

# Juvenile Assessment Center: Brevard County's Future Perfect?

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## *Abstract*

*Current juvenile delinquency problems experienced by law enforcement, with few exceptions, have not changed. Clearly, new and innovative procedures must be created in an effort to change the current trend. History shows us that within the criminal justice system, dealing with juveniles is drastically different than dealing with adults. The juvenile offender, by definition, is afforded a more lenient path than the adult offender counterpart. What have been the results of this "lenient" path? The law enforcement community has seen an increase in juvenile crime, especially those crimes that rank within the "Forcible Felony" category. The Juvenile Assessment Center is a radical new approach in dealing with the juvenile offender. This idea is relatively new within the judicial field. The concept of providing the juvenile offender with alternative options other than incarceration is not new. Community service programs which consist of weekend or after school activities, designed as an alternative option to incarceration, are but one of many choices within the juvenile justice community. These solutions fail to provide the many services that the Juvenile Assessment Center furnishes. New solutions to old problems--that is the concept of the Juvenile Assessment Center.*

## Introduction

The Juvenile Assessment Center concept provides the juvenile offender with a multitude of options. These options assure that the juvenile is properly evaluated and placed in the appropriate category at the start of the juvenile's journey into the criminal justice system. These options can range from incarceration to verbal warnings, depending on the offender's specific circumstances or needs.

## Research Problem

Juvenile delinquency is a primary concern of the criminal justice system. "In 1980, the Uniform Crime Report (UCR) disclosed that 39 percent of those arrested for serious crimes were under the age of eighteen, more than half of those arrested for robbery were under twenty-one, while almost three-fourths of those arrested for burglary were under twenty-one." (Cole, 1983, p.13). Under the current juvenile offender judicial process, there is no reliable method for tracking and categorizing a juvenile offender until that offender becomes a multi-offender, or in essence a "hardened criminal". Methods need to be developed to intercede in this spiraling process. Identification, education and treatment seem to be the focus of this new concept. There are many different facets to the Juvenile Justice System. This project will deal specifically with the question of: Is the Juvenile Assessment Center the best option for law enforcement within Brevard County?

This research will attempt to answer that question and clarify the following additional questions concerning the feasibility of creating a Juvenile Justice Assessment Center for the Community of Brevard County:

1. What is the cost benefit factor to both the community and law enforcement?

2. What are the benefits to the community as a whole and law enforcement specifically?

### Background

Historically speaking, prior to the modern era of law enforcement, juveniles were considered little more than the property of their respective parents and or guardians. . In the Puritan Age (1646-1824), the Massachusetts Stubborn Child Law (1646) deemed that the child was considered both property and the spiritual responsibility of the parents. (Cole, 1983, p. 478).. Juveniles had few civil rights and too often were deemed guilty of criminal offenses just because they were juveniles. With the advent of the Civil Rights Act of 1964, the treatment of all persons, including juveniles, was drastically changed. The criminal justice system was transformed from a system of anonymity to a system of public scrutiny.

Law enforcement officers were now held to a higher professional standard. This new standard imposed by the Civil Rights Act of 1964 made certain acts illegal. These acts, many of which were common place and accepted by communities throughout the country were now improper, and in most instances, illegal.

It was not uncommon for law enforcement officers to brandish their own particular style of “enforcement” when dealing with juvenile offenders. Promises and/or threats of corporal punishment were routinely administered by the local law enforcement officer to the juvenile offender when apprehended for various minor crimes. Guilt or innocence in many cases was not a factor, just the fact the person was a juvenile and in the “wrong” place according to the law enforcement officer, was sufficient grounds for this type of “justice” (P. Pantaleo, personal communication, August 12, 1997).

The Civil Rights Act of 1964, in conjunction with revisions of many state and local laws made this type of behavior by law enforcement officers not only improper, but also illegal. Juveniles now had civil rights.

