of unnecessary detention center placements while beginning to provide services in a more expeditious manner and in a least restricted place in the community.

Human Trafficking (H.T.)

It is the purpose of the Human Trafficking Intervention Initiative to identify, assess and serve youth within the juvenile justice system that are suspected or verified victims of human trafficking. Currently, our primary initiative is a human trafficking screening tool used to identify potential trafficking victims within our system. Identifying these youths allows us to address safety concerns and potential trauma and assist the youth on their path to healing. It also allows us to identify youth who are at risk for trafficking and educate them in hopes of preventing them from being victimized. FDJJ and DCF collaborate on all levels, from assessment to service provision and share data between the two agencies on crossover youth. The Department also provides training regarding human trafficking to all our direct care staff to ensure that these cases are handled appropriately across all programs and that the youth's well-being is the highest priority. Trainings are inclusive of all youth to include the SOGIE population.

Currently, DJJ employs a Director of Human Trafficking Intervention that addresses specific system needs within the Department and across the state; thereby addressing the needs of those that we serve that have been identified as potential trafficking victims; youth can receive mental-health and trauma-based services when no human trafficking-specific services are available. For youth on probation, The Department collaborates with DCF to ensure they receive proper services.

Transitional Living (T.L.)

Transitional housing is designed to assist youth while they successfully transition to independence. The service is for 180 days, but an extension could possibly be granted with justification. Both males and females between the ages of 16 up to 21 are eligible for services. The Department currently has 9 beds with the ability to add more as the need increase. The youth is placed in an apartment, dorm room setting, or a transitional family.

Upon entering the program, each youth is given an Independent Living Assessment and based on the assessment, the case manager develops an individualized Independent Living Plan. Each youth participates in money management, food management, housekeeping, personal appearance, job-readiness, job-seeking, interpersonal skills, vocational/educational development, and etc. The program also provides transportation and works closely with community resources to coordinate support services

Florida Civil Citation Initiative

The Florida Civil Citation Initiative helps instill success into youth who have committed non-serious misdemeanor offenses. Youth issued a civil citation by law enforcement have the opportunity for non-criminal sanctions that provide skills to overcome antisocial behavior without the baggage of an arrest and resultant criminal history record. Through the application of an assessment to determine risk and identify interventions, youth receive services that specifically address the risk to the child and the family and are provided skills to help prevent future arrests, thus contributing to the health of the community.

Since the inception of the Florida Civil Citation Initiative in 2011, more than 62,000 youth have received a Civil Citation in lieu of arrest. In the first two years of implementation, Civil Citation youth experienced a 5 percent recidivism rates, defined as a subsequent adjudication, adjudication withheld, or adult conviction within twelve months of successful completion. This rate compares to 9 percent for youth who were eligible for Civil Citation and instead arrested and placed in diversion programs. Civil Citation is active in 60 of Florida's 67 counties. The Florida Department of Juvenile Justice acknowledges and supports that civil citations work, and it's another opportunity for youth to walk away without an arrest record that follows them for the rest of their lives.

Juvenile Detention Alternative Initiative

In conjunction with the Annie E. Casey Foundation, the Department has implemented the Juvenile Detention Alternatives Initiative (JDAI) to support the vision that all juvenile justice involved youth will have opportunities to develop into healthy, productive adults. Applying JDAI core strategies and decision making based on data-driven policies and practices will establish system accountability to reduce secure detention placements and promote long-lasting productive outcomes for youth development and public safety.

JDAI is a detention reform and juvenile justice system improvement initiative launched in 1992 by the Annie E. Casey Foundation in urban and rural jurisdictions. JDAI demonstrates that moving low-risk youth from secure detention into community-based alternative programs is an effective public policy.

JDAI establishes outstanding public safety outcomes, minimizes detention over-crowding, and creates savings for taxpayers by reducing secure detention placements and the need for more expensive facilities. It improves efficiencies in juvenile justice system operations and produces better outcomes for youth and their families. The core strategies are designed to:

1. Collaborate between juvenile justice agencies, governmental entities, and community organizations that undertake joint planning and policymaking to address reforms.
2. Use accurate data to diagnose system's issues and assess the impact of various reforms.
3. Develop and use objective admission criteria and instruments to guide detention decisions.
4. Offer new or enhanced non-secure alternatives to detention.
5. Introduce case processing reforms to expedite the flow of cases through the system, reduce lengths of stay in custody, expand non-secure slots, and ensure timely and appropriate interventions.
6. Reduce secure detention of youth in custody for violations, warrants, and awaiting placement.
7. Eliminate bias and reduce racial disparity by ensuring a level playing field for youth of color.
8. Apply rigorous protocols and standards to improve conditions of confinement in facilities

Effective Principles of Community Supervision (EPICS)

Developed by the University of Cincinnati, the **Effective Practices in Community Supervision (EPICS)** model follows a premise that the quality of a face-to-face contact is as important as the quantity of those contacts. The EPICS model is designed to use a combination of monitoring, referrals for service(s), and face-to-face interactions to provide the youth and family with a sufficient "dosage" of treatment interventions and make the best possible use of time to develop a collaborative working relationship. EPICS is organized into an overall framework that assists staff in the development and implementation of intervention plans that target specific criminogenic needs.

Within the EPICS model, Juvenile Probation Officers (JPO) follow a very structured approach in their interactions with youth and families. Each EPICS session includes four components. 1) Check-In, in which staff determines if the youth and family have any crises or acute needs, builds rapport and discusses compliance issues. 2) Review, which focuses on the skills discussed in the prior session, the application of those skills, and troubleshooting continued problems in the use of those skills. 3) Intervention, where the staff identifies continued areas of need, trends in problems the youth experiences, teaches relevant skills, and targets problematic thinking. 4) Finally, homework and rehearsal is when the youth is given an opportunity to see the staff model the new

skill, provided opportunities to role play, assigned homework, and given instructions to follow before the next visit.

The State of Florida has implemented EPICS in approximately seventeen (17) circuits and hopes to have a full statewide rollout.

Community Service Program

The Community Service Program promotes an opportunity for positive youth development and a sense of well-being in our youth which prevents negative consequences by creating a structured environment. It provides youth with the opportunity to feel like a part of a positive work group and ultimately feel a sense of accomplishment when a project is completed. The program works to develop competency development that assists youth in learning both long and short-term goal setting, decision making, promoting a sense of responsibility, developing self-esteem, leadership, and promoting positive peer relationships. The Community Service Program staff is comprised of Juvenile Probation Officers and Juvenile Probation Officer Supervisors as well as FDJJ support staff.

The Community Service Program provides youth with positive role models who facilitate appropriate and positive peer interactions and enhanced supervision during weekend hours. By providing and completing community service projects that might not otherwise be done, the program builds positive relationships between the Department and the various organizations benefiting from the program within the youth's communities. FDJJ will continue to support these efforts that are enhancing the lives of Florida children and families.

Art Artistry

Art Artistry is a program that is provided to FDJJ schools that choose to participate. It is a 10-hour program, usually scheduled as one hour per week over a ten-week period. The artist is paired with the facility, through Artists in Education Program - Very Special Arts (VSA), depending on the art form they choose and the availability of the artists in the geographic locations of our facilities. The facility can choose from Movement, Visual Art, Music, or Drama. VSA Florida prepares students for future success in many ways. The Department of Juvenile Justice is fortunate to be able to partner with this group to offer our youth an opportunity to participate in art activities. Arts education provides skills critical to 21st century success as the students hone their perceptual, analytic, and interpretive skills as well as develop their creative thinking, communication, and problem-solving abilities. All VSA Florida artist in residence programs are tied directly to the Florida Standards and meet an average of five standards per residency.

Art is the one activity where there is no fixed expectation, no right or wrong, no good or bad. Art provides a way to express oneself, especially for those with communication difficulties. Our FDJJ youth frequently have difficulties positively expressing themselves, especially when they are in a commitment facility. Through art, they can communicate needs, describe feelings and tell stories.

With their participation in the arts they begin to connect with others and become part of a larger community of creativity. This is apparent not only with the other youth in the facility, but carries over to the staff, as well. To date the program continues to bolster student self-esteem, through the allowance of expression through the art activities. Outside of the art activities themselves, students have learned to overcome a fear of getting up in front of groups, and it has taught the students to see themselves as performers who have something to share.

Juvenile Justice Circuit Advisory Boards

To complement the FDJJ's prevention programs and services, the Circuit Advisory Boards (CAB) were created to advise the FDJJ on the development and implementation of juvenile justice programs and policies related to at-risk youth. CABs provide vital resources such as time, energy, expertise, credibility, and status/influence that will help fulfill the Department's mission. Members of the boards work closely with Delinquency Prevention Specialists and FDJJ staff to plan for services that meet the identified needs of juveniles and families within the local community. The goals of the boards are to maximize communication between FDJJ and the community, juvenile justice advocates, and legislature, assist FDJJ in developing community understanding and awareness on FDJJ focus areas, and assist FDJJ in ensuring that juvenile justice programs are developed and implemented. By fulfilling these objectives, the CABs can assist in the protection of the well-being of Florida's youth and the prevention of juveniles from entering the juvenile justice system. Having the joint collaboration between the CABs and FDJJ is a valuable asset that strongly enhances opportunities for success for Florida's youth.

Each Juvenile Justice Circuit Advisory Board is responsible for developing a written comprehensive plan for the circuit. The comprehensive plan includes data review and analysis of each county in the circuit and benchmarks that may include but are not limited to: reducing juvenile delinquency, decreasing Disproportionate Minority Contact (DMC), preventing and diverting youth from entering the juvenile justice system, increasing the use of alternatives to secure detention, working to establish community resources to increase prevention and alternatives to detention and community interventions.

The CAB membership consists of the state attorney, public defender, chief judge, sheriff, police chief, a representative from Department of Children and Families, county commissioner, school superintendent, workforce organization, business community, juvenile justice involved youth, faith community, health services parent or family member of a youth who has been involved with the juvenile justice system, community leaders, and youth-serving coalitions.

As the Circuit Advisory Boards (CAB) continue to support FDJJ's prevention programs and services, they have joined in numerous initiatives and projects in the past year. The CAB members are currently engaging in community service projects within their communities. Some notable projects taking place are: adopting a park, day at the beach-keeping Florida beaches clean, block parties (consist of informing youth and parents of services in their communities), back to school supply drive, and toy drives (Christmas). Monthly trainings ensure that every CAB is informed of how to provide advice and direction to the department in the development and implementation of

juvenile justice programs; how to work collaboratively with the Department in seeking program improvements and policy changes to address the emerging and changing needs of Florida's youth who are at risk of delinquency; and the CAB statutory requirements.

Faith Network Initiatives

FDJJ has a faith-based network that collaborates with faith-based organizations who partner with FDJJ to provide services such as mentoring, tutoring, after school programs, pastoral care and counseling. The Faith Network is a combination of individuals, ministries, organizations, and congregations from various faiths who are working collectively in each judicial circuit to help prevent and reduce juvenile delinquency across the State of Florida, by providing direct services and advocating for youth.