With the advent of these newfound rights also came newfound restrictions. Matters that were handled on an individualized basis, specifically individual interaction between the law enforcement officer and the juvenile, became less common. Law enforcement officers began to treat juveniles as adults; this meant less individualized attention. The juvenile had become a “number”. Whatever benefits juveniles enjoyed as a result of their unique relation with law enforcement prior to the advent of the Civil Rights act, were quickly replaced with apathy.

To illustrate how complex the Florida State Statutes, Chapter 39 “Proceeding Related to Juveniles”, has become, note the following comparison: in the year 1976 The Florida Law Enforcement Handbook, the primary publication used by law enforcement offices throughout the state, designated six (6) individual pages of text in the area of juvenile laws. The current edition (1997) of The Florida Enforcement Handbook, has designated twenty-two (22) pages of text. Juvenile Offender treatment procedures have become complex.

Currently, in Brevard County there are approximately forty-five various government and private agencies that deal with some aspect of juvenile offenders. With all of these resources, why is the Juvenile Assessment Center needed?

Let us take a typical case of a juvenile that is apprehended and track this juvenile’s path through Brevard County’s criminal justice system. The information

utilized for this typical case came from interviews with personnel from both local law enforcement agencies and the local State Attorney's Office. The parameters set for this hypothetical situation will be considered typical for Brevard County law enforcement purposes. The parameters are as follows: Our test case is a white female named "Ruth". Ruth is fourteen years old and comes from a middle class family. Ruth is a high school student who makes average grades. Ruth has a part time job where she works after school and on the weekends.

Ruth was apprehended in a retail department store by the department store's security. Ruth was apprehended for retail theft, an item that retails for ten dollars. The store's security officer has called the local police authorities and the local police are responding; the time of the apprehension is 1600 hours.

The local law enforcement officer has arrived and has taken Ruth into custody, which is the terminology used to describe the status of a juvenile who is arrested. A search incidental to arrest has revealed a small quantity of marijuana in Ruth's purse. The criminal charges to be preferred against Ruth would be retail theft and possession of cannabis, both simple misdemeanor crimes. Ruth would then be handcuffed, placed into the uniform patrol car and transported to the police department. The arresting officer would have Ruth fingerprinted and Ruth would then go through the booking process, which essentially means she is positively identified with respect to her basic personal information. At the conclusion of the booking process, approximately two (2) hours have passed.

The arresting officer will now attempt to contact Ruth's parents or some other responsible family member on Ruth's behalf. If a responsible adult is not located then the arresting officer has to make arrangements to have Ruth cared for until a responsible adult can be located. Depending on the size of the law enforcement organization and the availability of personnel who can watch Ruth, this is usually left up to the arresting officer. If a responsible adult is not located then the arresting officer can wait at the station until the parents respond, or the State of Florida, Division of Family Services is contacted and takes jurisdiction of Ruth's fate. The Division of Family Services is a branch of the state government. This organization is responsible for the welfare of all juveniles; welfare could mean a continuum of services ranging from counseling to incarceration for any juvenile who resides within this state. Because the juvenile in our scenario has been taken into custody and incarcerated, it is proper procedure to contact the Division of Family Services and notify that agency of this fact. If the law enforcement officer could not find a responsible family member, then the Division of Family Services has the authority to intercede into this case, and authorize the arresting officer to allow the child to stay with a neighbor or friend.

In the meantime an additional two hours have passed while attempting to find an adult to take custody of this juvenile. In essence, the local law enforcement officer has had to spend most of his/her eight-hour workday dealing with one misdemeanor arrest. Depending on the strength of the case and whether or not Ruth has any prior record, Ruth will probably receive a suspended sentence and complete a designated time of probation. The probationary period may be supervised by the child's parents or assigned caseworker from the Department of Juvenile Justice, or even be unsupervised (M. E. Jackson, personal communication, September 12, 1997). The time lag between when Ruth was arrested and when Ruth has a disposition hearing (sentencing) could be

months. In the meantime, Ruth receives no assistance for her possible marijuana addiction, nor does she receive any counseling to determine why she was stealing items she clearly has the money to pay for.

Also, because of the length of time the entire juvenile process takes, any positive effect Ruth may have received from the initial proceeding has been negated by the length of time the judicial process takes. Without the benefit of constant reinforcement, lessons learned are soon forgotten.

In retrospect, if our same scenario involved an adult, the officer would have responded, the arrest paperwork would have been completed, and the county jail transportation van contacted. The transportation van would have responded to the arresting officer's location and the adult prisoner would have been transported to the county jail. The arresting officer in this scenario, dealing with the adult, would have spent less than one hour on the case.

Because of the above scenario, many law enforcement officers shy away from or actually discourage the arrest of juveniles. Many officers have commented that it is better to just "let the kid go".

Our judicial system requires such complex and specific processes for the apprehension of juveniles, as cited in the scenario above, that those who are responsible to assure these juveniles are afforded an opportunity to obtain needed services are not actively pursuing their respective responsibilities in this area. Many law enforcement officers feel that their efforts are wasted and they are not inclined to expend the necessary time and energy to process a juvenile, particularly for a minor offense. As a result of this apathy, many juveniles who truly need those services are not receiving that opportunity.

Many juveniles actually come in contact with various law enforcement officers on a regular basis, but because of the factors already listed, that fact is only known to the individual officers. Not having the benefit of a centralized information base, the average patrol officer would have no way of knowing whether the juvenile has been stopped or questioned before. The only centralized records kept are those records of juveniles that have been arrested for serious felony crimes. There is no effective tracking mechanism for juveniles that come in contact with law enforcement, yet are not arrested for a serious offense. This one point is a major deficiency within our criminal justice system.

The first person most juveniles encounter when exposed to the criminal justice system for the first time is the local law enforcement officer. Depending on a number of subjective factors, that encounter can have a wide range of long term effects.

Most law enforcement officers are trained in a limited capacity to identify the many problem areas that confront the average juvenile, whether those problem areas are psychological or physical in nature. Few officers possess the necessary skills to treat these maladies. Many times the initial confrontation between the law enforcement officer and the juvenile is strained at best and hostile at the worst. The juveniles feel as though the officer is there to hassle or intimidate, not to help or assist in their respective problems. This is also a major deficiency within the juvenile assessment process.

The above listed areas of concern are the three primary reasons for the implementation of a Juvenile Assessment Center. To summarize, we have discussed the current arrest and incarceration procedures and the treatment the typical juvenile

offender can expect. We have also discussed how much time and effort that same typical misdemeanor juvenile arrest takes a law enforcement officer to complete. Finally, we have discussed the impact of the time spent on a particular juvenile on the officer as well as the community that officer is sworn to protect.

### Description of a Juvenile Assessment Center

The juvenile is apprehended by the law enforcement officer. The law enforcement officer completes the required arrest affidavit and transports the juvenile to the Juvenile Assessment Center. The law enforcement officer delivers the juvenile to the assessment center along with the arrest affidavit; at this point the law enforcement officer's work is complete. The law enforcement officer then leaves. The average length of time the law enforcement officer is with the juvenile is less than twenty minutes.

Functions of a typical Juvenile Assessment Center include administration, operation and program coordination. A Juvenile Assessment Center, hereinafter referred to as "JAC", shall be defined as a multi-agency, centralized receiving, intake, assessment and case management program for juvenile offenders.

Eight (8) JACs were examined to identify eleven (11) basic activities. Four centers were personally visited; these four were located in Pinellas County, Leon County, Alachua County, as well as the District Fourteen Center in Bartow, Florida. Additionally, four other centers were contacted by telephone for comparison information. A full description of these individual activities can be found in *Appendix "A"*.

JAC program elements common to these programs are:

1. 24-hour operational law enforcement receiving and booking services;
2. 24-hour operational juvenile justice detention screening services;
3. 24-hour secure transportation services;
4. 24-hour standardized screening and assessment services;
5. 24-hour urinalysis testing services;
6. 24-hour CINS/FINS (receiving services);
7. Domestic violence intervention services;
8. Reception services;
9. Department of Juvenile Justice Delinquency Intake Case Management services;
10. Clinical evaluation services; and,
11. Data collection services .