A Faith Partner/Volunteer Guidebook has been created that provides a framework for the delivery of quality services to the youth in our care. Training has been developed that ensures all of our partners/volunteers are prepared to successfully serve the youth and families within the juvenile justice system. The involvement of faith partners can provide the basis of the programs and services for the youth and families in the community. Faith partnerships are developed from the community at large and address the needs of the youth as determined by the Circuit FCN Leadership Teams. This is an effort to access programs and services that already exist within the community and draw on the assets of the local neighborhoods. Faith communities and faith-based organizations have the resources to contribute in a number of ways when engaging youth.

A Faith Community Network Leadership Team has been developed in each of the 20 judicial circuits to provide oversight and support to Faith Network Partners and volunteers in their designated circuit area. Partnerships with statewide faith and community-based organizations are critical to ensuring that programs and services for youth are available in their local communities and neighborhoods.

Florida Faith-Based and Community-Based (FBCB) Advisory Council

The FBCB Advisory Council serves as a formal advisory board to the Executive Office of the Governor and to the Legislature to enlist, enable, empower and expand the work of faith-based, volunteer and community-based organizations. The Council works to assist state agencies fulfilling their missions and achieve outcomes by facilitating connections to strengthen communities and families. The FBCB Advisory Council is working to further assist the FDJJ to engage and connect with faith and community organizations that can advance juvenile justice efforts to collectively help prevent and reduce juvenile delinquency across the State of Florida by advocating for youth.

The FBCB Advisory Council serves as lead in coordinating the Florida Faith Symposium which is a collaborative venture between the FDJJ and the Florida Department of Children and Families, in partnership with the FBCB Advisory Council. The purpose of the Florida Faith Symposium is to: raise awareness of the issues impacting at-risk youth and their families, create a dialogue with faith

community and faith and community-based organizations to address issues impacting at-risk youth and their families, educate faith communities and faith and community-based organizations on the juvenile justice and child welfare systems, connect resources of faith and community-based organizations to the needs of at-risk youth and their families, and provide training to improve and enhance faith and community-based organizations, programs and services to at-risk youth and their families, all of which are core to the mission of the Florida Department of Juvenile Justice.

The Symposium was one of the largest gatherings of faith-based organizations and government agencies in the State of Florida. In collaboration with the Florida Department of Children and Families (DCF) and the FDJJ, the 2017 Florida Faith Symposium in Orlando featured another round of inspirational speakers, delinquency prevention training workshops, and dynamic performances. There were over 500 attendees at the conference and over forty (40) Community Faith Partners and organizations who were award recipients for volunteering their time, effort, and service to improving the lives of Florida's youth; this continues to be a collaboration in enhancing outcomes for Florida children and families.

Children In Need of Services (CINS)/Families In Need of Services (FINS)

Funded by Legislative Appropriations.

Chapter 984, Florida Statutes, defines and mandates services to Children in Need of Services (CINS) and Families in Need of Services (FINS), and Chapter 1003.27(3), Florida Statutes, provides for crisis counseling and shelter for runaway, ungovernable, troubled, and habitually truant children (ages 6-17) and their families. Children who are adjudicated dependent or delinquent are not eligible for services. The Florida Network of Youth and Family Services provides CINS/FINS services through a contract with DJJ.

The intent of CINS/FINS is to divert children who commit status offenses from entering the child welfare or juvenile justice system. Over 30 community agencies provide services ranging from youth camps to the operation of 28 youth crisis shelters that offer residential and non-residential services to youth and their families. Every judicial circuit has at least one Florida Network of Youth and Family Services provider. Every county has access to services and centralized intake. Shelter services are accessible 24 hours a day, 7 days a week.

Chapter 984 Children and Families in Need of Services

- (1) The appropriate representative of the Department shall request a meeting of the family and child with a case staffing committee to review the case of any family or child who the Department determines is in need of services or treatment if:
 - (a) The family or child is not in agreement with the services or treatment offered;
 - (b) The family or child will not participate in the services or treatment selected; or

- (c) The representative of the Department needs assistance in developing an appropriate plan for services. The time and place selected for the meeting shall be convenient for the child and family.
- (2) The composition of the case staffing committee shall be based on the needs of the family and child. It shall include a representative from the child's school district and a representative of the Department of Juvenile Justice, and may include a supervisor of the Department's contracted provider; a representative from the area of health, mental health, substance abuse, social, or educational services; a representative of the state attorney; the alternative sanctions coordinator; and any person recommended by the child, family, or Department.
- (3) The case staffing committee shall reach a timely decision to provide the child or family with needed services and treatment through the development of a plan for services.
- (4) The plan for services shall contain the following:
 - (a) Statement of the problems.
 - (b) Needs of the child.
 - (c) Needs of the parents, guardian, or legal custodian.
 - (d) Measurable objectives that address the identified problems and needs.
 - (e) Services and treatment to be provided, to include:
 - 1. Type of services or treatment.
 - 2. Frequency of services or treatment.
 - 3. Location.
 - 4. Accountable service providers or staff.
 - (f) Timeframes for achieving objectives.
- (5) Upon receipt of the plan, the child and family shall acknowledge their position by accepting or rejecting the services and provisions in writing. If the plan is accepted, it shall be implemented as soon as is practicable.
- (6) A case manager shall be designated by the case staffing committee to be responsible for implementing the plan. The case manager shall periodically review the progress towards achieving the objectives of the plan in order to:
 - (a) Advise the case staffing committee of the need to make adjustments to the plan; or
 - (b) Terminate the case as indicated by successful or substantial achievement of the objectives of the plan.
- (7) The parent, guardian, or legal custodian may convene a meeting of the case staffing committee, and any other member of the committee may convene a meeting if the member finds that doing so is in the best interest of the family or child. A case staffing committee meeting requested by a parent, guardian, or legal custodian must be convened within 7 days, excluding weekends and legal holidays, after the date the Department's representative receives the request in writing.

- (8) Within 7 days after meeting, the case staffing committee shall provide the parent, guardian, or legal custodian with a written report that details the reasons for the committee's decision to recommend, or decline to recommend, that the Department file a petition alleging that the child is a child in need of services.

PACE Center for Girls, Inc.

Funded by Legislative Appropriations.

Practical Academic Cultural Education (PACE) is a community-based, gender-responsive prevention, diversion and early intervention program serving girls, ages 11-17, across the state. PACE has 20 centers throughout the State of Florida.

PACE accepts referrals from the juvenile justice system, the child welfare system, school personnel, community service agencies, court system, law enforcement, parents, family members, friends, and self-referrals. Its purpose is to intervene and prevent school withdrawal, juvenile delinquency, teen pregnancy, substance abuse, and welfare dependency. PACE programs provide the following services: academic education, individualized attention, a gender-specific life management curriculum, counseling and case management, encouraging parental involvement, student volunteer service projects, and transition follow-up services.

The Florida Network of Youth and Family Services, Inc.

Funded by Legislative Appropriations.

The Florida Department of Juvenile Justice uses general revenue funds to contract with the Florida Network of Youth and Family Services, Inc. (the Florida Network). The Florida Network is a not-for-profit statewide association representing 30 agencies, which serve runaways, truants, the homeless and troubled youth, ages six (6) and older and their families with a continuum of services designed to strengthen the family unit. For more than 30 years, the Florida Network has provided services as a "Children and Families in Need of Services" (CINS/FINS) agency, as defined by Florida Statute, in order to prevent juvenile delinquency and encourage good choices and healthy family relationships. The Florida Network's many services also include: advocacy for youth, public policy development, public education, data collection and research, and training and technical assistance.

North Carolina Outward Bound School (NCOBS)

Funded by Legislative Appropriations.

The FDJJ uses general revenue funds to contract with Outward Bound, Inc. which also provides services for CINS/FINS youth. The program consists of a 20-day wilderness expedition and a 20 to 24-day follow up component that takes place in the students' home and school environments. Parent involvement is required. Outward Bound is designed to help youth develop personal competencies, problem solve, address anger management, develop communication skills, leadership and service to others. Outward Bound helps teens and their families transition their lives

in more meaningful and positive directions by emphasizing character development, academic achievement and social responsibility to reduce the risk of dropping out of school, substance abuse and future delinquency. The court, FDJJ and the Department of Children and Families (DCF), refers youth to this program.

Prodigy Cultural Arts Program

Funded by Legislative Appropriations.

The Prodigy Cultural Arts Program: A Tampa Arts & Youth Demonstration Program, follows a diversion prevention and intervention research model for children between the ages of 7 and 17. The objective of the program is to improve the lives of at-risk children by exploring the extent to which the juvenile justice system and community based organizations can engage young people successfully in artistic endeavors, and through art instruction, affect the quality of life, the community functioning and the school performance of those youth. The provider and approved subcontractor(s) operate the Prodigy Cultural Arts Program in a seven county (Hillsborough, Manatee, Sarasota, Pasco, Pinellas, Polk, and Orange) network and the Lacoochee-Trilby Community Center. General program components include artistic instruction, case management for diversion participants, program management, and research.

Florida Alliance of Boys and Girls Clubs

Funded by Legislative Appropriations.

The Florida Alliance of the Boys & Girls Clubs (BGC) provides statewide prevention services to help young people ages 6 to 18 through their network of thirty-five (35) Boys & Girls Clubs Organizations. Services are provided in three main service delivery options:

SMART Programs: Structured curriculum which focuses on early prevention primarily to younger youth ages 6 – 12. Emphasis is on teaching skills in: gang awareness/resistance, decision making, identify/resist/resolve conflict, positive peer interaction/leadership, demonstrate tolerance, learn health choices (tobacco, alcohol, and other drugs), value diversity and learn constructive responses to authority.

Big Brothers Big Sisters Association of Florida

Funded by Legislative Appropriations.

The Big Brothers Big Sisters Association of Florida, Inc. is responsible for coordinating statewide prevention services through Big Brothers Big Sister member agencies throughout Florida that provide community- and site-based mentoring services to at-risk youth who have an incarcerated parent, guardian and/or sibling or have a history of incarceration. Big Brothers Big Sisters' member agency services are designed to reduce the risk factors for negative behavior and enhance protective factors for positive behavior

Crossover Youth

The Center for Juvenile Justice Reform at the Georgetown Public Policy Institute and Chapin Hall Center for Children at the University of Chicago brought together policymakers, practitioners, researchers, and advocates for a symposium titled “The Overrepresentation of Children of Color in America’s Juvenile Justice and Child Welfare Systems.” Challenging problems faced by foster care youth involved in the juvenile justice system are well documented both nationally and in Florida.