### Methods

This research project was conducted by review of literature, both historical and current, utilizing a variety of past and current publications. In addition, personal interviews were conducted and written notes taken with respect to past, present and future juvenile judicial processes pertaining to Brevard County juvenile delinquency problems. In addition, this author serves as the representative of the Brevard County Sheriff's Department on the Brevard County Juvenile Assessment Center Steering Committee, which has provided valuable insight into this process.

Supervisory personnel from several municipal law enforcement agencies within Brevard County were interviewed for their respective thoughts on the Juvenile Assessment Center concept and how this concept would impact the law enforcement profession specifically and the community as a whole. These law enforcement agencies range in personnel size from eight to eight hundred.

Additionally, four Juvenile Assessment Centers were personally visited and interviews were conducted with Executive Officers. A structured, open-ended interview outline was utilized. See *Appendix B*, for further information.

A formal questionnaire was sent to all perspective participating agencies within Brevard County inquiring as to what personnel and equipment resources that specific agency could provide to the Brevard Juvenile Assessment Center, if one is created. See *Appendix C*, for further information.

In addition, approximately one hundred Juvenile Assessment Center Law Enforcement Officer Survey documents were also examined. These surveys asked questions relating to how the individual law enforcement officer feels with respect to the operations of the Juvenile Assessment Center. See *Appendix D* and *E* for further information.

An informal survey, which consisted of essentially the same questions as found in the Juvenile Assessment Center Law Enforcement Officer Survey, was conducted with four law enforcement supervisors that had the benefit of having experienced the juvenile delinquency problem before an assessment center was created within their community.

## Results

In the polling data, it was learned that the average length of time a Brevard County Law Enforcement Officer spends in arresting and booking a juvenile is approximately two hours. An assignment of our local sub-committee was to determine the current costs of processing a juvenile within Brevard County from the time that juvenile is taken into custody until the time that same juvenile is released or placed in some form of confinement. The overall time frame of that process would then be compared with the costs of utilizing the juvenile assessment center procedures.

If a juvenile is arrested, depending on the charges, the officer will either prepare a "Notice To Appear" or some similar action, then release the juvenile. If a physical arrest is necessary, the officer will transport the juvenile to the police agency for processing.

Through interviewing numerous law enforcement officials, as well as analyzing the surveys completed, it was determined that the "average" time a law enforcement officer spends with a juvenile once an arrest is made is approximately two hours. This only includes the primary arrest investigation and transportation to the law enforcement agency.

Once the juvenile is taken to the law enforcement agency, the juvenile has to be processed by the booking officer, then either transported to the detention center, or released to a responsible adult. This booking and transportation process takes another two hours. Thus the total average time that a law enforcement agency spends with each juvenile is approximately four hours.

### Current Juvenile Apprehension Costs

In an effort to place some type of cost to this process, the salary and cost factors of the Brevard County Sheriff's Office were utilized. Salary of one officer for four hours (both law enforcement and booking officers average the same salary costs, with benefits included) is approximately \$20.00 per hour, or \$80.00 per child (\$20 X 4 hours). There were 1015 physical arrests of juveniles in the year 1995. This does not include the additional 1900 "Notices to Appear" or other related criminal processes. Multiplying 1015 Arrests by \$80.00 per juvenile equates to \$81,200.00. Not included in these costs are that actual "Operational Costs" impacted by this process.

In order to calculate the operational costs, I first took the total number of persons arrested by the Brevard County Sheriff's Office in 1995. According to Florida Department of Law Enforcement statistics, that figure is 10,636; I then divided that number into the department's total operational budget (personnel costs were excluded) for 1995 which was \$7,667,000. This resulted in an operational cost per arrestee of \$721.00. The number of juvenile arrests made by the Brevard County Sheriff's Office, 1015, multiplied by the cost per arrestee as computed above (\$721.00) equals a total of \$731,815.00. Thus, if we total the cost of personnel (\$81,200.00) and add the total operational costs (\$731,815.00), an approximate total cost of \$813,015.00 was spent on juvenile arrests. This calculates to be a cost of approximately \$801.00 per juvenile arrestee.

### Juvenile Assessment Center Costs

To determine the cost of a juvenile assessment center for Brevard County, eight juvenile assessment centers throughout the state were contacted. All of their respective operating costs and annual budgets were obtained; see *Appendix F* for further information. The figures were utilized to estimate the current costs per juvenile offender (total budget divided by number of referrals equals cost per referral. Additionally the Division of Juvenile Justice provided a Juvenile Assessment Center Budget Worksheet which, utilizing this same formula, results in an estimated cost per youth at \$244.76; see *Appendix G* for further information. The cost per child varied from each juvenile assessment center. Many of the Juvenile Assessment Centers could provide only estimated costs, as their respective Center was not operational at the time of this writing.

From the research, it was determined that the cost per juvenile offender is considerably lower when the procedures of a Juvenile Assessment Center are utilized in comparison with the current juvenile offender apprehension procedures.

### Discussion

The respondents who did not have the benefit of a functioning Juvenile Assessment Center were very skeptical of the cost benefit considerations. While all persons polled were in favor of this type of juvenile justice system, the lack of established procedures and long-term effectiveness was a concern. Many of the respondents cited three main reasons for their concerns.

### Overkill

During an interview, one chief of police expressed concern that screening all juveniles and subjecting those juveniles to such a complex system could confuse the juvenile and make a minor infraction of law seem like a major violation. The juvenile justice system's problem is not subjecting the minor violator to the juvenile assessment center process, but rather requiring the major juvenile criminal violator to submit and complete the juvenile assessment center process.

### Repetition of Services

With the advent of "Community Policing" and its many benefits, law enforcement personnel and the community have a newfound allegiance. There are many juvenile related positive base programs such as PAL (Police Athletic League), the Police Explorers and other similar programs. Community satisfaction of their law enforcement effort is on the rise. There are currently many programs available at both the state and local level that provide positive and meaningful direction and supervision to juvenile offenders. It is presumed that the Juvenile Assessment Center is just another layer of government.

### Accountability

This was a major factor and concern of many high-ranking law enforcement officials with respect to the Juvenile Assessment Center. The juvenile assessment center provides no services that have not been provided in the past. The major twist of the Juvenile Assessment Center is that those services are all inclusive. After the child is released, the child will still be subjected to the same influences that caused incarceration in the first place. Without a change of environment, what real difference will a three (3) hour counseling session make? One official advised that, in his opinion, juveniles that only impact the system once or twice and are never heard from again, would have "gone straight" no matter what Juvenile Justice System they were exposed to.

Those respondents that did have the benefit of being able to compare the Juvenile Justice System prior to and after the advent of the Juvenile Assessment Center expressed a more positive outlook. The turn around time for the law enforcement officer was a primary point. The "clearing house" concept, where all juveniles reported to a centralized location was a major factor. As indicated in the law enforcement officer surveys taken at the various JACs, law enforcement officers who utilized the Juvenile Assessment Center overwhelmingly approved of the concept. Many stated that there seemed to be a different attitude from those juvenile offenders that have been through the system many times. Prior to the Juvenile Assessment Center, the juvenile offenders who were apprehended and transported to detention were belligerent and unresponsive. Many of the juvenile offenders knew the current system, what type of treatment they would receive and how long they would be incarcerated. Under the Juvenile Assessment Center concept, repeat offenders do not seem to have that same negative fatalistic approach. During interviews with Juvenile Assessment Center personnel, many juveniles were positive about the JAC process. Juveniles expressed to the Juvenile Assessment personnel that they were dealt with in a fair and timely manner. Assessment Center personnel listened to the juveniles account and provided

feedback and advise. This was a far cry from what those same juveniles said they had experienced in alternative incarceration procedures. Juveniles felt that at least someone in the system was listening and showing an interest in their plight.