Establishing and maintaining carefully coordinated programs for foster care youth in the juvenile justice system increases their chance of success and reduce recidivism for this extremely high-risk group of youth. Facilitating communication, joint case management, shared effective early intervention and the provision of comprehensive services, foster care youth involved in delinquency will be involved in fewer delinquent events and experience better outcomes as they move to young adulthood.

Florida Juvenile Justice Foundation (FJJF)

Florida Juvenile Justice Foundation, Inc., is the 501(c)(3) not-for-profit direct-support organization for the Florida Department of Juvenile Justice. The mission of the Florida Juvenile Justice Foundation is to solicit and steward private gifts to promote education and public safety through effective prevention, intervention and treatment services that strengthen families and positively change the lives of troubled youth.

The Youth Investment Award (YIA), originally made possible by a grant through the Eckerd Family Foundation, is the FJJF’s primary program. YIA assists youth who are or were served by FDJJ. Often times, these kids make a mistake that will now affect them for the rest of their lives – mistakes that are more times than not the result of not having a support system at home which may lead to hanging around with the wrong crowd or getting involved with drugs.

Florida’s juvenile justice efforts can visibly be seen throughout the state. Work continues towards a system of excellence from the original Roadmap by updating annually with achievements that are reported and goals and objectives are reflected as accomplished, modified or added. Florida’s works on expanding newly-implemented initiatives and sustaining change. FDJJ continues to fortify a system of excellence, a national model for juvenile justice, through strategic decisions supported by data, research-based practices, and measurable outcomes that result in improved results and savings to the state. Enhancements will follow a cycle of continuous improvement as FDJJ manages its population and resources to provide the right services, in the right place, at the right time and in the right way to best meet the needs of at-risk and delinquent youth.

Florida Juvenile Justice Association (FJJA)

The Florida Juvenile Justice Association (FJJA) is a statewide organization that strongly supports a common-sense approach to juvenile justice that treats young people fairly, holds them accountable for their actions and keeps our neighborhoods, schools and communities safe. FJJA brings together juvenile justice system professionals and agencies, organizations, and private and non-profit corporations all committed to improving Florida's juvenile justice system for children and families.

The FJJA's overall goals are to foster collaboration among business people, community members, parents, youths and Florida's juvenile justice system; Educate the business community about the crucial issues concerning juvenile crime and delinquency in the state; Motivate businesses to focus their expertise and resources on the development and implementation of effective solutions for juvenile justice problems; Facilitate the public-private partnership process by assisting businesses and public institutions in developing successful working relationships targeted at reducing juvenile crime and delinquency.

Florida Supreme Court Collaborative

Studies have shown that when people have a greater understanding of and knowledge about the American justice system and the role of the courts within it, their confidence in and support for the courts is bolstered. In developing educational opportunities for people of all ages, the judicial branch provides Floridians with forums for learning about the role, functions, and accomplishments of their courts to cultivate a more engaged, active, and conscientious citizenry.

The Office of the States Courts Administrator (OSCA) updates and edits the Florida Juvenile Delinquency Benchbook based upon recommendations made by judges from the state court system. OSCA provides training and technical assistance related to juvenile delinquency and delinquency related issues to the Office of Court Improvement (OCI), the Florida Supreme Court and other members of the state court system. The OSCA assisted the Department of Juvenile Justice (FDJJ) with planning and hosting a Racial and Ethnic Disparities (RED) conference. The OSCA assisted the DJJ with the RED conference by providing delinquency topics for judges, court staff, and stakeholders, identified up to 30 judges and court staff to attend the RED conference, and provided technical assistance and staff assistance for the conference.

OSCA established a RED Advisory Workgroup including judges, court staff, a local state university professor, and representatives of the DJJ for the purpose of providing guidance to the OCI on training aspects and RED and delinquency related initiatives. The OSCA developed educational courses on issues identified by the RED Advisory Workgroup which included training needs assessments to identify which areas of judicial practice need further training. Additionally, the OSCA assisted with the implementation of RED circuit action plans for the purpose of reducing RED within each circuit.

Today best practices are being implemented in updating the disposition benchcard, overview and outline sections of delinquency benchbooks and ongoing research on trauma, ACEs and the effects they have on youth in the juvenile justice system.

Florida State University Ongoing Research Efforts

Center for Criminology and Public Policy Research

A branch of the College of Criminology and Criminal Justice, the Florida State University Center for Criminology and Public Policy Research expands the influence of scholarship in the public policy arena and promotes evidence-based policy-making and practice at the state and national levels. The Center's primary goal is to support data collection and research initiatives with application to crime and justice policy that promotes social justice. It works to achieve the following objectives:

- Conduct rigorous, policy-relevant empirical research
- Disseminate knowledge to policy makers, practitioners, and citizens
- Contribute to the field of criminology with theoretically relevant and methodologically sound research published in leading academic journals

Florida State University and FDJJ Research Partnership Project

The project, through the addition of dedicated resources, expanded an existing collaborative and productive partnership. The project consisted of three goals encompassing areas of study that have been largely ignored in the scientific research to date. Through this collaboration, three research agendas were pursued resulting in peer-reviewed publications, policy-relevant research reports, presentations, and recommendations for system improvement. The collaborative efforts will continue to generate scientifically valid findings to be used by practitioners, agency decision makers, and policymakers to produce effective juvenile justice outcomes resulting in future cost savings and improvements to public safety.

An Assessment of the Effectiveness of Civil Citations as an Alternative to Arrest among Youth Apprehended by Law Enforcement

- Project #1 provided empirical evidence to juvenile justice administrators and policymakers with an assessment of the use of civil citations during the initial contact of police with juvenile suspects as an alternative to traditional official arrest practices. Approximately 44,000 youth eligible for civil citations in Florida were examined to determine if there are disparities in its application across jurisdictions, youth demographic characteristics, and if civil citations reduce the likelihood of youth involvement in subsequent delinquency.

Family Attachment and Juvenile Justice Outcomes: An Assessment of the Effect of Visitation on Recidivism of Juvenile Delinquents in Residential Facilities

- Project #2 examined the practice of family visitation within a juvenile justice system which has been virtually ignored in the research literature but may have implications for improving

the adjustment of youth committed to residential facilities and their post-release outcomes. Empirical data on visitation events and information collected through surveys of committed youth in the FDJJ determined the impact that stronger family bonds, as measured by family member visitation, have on institutional adjustment and post-release recidivism. The findings provided empirical evidence to practitioners and policymakers in which to base possible policy changes to the current practices related to family visitation.

An Assessment of the Impact of Individual, School, and County Level Factors on School-Based Referrals to the Department of Juvenile Justice

- Project #3 provided empirical evidence to practitioners and policymakers with an assessment of the use of school-based referrals to the juvenile justice system, a practice that has been relatively ignored in the research literature. Using data from the FDJJ Juvenile Justice Information System, the Florida Department of Education, and county contextual measures, cohorts of youths who received school-based referrals to FDJJ and youths who received referrals outside of schools was created. The analyses provided significant information as to the consequences of school-based referrals and affects to youth adversely impacted relative to future offending and immersion in the juvenile justice system.

Translational Criminology: Research and Public Policy

This study serves to better understand how research is translated into criminal justice policy. Historically, criminal justice policy has been largely influenced by ideology, public opinion and media coverage of isolated but powerfully stirring incidents. In addition, our understanding of how research evidence is used to shape policymakers' assessments of social problems and potential solutions is limited. We are conducting a theory driven case study to test and describe the knowledge translation process in the field of criminal justice, specifically examining the translation of knowledge and use of research evidence by Florida's state-level decision makers in the field of juvenile and adult corrections. The case study involves gathering, analyzing and triangulating data from multiple sources including interviews with state-level decisions makers, observations of public hearings and a review of relevant policies and documents. The study is guided by the following goals:

1. Identify the mechanisms for the translation of knowledge that are most commonly used by Florida's criminal justice policymakers to inform their decision making.
2. Describe the process of how research knowledge is translated into policy.
3. Identify the non-research based factors that influence the translation of knowledge into policy.
4. Assess the impact or level of influence that formal researcher-practitioner partnerships have on policy development.
5. Identify strategies to improve the use of research evidence in state-level policy development and criminal justice decision making.

Research Partner Project with the National Institute of Justice and School Board of Palm Beach County to Research Expansion of School-Based Intervention

In a three-year project funded by the National Institute of Justice (NIJ) through the “Developing Knowledge About What Makes Schools Safe” program, FSU partnered with the School District of Palm Beach County and the Florida Department of Juvenile Justice to implement and evaluate a school-based intervention that aims to increase school safety while reducing delinquency referrals and improving student outcomes.

The project features a school-based delinquency intervention with wraparound mental health and substance abuse services. It builds upon a promising pilot initiative undertaken by the School District of Palm Beach County. The project involved several high schools and serve youth who will be randomly assigned to either a treatment group or to a control group.

Using a set of matched high schools, a second component of the project examined the impact of the intervention on overall school safety and student performance. A third component of this project assessed how well the intervention was implemented, documented barriers and facilitators to effective implementation of the intervention and identified strategies that other school districts used to successfully adopt a similar intervention. The project allowed educators and law enforcement to better understand how best to improve school safety, as well as improve student performance outcomes which included improved attendance, grades, and fewer suspensions.

Plans to Improve Coordination and Joint Decision Making Enhancing Law Enforcement Efforts and Engagement with Youth in Schools and the Communities

The Department, keeping in line with the Office of Juvenile Justice and Delinquency Prevention, (OJJDP) efforts to reduce Disproportionate Minority Contact to the juvenile justice system, launched Youth/Law Enforcement Focus Groups and conversations known currently as Bridging the G.A.A.P. Discussions, (Gaining Appreciation by Adjusting Perspectives). These youth and law enforcement discussions have been facilitated by Prevention staff since November 2012.

The objective is to promote positive relationships between minority youth and law enforcement and examine causes of arrest and misbehavior among youth. The initiative allows for continued success for conducting Bridging the G.A.A.P focus group discussions statewide on an ongoing basis and collecting data to examine if there have been changes in attitudes and perceptions via pre/post surveys. This initiative has led to contracts which study racial and ethnic disparities in juvenile justice system and a DMC curriculum for law enforcement. Staff works closely with schools, law enforcement and communities to address the underlying causes of disparities.

- Since 2012 Prevention has hosted 186 meetings statewide.
- All 20 circuits throughout the state are engaged.
- Provided outreach & engagement to approximately 4,500 participants.
- During the current fiscal year, Prevention has hosted more than 40 G.A.A.P. discussions.

Coordinated Services and Information Sharing

The FDJJ has been working to foster coordinated services and information-sharing partnerships with eight state agencies: Health Care Administration, Persons with Disabilities, Children and Families, Education, Health, Guardian Ad Litem, and Office of Early Learning. Eight agencies created an interagency agreement to “coordinate services and supports for children in Florida and to collaborate on developing necessary local and statewide resources for children being served by multiple agencies... to ensure that policy, procedure, service delivery, and resource development are provided in a manner that maximizes the likelihood of positive outcomes.” The group tracks and identifies patterns and prevalent issues which need addressing and submits reports to the Florida Children and Youth Cabinet. Examples include competency hearings; children receiving services from multiple agencies; and cases to be reviewed, such as dependent youth released from DJJ secure detention or residential commitment. Also in the agreement are guidelines for cost sharing.

The FDJJ continues to work on collaborative efforts with the Department of Children and Families (DCF) to care for youth dually served in the child delinquency and welfare systems. The Crossover Youth Practice Model (CYPM) is a collaboration between the FDJJ and DCF, led by Georgetown University, which provides communication, joint case management, shared early intervention, and comprehensive services for foster care youth involved in the juvenile justice system to reduce delinquency and improve outcomes. FDJJ coordinated with DCF to revise their Interagency Agreement regarding coordination in protective investigations and improve the process for tracking juvenile justice-related calls to the Abuse Hotline. DCF can now send notifications directly to the FDJJ through DCF’s tracking system: the Florida Safe Families Network (FSFN). Additionally, in any incidents involving excessive force or other related allegations in a residential program, a program monitor conducts an assessment and interviews the youth involved within 24 hours, independent of any investigation that is conducted by DCF personnel. As needed, action is taken to ensure the youth’s safety.

28–Planning and Administration (P&A) - \$210,000

(A) Program Goal(s)

- Recipients of Title II Formula Grant must meet certain requirements including the submission of a Three-Year Delinquency prevention plan, annual performance reports, and the maintenance of JJDP staff to meet these requirements.
- Pursuant to Section 223(a) (1) of the JJDP Act, in order to receive formula grants, a State “shall submit a plan for carrying out its purpose applicable to a three-year period. That State shall submit annual performance reports to the Administrator which shall describe the status of compliance with state plan requirements.” Such plan “shall designate the State agency for supervising the preparation and administration of the plan.” In order to meet this requirement, the State shall maintain a JJDP staff whose scope and function is to address and meet all the conditions of the JJDP Act.

- The goal of planning and administration is to effectively administer the OJJDP Formula grant program. This includes effective monitoring to ensure accountability and fiscal responsibility. The administering agency also strives to ensure the fidelity of local comprehensive planning and administration. Finally, the Department seeks to enhance the involvement of local communities in the comprehensive strategic planning and implementation processes.

(B) Program Objective(s)

- Maintain compliance with OJJDP requirements.
- Submit applications and required reports to OJJDP by designated time period.
- Work with Compliance Monitoring provider to ensure provider reporting and supply requested data, state compliance status and needed updates consistent with OJJDP.
- Coordinate the submission of the Annual Compliance Monitoring Report.
- Administer approved grant applications to implement the comprehensive plan.
- Development of an equitable Request for Proposal process, which will allow all organizations to compete for JJDP funds.
- Maintain grant database.
- Provide technical assistance to grant providers.
- Performance of program and fiscal quarterly monitoring site visits for grant providers.
- Develop and implement a performance measurement system for evaluating federal sub-grantees.
- Provide JJDP staff support to State Advisory Group (SAG).
- Coordinate quarterly SAG meetings.
- Transcribe and distribute SAG meeting minutes and maintain records.
- Distribute reports and data collection to address SAG priorities.

(C) Activities and Service(s)

- These activities will be performed by the Florida Department of Juvenile Justice to benefit statewide prevention efforts to Florida youth.
- Gather and organize appropriate data from state agencies required by the JJDP Act to develop the Comprehensive Plan.
- Prepare annual performance reports.
- Prepare annual monitoring reports.
- Prepare Request for Proposals (RFP) to be utilized in awarding funds to sub-grantees.
- Oversee the management and administration of all sub-grantees.
- Facilitate dialogue with local juvenile justice stakeholders that support integrated local comprehensive strategic planning and implementation.
- Enhance monitoring to include examination of planning and implementation processes of which sub-grantees are a part; and development of corrective action steps when required.
- Site visits to select communities as it relates to their role in comprehensive strategic planning and implementation.

32–State Advisory Group Allocation – \$20,000

(A) Program Goal(s)

Pursuant to Section 223(a) (3) of the JJDP Act in order to receive formula grants, a State “shall provide for an advisory group which shall participate in the development and review of the State’s juvenile justice plan.”

- The plan shall be amended annually to include new programs, projects, and activities.
- The plan shall advise the State agency and submit to the Legislature of the State at least annually, recommendations regarding State compliance with the requirements of the Act.
- Shall review the progress and accomplishments of projects funded under the State Plan.
- The primary goal of the State Advisory Group is to provide oversight and guidance to state prevention efforts and federally funded delinquency prevention programs.

(B) Program Objective(s)

- Development and implementation of JJDP State 3-Year Plan designed to address the prevention needs of Florida’s youth.
- Development of an annual report to the Governor outlining the federally funded prevention programs and offering prevention programming recommendations.
- Increase recruitment efforts of new members.
- Continue to visit community programs and attend community functions to enhance knowledge of communities need.

(C) Activities and Service(s)

- Routine provision of progress reports on those sites that are utilizing the comprehensive strategic planning and implementation framework set forth by this plan.
- Involvement of key SAG members in discussions with State agencies relative to enhanced cross-agency collaboration.
- Completion of quarterly SAG meetings.
- Completion of annual JJDP programs evaluation to determine effectiveness and identify projects for possible replication.
- Collaborate with local faith-based agencies and community partners for system improvement initiatives
- Annually attend and collaborate with local, national and OJJDP sponsored conferences to enhance staff development, program implementation and positive system change.

10 – Job Training - \$20,000

FDJJ will incorporate projects that enhance the employability of youth or prepare them for future employment. Such programs shall include job readiness training, apprenticeships, and job referrals. Such efforts will collaborate with agencies and service providers that provide job training services for youth. FDJJ will seek to collaborate with agencies that present innovative programs that bridge communication gaps within job training providers such as: advocacy centers, educational institutions, workforce boards and potential employers.

19–Compliance Monitoring - \$184,900

Florida currently contracts for compliance monitoring. The primary function of this contract is to conduct site visits, and collect, evaluate, and compile data pertaining to the secure detention of juveniles. The data is utilized in an annual report for the Office of Juvenile Justice and Delinquency Prevention. The contract requires that the compliance monitor will work closely with other members of the Department of Juvenile Justice, providing information to the Juvenile Justice (JJ) Specialist, sharing information with the State Advisory Group, and others as required within the contract and consistent with needs.

The information contained within the annual report is used by OJJDP to determine the State of Florida's compliance with the requirements of the Juvenile Justice and Delinquency Prevention Act.

(A) Program Goal(s)

- Pursuant to section 223(a)(15) of the JJDP Act, “the State shall provide for an adequate system of monitoring jails, detention facilities, correctional facilities, and non-secure facilities to ensure that the requirements of paragraph (12)(A), (13), and (14) are met, and for annual reporting of the results to (OJJDP)”.

(B) Program Objective(s)

- Provide annually a detailed description of monitoring tasks, including the identification of the specific agency or agencies responsible for each task, the identification of the monitoring universe, the classification of facilities, the inspection of facilities; and the collection and verification of data as required by the JJDP Act.
- Collect data to determine compliance. Data includes, but is not limited to: juveniles' name, identifier, offense type, date of birth, race, adult jurisdiction, date/time in, date/time out, judge and case number, type of secure facility, etc. These data will be used in the production of the annual compliance monitoring report.
- Provide training and public awareness information to professional, paraprofessionals and others regarding the mandates of the JJDP Act and state laws and rules by conducting training and technical assistance seminars as needed.
- Hold quarterly statewide workshops for law enforcement and corrections personnel.
- Provide on-site technical assistance to all counties that request it, which have difficulties developing and implementing procedures that assist in achieving and maintaining compliance with the JJDP Act and in collecting data which is used to monitor compliance with the JJDP Act. At least 33% of the counties will be visited annually.
- Document the number of technical assistance visits. Data documented includes, but is not limited to: date, time, caller, facility, problem, and technical assistance requests.

(C) Activities and Service(s)

These activities will be conducted by a private provider and monitored by the Department of Juvenile Justice:

- Collect data regarding the circumstances and characteristics of juveniles admitted to adult secure facilities and secure juvenile detention facilities.
- Verify data collected.
- Visit jails, adult lock-ups and juvenile detention facilities.
- Continue the development and implementation of the Florida monitoring system to record information regarding children in order to assess and monitor Florida's compliance with section 7223(a)(12)(A),(13) and (14) of the JJDP Act.
- Review of Florida laws and rules as they relate to the requirements of the JJDP Act and develop proposals that will use or recommend revisions to the statutes in order to maintain 100% full compliance with section 7223(a)(12)(A), (13) and (14) of the JJDP Act.
- Increase public awareness on the issue of children in jails and secure detention facilities.
- Develop, implement and expand approaches, techniques and methods for training professional, paraprofessionals and others in implementing the intent of the JJDP Act mandates to include visual aids(posters) for facilities.
- Provide on-site technical assistance to all geographical areas having difficulty implementing initiatives to achieve and maintain 100% full compliance, including development of policies procedures.
- Attend SAG meeting and provide recommendations to the SAG concerning continuation, expansion, revision or elimination of specific programs and strategies consistent with maintaining compliance and overall safety and well-being of juveniles in care.
- Provide recommendations to the SAG concerning findings related to compliance with the JJDP Act.
- Participate in corrective measures to be taken if violation has been determined.

21– Plan for Compliance with Disproportionate Minority Contact (DMC)

- \$75,000

Pursuant to section 223(a) (23) of the federal JJDP Act, the state-planning agency “shall address juvenile justice prevention and system improvement efforts designed to reduce, without establishing or requiring numerical standards or quotas, the disproportionate number of juvenile members of minority groups who come into contact with the juvenile justice system.”

Minority youth are more likely to be suspended from school, held in secure detention, and processed at various decision points in the juvenile justice system. The SAG supports efforts to reduce Disproportionate Minority Contact (DMC) in the state's juvenile justice system and therefore will seek innovative programs that will address DMC specific needs.

In addition, FDJJ will focus on education of juvenile justice stakeholders, reducing school-based arrests, and alternatives to secure detention at the state level as each of these has proven to be major deficiencies leading to the disproportionality rates in our state.

(A) Program Goal(s)

- Effectively collaborate with community agencies that specifically address minority disparities at initial contact points of the juvenile system (e.g., front end diversion, school-based diversion, law enforcement-based diversion) as well as programs focused on youth who have made their way to the deeper end of the system (confinement).

(B) Program Objective(s)

- Identify community programs that demonstrate a level of effectiveness in reducing DMC as well as innovative programmatic interventions proven useful as a tool in the reduction of DMC.
- Seek the input of at-risk youth on effective strategies to address juvenile delinquency.
- Identify initiatives and opportunities to engage in bridging generational gaps within communities.