### Conclusions

From an historical perspective, the Juvenile Assessment Center is a radically different approach to juvenile justice current procedures. Juveniles are taken to the Juvenile Assessment Center and evaluated from an emotional, mental and legal perspective. The cost of this process is considerably less when compared with our current form of juvenile justice system. Many officials feel that the Juvenile Assessment Center is just a duplication of efforts and programs that already exist. Many feel that this Juvenile Assessment Center process will become another layer of government.

From a law enforcement perspective, the line officer overwhelming is in favor of this new process. Law enforcement officers spend less that twenty minutes with a process that in the past took literally many hours. Law enforcement officers are better able to utilize their resources in a more productive manner, which benefits the community as a whole.

From a community aspect, the bottom line is results. The statistical information on the current juvenile justice apprehension figures are well researched and documented. Statistical information tells us the number of juveniles arrested, crimes that are committed, the impact on society as a result of those crimes, and the recidivism rates we can expect. What the current statistics cannot reveal is the intangible process that each juvenile offender received during their respective trip into our current juvenile justice system. The same social services are available to all juvenile offenders, yet it is highly unlikely that all juvenile offenders receive those services given the fragmented service delivery system currently in place. With the Juvenile Assessment Center concept, those basic social services are received every time the juvenile offender is apprehended.

Juvenile Assessment Centers have been in existence for less than three years. Most have been operating for less than two years. In this short time span reliable statistical data is not available. As a result of this new process, what data is available will have a substantial impact on accepted trends. Some of the immediate impacts and statistical data that the Juvenile Assessment Centers have determined are summarized here. Arrests and juvenile apprehensions rise approximately twenty (20%) percent as a result of this new process. Law enforcement officers no longer view the juvenile apprehension process as a waste of time. Juvenile offenders are now apprehended on a more consistent basis. The determining factor the law enforcement officer uses to apprehend the juvenile offender is a result of the violation committed, and is less likely to be affected by the time factor required to process the child. Juvenile Assessment Center detainees, commonly referred to as "clients," do not experience the same degree of violent attitudes in behaviors that are associated with juvenile detention. The Juvenile Assessment Center does not have the same type of preconceived ideas in the minds of the "clients" as a Juvenile Detention facility tends to create.

### Afterthought

The state legislators are diverting funds for the construction of Juvenile Assessment Centers to any community that shows the need. Juvenile Assessment Centers fall under the jurisdiction of the Department of Juvenile Justice. There are primarily two types of assessment centers. One type is operated by non-profit private organizations; the other type is operated by a government entity. The Department of Juvenile Justice is the primary funding source for both types of operation. They also assure that all conditions and responsibilities are adhered to by the respective operations.

The concept of the Juvenile Assessment Center is relatively new; however, the services that are provided are essentially the same services currently available to each juvenile offender. The significant factor is that the Juvenile Assessment Center concept assures that each juvenile offender actually receives these services.

Will the Juvenile Assessment Center prove to be the proper path? In 1976, there was a new concept created for the treatment of juvenile offenders; that concept was known as "Scared Straight". Juvenile offenders were taken into prisons and interacted with prison inmates. Like many new and innovative processes, in the beginning, this program showed great promise. However, it's influences were short lived.

The Juvenile Assessment Center should not be viewed in this manner. The Juvenile Assessment Center is a process that incorporates traditional methods of treatment with contemporary techniques and methodology. It will be interesting to see what progress we have made many years from now.

*Lieutenant Stephen W. Salvo has a Law Enforcement Career of over 21 years. Steve joined the Brevard County Sheriff's Office in 1978. Currently assigned to the Uniform Patrol Division, he has worked in most facets of Law Enforcement within his Department. These areas include Criminal Investigations, Staff Services, and in the specialty units of The Emergency Response Team (ERT) and in the Dive Team. He is a graduate of Rollins College and currently enrolled in the Masters Program at the University of Central Florida.*

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## Appendix A

The following information summarizes those main services offered at the Juvenile Assessment Center.