(C) Activities and Service(s)

The Department of Juvenile Justice and the designated sub-grantees will carry out these activities; activities will benefit minority youth at risk for delinquency and those already system involved.

- Create DMC/RED vignettes that will serve as a tool in educating professionals and the community alike about DMC and RED.
- Monitor community-based DMC prevention and intervention programs.
- Identify specific policy changes that will affect DMC statewide.
- Collaborate with other state agencies to address the DMC issue.
- Provide on-going capacity building to DMC service providers.
- Educate juvenile justice and community stakeholders on DMC in Florida.

6 – Delinquency Prevention - \$863,905

In accordance with the JJDP Act, the FDJJ makes assurance that 66 2/3 percent of award funds will go towards programs that external local agencies operate, including eligible American Indian tribal programs to address juvenile delinquency prevention and intervention.

(A) Program Goal(s)

- The project will provide funding to all currently open projects that are in good status and are eligible for renewals, and new prevention programs targeting youth at risk of becoming delinquent and aimed at preventing or intervening with first-time and non-serious offenders to keep them out of the juvenile justice system.

(B) Program Objective(s)

- Collaborate and partner with afterschool community agencies and educational institutions to address the need(s) of at risk youth.
- Identify community programs that prevent problem behaviors from developing, address the overwhelming increase in violent behaviors, theft, bullying, and gang issues, and encourage positive youth development and leadership skills, to include academic tutoring

to fill academic gaps and decrease recidivism rates of system involved; and to prevent youth at risk of entering the system.

- Identify programs that will specifically address human trafficking issues amongst system involved juveniles or those who are at risk for system involvement.

(C) Activities and Service(s)

- Engage communities in participatory conversations to address family's needs.
- Collaborate for services with agencies serving youth that are at risk of being in the juvenile justice system or are currently system involved and delinquent.
- Teach families effective communication strategies to dealing with conflict.
- Serve as peer counselors to classmates struggling with difficulties as a result of family issues.

17– School Programs - \$50,000

(A) Program Goal(s)

- The project will provide funding to all currently open projects that are in good status and are eligible for renewals; that can provide innovative approaches to address the need(s) of youth that have specific academics needs because of system involvement and or are facing dropout.
- Provide for prevention/intervention services, alternative to a high school diploma (GED), career readiness, trade/skill building, and college awareness.

(B) Program Objective(s)

- Collaborate and partner with alternative educational/trade programs, community colleges, universities, and other child serving agencies to address specific needs of Florida's at-risk youth.
- Identify community programs that provide innovative approaches to alternative education, skill building and career services to prevent problem behaviors, engage youth and families and or address specific community need(s) involving at risk youth.

(C) Activities and Service(s)

- Engage youth within their communities in participatory conversations to address barriers affecting high school completion.
- Collaborate for services with agencies serving youth that are at risk of being in the juvenile justice system or are currently system involved, at risk of school dropout, or have academic challenges creating barriers to self-sufficiency.
- Provide for equitable academic and or creative skill building for youth that are in detention centers and or juvenile residential facilities.

22 – Diversion - \$145,750

Diversion funds will continue to go towards the support of civil citation programs that divert first-time, non-serious misdemeanants from arrest while providing sanctions and interventions that address each youth's risk factors.

(A) Program Goal(s)

- Work with the local stakeholders including law enforcement and the state attorney to build support for juvenile civil citation rather than arrest, thereby diverting youth from the juvenile justice system, thus avoiding a criminal record(s).
- Continue to provide front end, community-based services to youth who have committed a first-time misdemeanor or a subsequent misdemeanor for a total of three civil citation opportunities.
- Identify and address risk factors that could hinder and or create a barrier for youth success.
- Provide opportunities that will promote positive behavioral change and build the best chance of future success for each youth thereby reducing recidivism.

(B) Program Objective(s)

- 80 percent of youth admitted to the program will complete the program.
- 90 percent of youth admitted to the program will remain crime free during program.
- 95 percent of youth admitted to the program will remain crime free within 12 months of successfully completing the program.

(C) Activities and Service(s)

Specific steps the grantee will take to accomplish objectives:

- Meet with the youth and family for orientation and intake within seven working days of the issuance of the civil citation.
- Provide or review the Prevention Assessment Tool for each youth issued a civil citation.
- Provide or refer youth and/or family to targeted intervention services that are identified by the application of the Prevention Assessment Tool.
- Assign sanctions that may include restitution, letters of apology, essays, academic monitoring or working with a mentor.
- Ensure youth have opportunities to complete assigned community service hours.
- Enter youth data in to the Juvenile Justice Information System Prevention Web.
- Provide case management services through program completion.
- Refer youth who fail to complete sanctions or pick up a subsequent charge while in the civil citation program to the state attorney's office on the original offense.

23 – Gender Specific Programs - \$50,000

The FDJJ is aware that each child has unique needs and is therefore committed to addressing individual need(s) to include specific programs that provide prevention/intervention services to address the unique needs of boys, Sexual Orientation, Gender Identity and Gender Expression (SOGIE) juveniles, with a specific emphasis on programs for girls currently involved in the system or at risk of being in the juvenile justice system. Services can be collaborative trainings that will enhance awareness, or to help system involved youth gain needed skills to decrease recidivism, indigent service representation or to enhance policies to be inclusive of all youth.

(A) Program Goal(s)

- Effectively collaborate with state and community agencies to address gender specific needs of delinquent or youth at risk of delinquency.

(B) Program Objective(s)

- Identify programs that will provide specific services to meet the need(s) of boys, Sexual Orientation, Gender Identity and Gender Expression (SOGIE) juveniles, with a specific emphasis on programs for girls, that are system involved or at risk of system involvement.

(C) Activities and Service(s)

- Collaborate and partner with state and local community agencies to meet gender specific needs of system involved youth through skills development that will reduce recidivism.
- Learn about challenges unique to girls involved in the juvenile justice system.
- Educate agencies on gender specific issues affecting girls, boys and SOGIE juveniles

24- American Indian Pass Through - \$5,000

The Florida Department of Juvenile Justice will continue to work with the Federal Tribal Youth Program Coordinator of the Office of Tribal Juvenile Accountability to develop strategies for greater participation by federally recognized tribes in Florida of federal funds. FDJJ will seek to collaborate with agencies and service providers that serve tribal youth and their families. FDJJ will seek to collaborate with agencies that presents innovative programs that bridge communication gaps within child serving agencies and systems; such as: judicial, juvenile justice, law enforcement, advocacy centers, corrections, and educational institutions.

12 – Mental Health Programs – \$93,000

Youth who are involved with the juvenile justice system have substantially higher rates of mental health disorders than children in the general population, and they may have rates of disorder comparable to those among youth being treated in the mental health system.

(A) Program Goal(s)

- Effectively collaborate with state and community agencies to address presenting mental health, learning and other disabilities affecting juveniles that are system involved or at risk for system involvement.
- Collaborate with agencies providing case management, bio-psycho-social assessment, and referrals to community programs for service need(s) identified with follow up services.

(B) Program Objective(s)

- Identify grant applicants that will provide programs to meet the individual mental health needs, identified learning and other disabilities need(s) and challenges of juveniles and provide services.

(C) Activities and Service(s)

- Identify communities that are rural and have a need for mental health services providers for system involved youths or those that are at risk for system involvement.
- Engage families in services to meet their individual mental health needs through identified wrap-around services and case management.

26 - Jail Removal – \$90,000**(A) Program Goal(s)**

- Pursuant to Section 223(a)(12) of the JJDP Act, the state must develop a plan that provides youth alleged or found to be delinquent and status offenders shall not be detained or confined in any institution in which they have contact with an adult inmate. To meet this requirement, the State will support the development of programs that remove juveniles from adult facilities.

(B) Program Objective(s)

- Evaluate and assess institutions' effectiveness to achieve and maintain jail removal compliance.
- Identify factors that contribute to effective programming and or lack thereof.

(C) Activities and Service(s)

- Identify all applicable facilities needing assistance in achieving compliance.
- Provide funding for rural regions needing jail removal services.
- Collect data on output and outcome measures to track service need.

27– Juvenile Justice System Improvement - \$369,049**(A) Program Goals**

- Assess and identify barriers impeding favorable outcomes in juvenile programs and/or services.
- Implement innovative approaches/ practices, policies, and/or procedures systems wide to address challenges.
- Implement innovative trainings and/or programs to enhance the knowledge of the juvenile court system to make informed decisions regarding treatment of juveniles who commit criminal acts.
- Identify concrete recommendations for improvement in order to optimize intervention effectiveness and positive outcomes.

(B) Program Objectives

- Create short and long-term plans to effectively evaluate programming.
- Identify factors that contribute to effective programming.
- Provide training and assistance to juvenile justice professionals and community – based agencies in order to address diversion.
- Provide juvenile justice professionals and local community agencies information and methods to be implemented to effectively address diversion.

(C) Activities and Services

- Facilitate meetings to create a consistent evaluation process.
- Evaluate programming.
- Make recommendations regarding effective programming.
- The Department of Juvenile Justice and the designated sub-grantees will carry out these activities.
- Identify specific policy changes that will affect diversion statewide.
- Collaborate with other state agencies to organize trainings.
- Provide on-going capacity building to court personnel.

Additional Requirements

State Advisory Group (SAG)

	Name/Email	Represents	Full-Time Government	Youth Member	Date of Appointment	Residence
1	Dwayne Maddron, Chair Dmaddron50@gmail.com	D			July 19, 2012	Tallahassee
2	Judge Daniel Dawson, Vice-Chair Ctjudd1@ocnjcc.org	A	X		July 19, 2012	Kissimmee
3	Brennan Abramowitz Brena2Z96@gmail.com	F		X	October 25, 2017	Tallahassee
4	Captain Kip Beacham kbeacham@seminolesheriff.org	B	X		July 19, 2012	Sanford
5	Alyssa Beck* abeck@seethegirl.org	F		X	November 4, 2018	Jacksonville
6	Sharon Bryan sbryan@seminolesheriff.org	B	X		June 16, 2015	Sanford
7	Ed Brodsky ebrodsky@scgov.net	B	X		February 16, 2015	Sarasota
8	Betsy Dobbins Betsy.dobbins@gmail.com	A	X		October 25, 2017	Jacksonville
9	Stacy Gromatski stacy@floridanetwork.org	D			June 16, 2015	Tallahassee
10	Kevin Higgins II* higginsk94@gmail.com	F		X	November 4, 2018	Riviera Beach
11	Steve Hope SHope@miamibridge.org	D			October 25, 2017	Miami
12	Michael Howard* michaelhoward58@yahoo.com	F		X	June 16, 2015	Tallahassee
13	Curtis Jenkins columbiateencourt@comcast.net	A			July 19, 2012	Madison
14	Chief Tony Jones jonestr@cityofgainesville.org	B	X		July 19, 2012	Gainesville
15	Judge Gisela Laurent ctjugt1@ocnjcc.org	E	X		February 16, 2015	Orlando
16	Michael Long* long.michaelt@gmail.com	F		X	July 19, 2012	Sarasota
17	Cheryl Massaro massaroc@gmail.com	G, H	X		July 19, 2012	Palm Coast
18	Mercedes Ramirez mjzramirez@gmail.com	G, H			June 16, 2015	Cape Coral
19	Ruban Roberts Rrober1968@yahoo.com	D			March 15, 2016	Miami Gardens
20	Jennifer Walmach jenniferwalmach@gmail.com	F		X	June 16, 2015	Orlando
21	Caroline Zucker carolinezucker@comcast.net	C			July 19, 2012	Sarasota

* SAG members with prior juvenile justice system involvement.

SAG Membership

- a. Locally elected official representing general purpose of local government
- b. Representative of law enforcement and juvenile justice agencies
- c. Representative of public agencies concerned with delinquency prevention or treatment
- d. Representative of private nonprofit organizations
- e. Volunteers who work with juvenile justice
- f. Youth workers involved with programs that are alternatives to confinement
- g. Persons with special experience and competence in addressing problems related to school violence and vandalism and alternatives to suspension and expulsion
- h. Persons with special experience and competence in addressing problems related to learning disabilities, emotional difficulties, child abuse and neglect, and youth violence

In accordance with the JJDPA, the Florida State Advisory Group participated in the development of the 2018 Comprehensive 3-Year Plan via conference calls and in-person meetings.

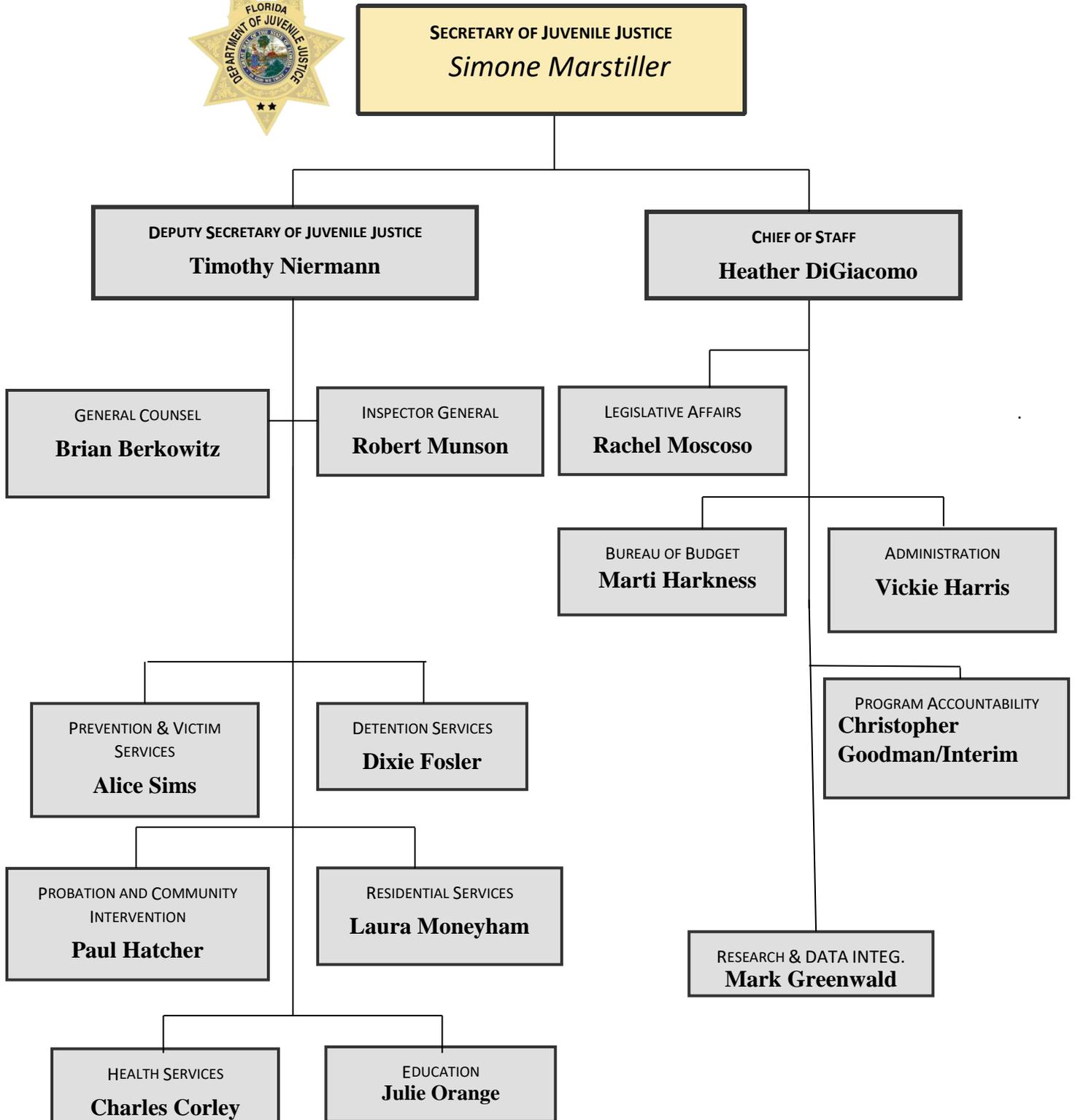
Annually the SAG submits recommendations to the chief executive officer regarding Florida's compliance with the requirements of the JJDPA. Annual reports can be located at

<http://www.djj.state.fl.us/services/prevention/federal-programs-grants/state-advisory-group>

Regularly the SAG makes an effort to communicate with youth who are either presently or have been involved in the FDJJ system. During quarterly SAG meetings, members have an opportunity to participate in site visits and speak with juvenile justice involved youth at the local detention centers or the residential commitment program. SAG members receive a monthly schedule of compliance monitoring site visits and are encouraged to participate. At each quarterly SAG meeting members are provided a federal sub grant update regarding the progress of the funded project or initiative on the programmatic and financial progress.

Formula Grants Program Staff

The Florida Department of Juvenile Justice Designated Agency for the State of Florida



Juvenile Justice Specialist - Duties and Responsibilities

Dionne Anderson, Juvenile Justice Specialist, 100% of time is dedicated to this position.

Provides direct supervision for juvenile justice and delinquency prevention program staff. Spends the majority of time communicating with, motivating, training, evaluating, planning and directing employees. Oversight of compliance monitoring activities and plans to maintain and/or achieve compliance with the core requirements of JJDP Act. Facilitate OJJDP compliance monitoring audits.

Ensure that the annual compliance monitoring report is complete and submitted to OJJDP. Submits the applications for OJJDP grant funding, specifically Title II. Coordinate data collection and submit required programmatic reports to OJJDP on all Title II activities. Monitor grant activities to ensure that the federal funds are used appropriately and that grant deliverables are on target. Ensure federal grant funds are expended within the award period and in accordance with the Department of Justice (DOJ) Financial Guide.

Facilitate State Advisory Group (SAG) involvement in the development of the Three-year Comprehensive Juvenile Justice and Delinquency Prevention Plan and annual updates. Ensure that SAG membership includes qualified, designated, representatives per the JJDP Act. Work with the SAG chair to plan, schedule and prepare materials for SAG meetings. Assure transparency of SAG activities and funding recommendations, including compliance with open meetings act requirements. Develop and coordinate juvenile justice policy and program development within state government to ensure availability of these federal programs statewide and to prevent duplication of efforts.

Comply with and monitors compliance of others (when applicable) with the mandatory requirements in Section 215.422, Florida Statutes, and Chapter 3A-20, Florida Administrative Code. Perform other related duties as assigned.

Federal Grant Coordinator - Duties and Responsibilities

Jacqueline Helms-Singleton, Federal Grants Coordinator, 100% of time is dedicated to this position.

Assist with the completion of the Title II draft application. Coordinates the federal funding streams. Monitor expenditures inclusive of review monthly and quarterly reports. Comprise information for the State Advisory Group (SAG). Maintain spreadsheets for federal sub-grant awards for tracking of expenditures and reporting to the SAG members.

Serves as a liaison to the Office of Research regarding Title II annual reporting and prepares the annual SAG Report to the Governor. Monitors Title II programs as defined by the Federal Grants Manager. Serves as backup for the Federal Grants Manager to cover meetings, training and other activities associated with the Federal Grant Program. Assist in preparing training materials associated with Federal Grant Programs. Attend agency training as requested. Works on Special Projects as assigned by the Federal Grants Manager.

Federal Assistant - Duties and Responsibilities

Gloria Gatlin, Federal Assistant, 100% of time is dedicated to this position

Serves as a liaison to the State Advisory Group (SAG) for meeting coordination and correspondences. Coordinates SAG meeting logistics, hotel arrangements, prepares travel authorization forms, completes travel vouchers, transcribes and distribute meeting minutes. Provides administrative support to the Federal Grant Manger on special projects. Overseas the Emerging Leaders, SAG subcommittee, and related initiatives. Performs other related duties as assigned.

NAME	TITLE/JOB DESCRIPTION
Alice Sims	Assistant Secretary for Prevention and Victim Services
Marcus Smith	Chief of Program Policy and Development
Eugene Morris	State and Federal Director
Dionne Anderson	Federal Grants Manager and JJDP Specialist: Supervises JJDP staff Responsible for Planning and Administration of JJDP funding
Brent Musgrove	Budget Manager: Responsible for the JJDP Budget
Jackie Helms-Singleton	Federal Grants Coordinator: Monitors Title II activities, including monthly reporting and planning.
Derrick Crawford	Procurement Manager: Responsible for the coordination, distribution, and use of contracts through the Office of Prevention
Cheryl Howard	Federal Finance Coordinator: Oversees the fiscal management of federal awards
Minnora Bishop	DMC Statewide Coordinator: Responsible for planning, monitoring, and technical assistance concerning DMC related activities
Gloria Gatlin	Federal Assistant: Provide administrative and coordination support for the SAG.
Mark Greenwald	Bureau Chief, Office of Research and Data Integrity: Supervises Research Analyst staff, provides technical assistance to the SAG
Roselynn Hutchins	Planner II: Assists JJDP Unit with data support and federal reporting.

Scott Wright	Legal Department: Reviews contract, grants, and provides legal perspective.
Beth Davis	Bureau Chief, OPA Bureau of Contract Management, Supervises Shared Services Unit Contract managers that oversee all FDJJ contracts.

Annually, the FDJJ uses the 10 percent state match towards the above staff positions and expenses.

The FDJJ affirms that any assistance provided under this Act will not cause the displacement (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) of any currently employed employee;

The FDJJ affirms that activities assisted under this Act will not impair an existing collective bargaining relationship, contract for services, or collective bargaining agreement;

The FDJJ affirms that no such activity that would be inconsistent with the terms of a collective bargaining agreement shall be undertaken without the written concurrence of the labor organization involved.