1. **24-Hour Law Enforcement Receiving and Booking:** An operational 24-hour secure booking facility, including video imaging, fingerprinting, on-call nursing, etc.
2. **24-Hour Detention Screening:** A detention screening unit which is operational 24-hours per day, to include the completion of Detention Risk assessment Instruments and associated court documents, coordination of document distribution, release arrangements, etc. on all offenders admitted.
3. **24-Hour Transportation:** 24-hour a day secure transportation services that are required to provide for the appropriate release or transfer of a juvenile offender in custody. Transportation services shall include delivery to the JAC of all juveniles who are taken into custody by law enforcement and who require secure detention placement or respite shelter.
4. **24-Hour Screening and Assessment:** A coordinated system for the delivery of 24-hour standardized screening and assessment services. 24-hour screening and assessment services for youth delivered by law enforcement to the secure offenders on a 24-hour a day basis on-site.
5. **24-Hour Urinalysis Testing:** 24-hour urinalysis collection and testing services. JAC staff will perform urinalysis collection and testing. Tests will be made available to the assigned case manager for the purpose of developing an appropriate service plan for substance abusing offenders.
6. **24-Hour Children in Need of Services/Family in need of Services (CINS/FINS) RECEIVING:** 24-hour CINS/FINS receiving services. JAC staff will perform all receiving, non-secure custody and transfer of custody functions. JAC staff will collaborate with the department's contracted CINS/FINS provider to provide 24-hour access to CINS.FINS services and effective coordination of custody transfers for CINS.FINS youth.
7. **Domestic Violence Intervention:** JAC staff shall provide a domestic violence intervention unit. The domestic violence intervention services will include placement coordination, assessment, court liaison services, counseling and referral of youth charged with domestic violence offenses.
8. **Reception:** JAC staff will provide reception services during established office hours. Services provided shall include greeting guests and clients, switchboard operation, distribution of supplies, and supporting clerical functions. JAC staff will provide 24-hour a day telephone coverage for JAC operations.
9. **Intake Case Management Services:** The JAC staff will provide and maintain a coordinated system for the delivery of delinquency intake case management services. These intake case management services will be established during office hours. Delinquency intake case management staff to augment existing department intake units and a case manager to provide assessment for offenders on community control status with the department.

10. Clinical Evaluation: JAC staff will provide clinical evaluation services. Clinical evaluation services will be performed by a licensed mental health counselor which includes a multi-disciplinary staffing for each youth assessed at the JAC. JAC staff will determine if services are needed by the licensed mental health counselor or court order, shall provide psychological or psychiatric evaluations for youth by licensed psychologists and psychiatrists.

11. Data Collection: JAC staff will provide automated collection of data on all youth served by the JAC. Data shall include real time collection of demographics, delinquency status, prior and current service delivery, identified mental health or substance issues, and case disposition.

## Appendix B

Questions used during personal interviews of various Juvenile Assessment Center executive officers:

1. What is the community awareness? How does the community perceive this new concept?
2. What have you done to increase community awareness? What type of community relation's effort do you have?
3. What are some of the problems you have encountered that you were not expecting?
4. Is this concept cost effective?
5. How are you perceived by the law enforcement community?
6. What transportation problems or issues have you encountered?

## Appendix C

JUVENILE ASSESSMENT CENTER QUESTIONNAIRE (Exact Copy) as submitted to those organizations that may participate at the Juvenile Assessment Center.

1. Agency Name.
2. Will you provide on-sight personnel at the Juvenile Assessment Center?
3. If yes, how many potential staff members will you have at the Juvenile Assessment Center?
4. How many square feet will your agency require?
5. What potential equipment will your agency require?
6. Possible services provided by your agency?
7. Will you have funds available to off set the cost of rent at the Juvenile Assessment Center?

Appendix D

Pinellas Juvenile Assessment Center Law Enforcement Survey. Unavailable in Electronic form

Appendix E

District 14 Juvenile Assessment Center Law Enforcement Survey. Unavailable in Electronic form

Appendix F

Juvenile Assessment Center Cost Comparisons. Unavailable in Electronic form

Appendix G

Juvenile Assessment Center Budget Worksheet. Unavailable in Electronic form