Performance Measures

All recipients of OJJDP funding are required to collect and report data that measure the results of funded activities to ensure compliance with the Government Performance and Results Act of 1993. According to the Act, reporting performance measures promote:

- Public confidence in the federal government by systematically holding federal agencies accountable for achieving program results.
- Program effectiveness, service delivery, and accountability by focusing on results, service quality, and customer satisfaction.
- Enhanced congressional decision-making.

Every year, the FDJJ reports the outputs and outcomes of juvenile justice programs in Florida. Performance measurement is a system of tracking progress of the chosen activities in accomplishing specific goals, objectives, and outcomes. Performance measurements are:

- Directly related to program goals and objectives.
- Measuring progress of the activities quantitatively.
- Not exhaustive.
- Providing a temperature reading—it may not tell you everything you want to know but provides a quick and reliable gauge of selected results.

Data from almost 1,000 different programs and case management units of the Office of Prevention and Victim Services, Probation and Community Intervention, Detention Services, and Residential Commitment Services branches of the FDJJ are collected and analyzed through the use

of our internal JJIS system. Yearly reports are then submitted through the DCTAT and GMS federal reporting tool to upload performance information.

Additional Information

Collecting and Sharing Juvenile Justice Information

Florida Statute 943.0525 - Criminal justice information systems; used by state and local agencies.

As a condition of participating in any criminal justice information system established by the Criminal Justice Information Program or of receiving criminal justice information, state and local agencies shall be required to execute appropriate user agreements and to comply with applicable federal laws and regulations. The agencies entering into such agreement must comply with s. 943.0525, and must maintain the confidentiality of information that is otherwise exempt from s. 119.07(1), as provided by law. Juvenile justice and public safety officials throughout the State of Florida must be able to access and share critical information at key decision points throughout the whole of the justice and public safety enterprise. The following procedures are in effect concerning sharing of information:

- Establish an advisory committee for all agencies (including FDJJ) participating in the development and on-going operation. This committee should facilitate interagency cooperation and collaboration within the community. A commitment of all agencies is required for membership.
- Establish an interagency agreement signed by all parties participating. Interagency agreements shall include provisions regarding the development of protocols and procedures for problem resolution, resource identification, roles, responsibilities, communication among interagency partners.
- Establish through the interagency agreement a procedure for releasing and sharing confidential information among the participating agencies. The FDJJ general counsel's office must be contacted for guidance whenever concerns arise regarding the release of information.
- Maintain ongoing communication concerning information sharing in efforts to limit disclosure and use of information.

Budget

a. Budget Detail Worksheet – also attached separately

OJJDP FY 2018-2019 Title II Formula Grants Program Budget Detail Worksheet

Program Area	Program Area Title	Proposed FY 2019 Budget (excludes match)	Proposed FY 2019 Match	Combined Total Budget	Column1
28	Planning & Administration (P&A) Total:*	\$ 210,000.00	\$ 210,000.00	\$ 420,000.00	
	Planning & Administration (P&A) Detail:*				
	1. Personnel	\$ 127,755.00	\$ 127,755.00	\$ 255,000.00	
	2. Fringe Benefits (42%)	\$ 53,657.00	\$ 53,657.00	\$ 197,314.00	
	3. Travel	\$ 15,000.00	\$ 15,000.00	\$ 30,000.00	
	4. Consultants & Non-Program Contracts	\$ -	\$ -	\$ -	
	5. Other P&A Costs	\$ 13,588.00	\$ 13,588.00	\$ 27,176.00	
	Program Contracts & Sub Awards Total	\$ 1,966,604.00	\$ -	\$ 1,966,604.00	
	Program Contracts & Sub Awards				
1	Aftercare/Reentry	\$ -	\$ -	\$ -	
2	After-School Programs	\$ -	\$ -	\$ -	
3	Alternatives to Detention	\$ -	\$ -	\$ -	
4	Child Abuse and Neglect Programs	\$ -	\$ -	\$ -	
5	Community-Based Programs and Services	\$ -	\$ -	\$ -	
6	Delinquency Prevention	\$ 863,905.00	\$ -	\$ 863,905.00	P
7	Gangs	\$ -	\$ -	\$ -	

8	Graduated and Appropriate Sanctions	\$ -	\$ -	\$ -	
9	Hate Crimes	\$ -	\$ -	\$ -	
10	Job Training	\$ 20,000.00	\$ -	\$ 20,000.00	
11	Learning and Other Disabilities	\$ -	\$ -	\$ -	
12	Mental Health Services	\$ 93,000.00	\$ -	\$ 93,000.00	P
13	Mentoring, Counseling and Training Programs	\$ -	\$ -	\$ -	
14	Positive Youth Development	\$ -	\$ -	\$ -	
15	Probation	\$ -	\$ -	\$ -	
16	Protecting Juvenile Rights	\$ -	\$ -	\$ -	
17	School Programs	\$ 50,000.00	\$ -	\$ 50,000.00	P
18	Substance and Alcohol Abuse	\$ -	\$ -	\$ -	
19	Compliance Monitoring	\$ 184,900.00	\$ -	\$ 184,900.00	
20	Deinstitutionalization of Status Offenders	\$ -	\$ -	\$ -	
21	Disproportionate Minority Contact	\$ 35,000.00	\$ -	\$ 35,000.00	P
21	DMC-Implicit Bias	\$ 40,000.00	\$ -	\$ 40,000.00	
22	Diversion	\$ 145,750.00	\$ -	\$ 145,750.00	
23	Gender-Specific Services	\$ 50,000.00	\$ -	\$ 50,000.00	
24	Indian Tribe Programs	\$ 5,000.00	\$ -	\$ 5,000.00	
25	Indigent Defense	\$ -	\$ -	\$ -	
26	Jail Removal	\$ 90,000.00	\$ -	\$ 90,000.00	

27	Juvenile Justice System Improvement	\$ 369,049.00	\$ -	\$ 369,049.00
29	Reducing Probation Officer Caseload (if any) <5%	\$ -	\$ -	\$ -
30	Rural Area Juvenile Programs	\$ -	\$ -	\$ -
31	Separation of Youth From Adult Inmates	\$ -	\$ -	\$ -
32	State Advisory Group Allocation	\$ 20,000.00		\$ 20,000.00
	Award Total	\$ 2,176,604.00	210,000.00	\$ 2,386,604.00

Budget Narrative – also attached separately

Planning and Administration (P&A) funds will be expended for program management, contract administration for salaries, benefits and expenses for three staff. Delinquency Prevention funds will provide for prevention programs targeting youth at risk of becoming delinquent and aimed at preventing or intervening with first-time and non-serious offenders.

Florida currently contracts the compliance monitoring with Correctional Management and Communications Group, LLC and will use the allocated funds to conduct site visits and to collect, evaluate and compile data pertaining to the secure detention of juveniles and other compliance concerns.

Florida continues to address DMC in all point of contacts in the juvenile justice system. The DMC allocation will be used to sustain the federal requirement by soliciting, in Request for Proposals, the development of programs and services that are designed to meet the needs of minority youth.

Diversion funds will go towards the support of civil citation programs that diverts first-time, non-serious misdemeanants from arrest while providing sanctions and interventions that address each youth's risk factors.

This Indian Tribe Programs allocation will be combined with previous award funds to support innovative projects to address tribal populations in Florida.

Juvenile Justice System Improvement funds will promote effective programming and assessments to identify shortcomings in juvenile programs or services and examine issues or improve practices, policies, or procedures on a system wide basis.

Gender Specific funds will address needs specific to girls, boys and SOGIE system involved or at risk of being system involved juveniles.

Mental Health funds will seek to meet the need(s) of at risk of delinquency or delinquent youth with a focus on youth in areas that are rural and/or demonstrate a service deficiency.

School programs funds will seek programs that will collaborate with schools to provide services to truant, and or delinquent youth that are struggling academically, and or provide skills that will enhance a youth's self-esteem through sports, afterschool social skill building and encourage parent involvement.

State Advisory Group allocation will support the coordination of quarterly SAG meetings and travel as members work on their goal to provide oversight and guidance to state prevention efforts and federally funded delinquency prevention programs.

Funding will be associated with expenses for the following Standard Program Areas:

- Planning and Administration \$210,000.00
- Delinquency Prevention \$863,905.00
- Job Training \$20,000
- Compliance Monitoring \$184,900.00
- Disproportionate Minority Contact \$75,000.00
- Diversion \$145,750.00
- Jail Removal \$90,000.00
- Indian Tribe Programs \$5,000.00
- Juvenile Justice System Improvement \$369,049.00
- Mental Health \$ 93,000.00
- Gender Specific \$50,000.00
- School Programs \$50,000.00
- State Advisory Group \$20,000

Sub-grant Award Evidence Based Assurance

Sub-grantees are monitored on a yearly basis to ensure that programs achieve substantial success in meeting the goals specified in the original sub-grant application. The Department shall include information relating to the OJJDP Model Programs Guide and database, searchable Web resource containing information on the full range of evidence-based juvenile justice programs, from delinquency prevention and intervention to reentry which allows communities to locate evidence-based juvenile justice strategies that will fit their needs and enhance their likelihood for success.

Additional Assurances:

4. The FDJJ will provide active consultation with and participation of units of local government or combinations thereof in the development of Florida's state plan which adequately takes into account the needs and requests of units of local government, except that nothing in the plan requirements, or any regulations promulgated to carry out such requirements, shall be construed to prohibit or impede the state from making grants to, or entering into contracts with, local private agencies or the advisory group;

Community stakeholders routinely engage in FDJJ community stakeholder meetings and State Advisory Group presentations are routinely held at quarterly meetings to inform SAG of community needs. Annually the FDJJ holds a conference call that is open to the public regarding the three-year plan. Public comments are a part of the agenda. At quarterly SAG meeting time is allotted for public comments from all interested stakeholders.

20. The FDJJ affirms that it will provide reasonable assurance that federal funds made available under this part for any period will be so used as to supplement and increase (but not supplant) the level of the state, local, and other nonfederal funds that would in the absence of such federal funds be made available for the programs described in this part, and will in no event replace such state, local, and other nonfederal funds;

28. The FDJJ affirms that juvenile offenders whose placement is funded through section 472 of the Social Security Act (42 U.S.C. 672) will receive the protections specified in section 471 of such Act (42 U.S.C. 671), including a case plan and case plan review as defined in section 475 of such Act (42 U.S.C. 675).

Improve the Quality of Evidence-Based Service Delivery

As part of the Juvenile Justice System Improvement Project, DJJ implemented an Evidence-based Services (EBS) Tracking Module in its statewide database to track which youth receive which evidence-based and promising delinquency interventions. Data collected helps DJJ determine whether youth are receiving the correct amount and length of delinquency interventions. Statewide training on the EBS Tracking Module for residential provider staff was achieved April 2014.

The State of Florida will comply with the following additional requirements:

- Indirect Cost Rate Agreement (if applicable)
- Disclosure of High Risk Status
- Additional Attachments when applicable
- Applicant disclosure of pending application- attached separately
- Research and evaluation independence and integrity
- Assurance and/or demonstration of compliance with additional requirements of the JJDP Act – attached separately
- Financial management and system of internal controls questionnaire – attached separately

- Disclosure of lobbying activities
- Agency contact information – attached separately

Additional Programs Administered by the FDJJ

State Trust Fund Grant Programs

The following grant programs provide funding for prevention programs throughout the state. Community Partnership and Invest in Children grant programs are recommended by the local juvenile justice circuit advisory board, although it should be noted that Community Partnership funds do not require circuit advisory board recommendation. These grants include:

- **Community Partnership Grant Programs**

The Community Juvenile Justice Partnership Grant program was established by the legislature to actively address the problem of juvenile crime in Florida. The program encourages the development of partnerships among law enforcement, public schools, DJJ, and the Department of Children and Families in providing juvenile crime prevention services in Florida communities. Priority is given to programs that target at-risk youth between the ages of 10 and 17, and provide services intended to reduce juvenile crime by providing direct services for at-risk and delinquent youth. Funding is received from the sale of every license plate in Florida. According to statute, *“of the proceeds of the license tax surcharge, 58 percent shall be deposited into the General Revenue Fund and 42 percent shall be deposited into the Grants and Donations Trust Fund in the Department of Juvenile Justice to fund the community juvenile justice partnership grants program” (Section 320.08046, Florida Statutes).*

- **Invest in Children Grant Programs**

Since 1994, Floridians who buy an “Invest in Children” license plate contribute directly to efforts that prevent juvenile delinquency in their home communities. Revenue from the sale of “Invest in Children” license plates, which cost consumers an additional \$20 each, is spent throughout counties in Florida, minus the cost of the plates and an 8% fee that is applied towards state General Revenue Funds. The remainder of the money raised through the sale of these plates is used to fund delinquency prevention efforts.

Appendix A – Florida Juvenile Justice Process

Florida Juvenile Justice Process

Law Enforcement

Law enforcement is the first point of contact for a juvenile. The nature and circumstances of this police contact are likely to be significant and have a lasting impression on a young person. On the continuum, officers use their discretion in deciding whether to take official actions with offending juveniles or simply order them to “move on,” “break it up,” or “get on home.” Officers utilize a civil citation or similar diversion program that is not limited to first-time offenses and may be used for subsequent misdemeanor offenses. Most police contact with juveniles is nonofficial, and police make an arrest and take juveniles into custody in only a small percentage of cases. Furthermore, relationships between Florida law enforcement and the FDJJ are crucial and positive. Law enforcement has constant contact with probation officers and/or the local Juvenile Assessment Center (JAC) to provide essential resources for all youth who come into contact with law enforcement. Moreover, as the initial point on a youth’s continuum, it is essential to maintain ongoing communication with law enforcement agencies.

Prevention

- The Office of Prevention and Victim Services is the first service component on the Department’s continuum of services. Our goal is to intervene early in the lives of at-risk youth and decrease the chance of juvenile arrest and recidivism.
- Our Office is charged with implementing programs, strategies, initiatives, and networks designed to prevent children from making contact with the juvenile justice system.
- Our office also offers diversion and intervention services in an effort to keep children from penetrating deeper into the system.
- We also foster partnerships with community stakeholders, faith-based organizations and volunteers.

Probation - Intake

- Youth undergoes DRAI assessment at a Juvenile Assessment Center (JAC) or by an on-call screener if a JAC is not available in their area.
- Juvenile Probation Officer (JPO) meets with youth and family to assess risk to public safety and service needs.
- JPO makes a recommendation to state attorney.

Detention

- Youth may be placed temporarily in a secure detention facility while awaiting court disposition.
- Youth can be detained for up to 21 days.
- Youth who violate court ordered sanctions may be detained longer.

Court System

Chapter 985 as previously stated governs juvenile justice within the state of Florida. Functions include providing judicial procedures to ensure due process through which children and other interested parties are guaranteed fair hearings by respected court or other tribunal and the recognition, protection, and enforcement of their constitutional and other legal rights, while ensuring that public safety interests and the authority and dignity of the courts are adequately protected.

Another purpose is to preserve and strengthen the child's family ties whenever possible, by providing for removal of the child from parental custody only when his or her welfare or the safety and protection of the public cannot be adequately safeguarded without such removal; and, when the child is removed from his or her own family, to secure custody, care, and discipline for the child as near as possible to the equivalent of that which should have been given by the parents; and to assure, in all cases in which a child must be permanently removed from parental custody, that the child be placed in an approved family home, adoptive home, independent living program, or other placement that provides the most stable and permanent living arrangement, as determined by the court. FDJJ's administration and local probation officers maintain close relationships with all components of the legal system to provide the best outcome for all youth who touch the juvenile justice system.

Court Disposition

- Youth will undergo adjudicatory hearing (non-jury trial).
- Youth must appear before a judge who will determine outcomes and sanctions.

Probation - Supervision

- Youth is supervised by a Juvenile Probation Officer (JPO).
- JPO meets with family and youth to develop case plan.

Residential

- Youth is placed in residential facility following adjudication.
- Youth is in the care of DJJ for at least 60 to 90 days (low-risk) and up to 18 to 36 months (maximum-risk).
- If a bed at the appropriate commitment level is not available in a residential facility, the youth shall remain in a secure detention center until one is available.

Probation - Transition & Reentry

- JPO helps youth transition back into community.
- Youth may be served by a Community Reentry Team.

Appendix B – Florida Counties - Listed

DEPARTMENT OF JUVENILE JUSTICE COUNTIES IN EACH CIRCUIT

CIRCUIT #	COUNTIES
01	Escambia, Okaloosa, Santa Rosa, Walton
02	Franklin, Gadsden, Jefferson, Leon, Liberty, Wakulla,
03	Columbia, Dixie, Hamilton, Lafayette, Madison, Suwannee, Taylor
04	Clay, Duval, Nassau
05	Citrus, Hernando, Lake, Marion, Sumter
06	Pasco, Pinellas
07	Flagler, Putnam, St. Johns, Volusia
08	Alachua, Baker, Bradford, Gilchrist, Levy, Union
09	Orange, Osceola
10	Hardee, Highlands, Polk
11	Dade
12	Desoto, Manatee, Sarasota
13	Hillsborough
14	Bay, Calhoun, Gulf, Holmes, Jackson, Washington
15	Palm Beach
16	Monroe
17	Broward
18	Brevard, Seminole
19	Indian River, Martin, Okeechobee, St. Lucie
20	Charlotte, Collier, Glades, Hendry, Lee

Appendix C - Community Resource Search

Community Programs Statewide

Step 1 - Select county

Step 2 - Select a program type

Select Service type name below

Mental Health	787 Programs
Other	500 Programs
Education	550 Programs
Life Skills	520 Programs
Substance Abuse Treatment	474 Programs
Attitudes and Behaviors	432 Programs
Crisis	421 Programs
Mentoring	349 Programs
Health	299 Programs
Trauma	299 Programs
Job Skills	293 Programs
Sport/Rec	185 Programs

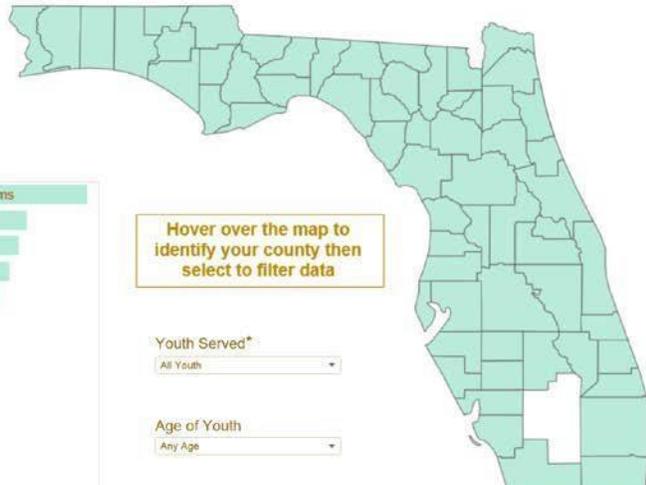
Hover over the map to identify your county then select to filter data

Youth Served*

All Youth

Age of Youth

Any Age



For example, if a user would like to locate mentoring services for a 16-year old on probation in Hillsborough County, the user would click on Hillsborough County, then select “Probation” in the “Youth Served” dropdown menu and “16” in the Age of Youth dropdown menu.

Step 2 - Select a program type

Select Service type name below

Life Skills	22 Programs
Education	17 Programs
Mentoring	15 Programs
Crisis	12 Programs
Mental Health	12 Programs
Attitudes and Behaviors	10 Programs
Job Skills	10 Programs
Substance Abuse Treatment	10 Programs
Health	8 Programs
Other	6 Programs
Trauma	5 Programs
Sex Abuse (Victim)	4 Programs
Sport/Rec	4 Programs
Sex Abuse (Abuser)	2 Programs

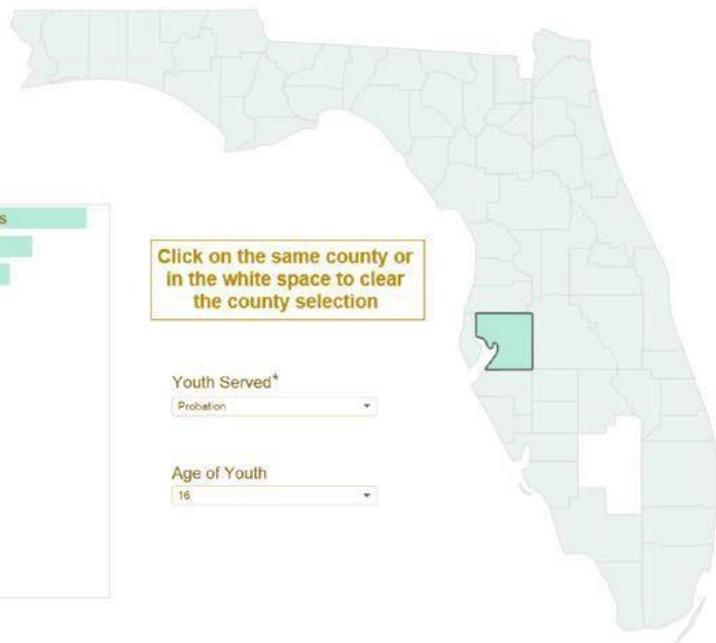
Click on the same county or in the white space to clear the county selection

Youth Served*

Probation

Age of Youth

16



Next, the user would click on “Mentoring,” which will bring up a screen listing all mentoring programs in Hillsborough County that serve 16 year old youth on Probation (Figure 3). Last, the user can click on any of the listed programs to obtain a program description and contact information