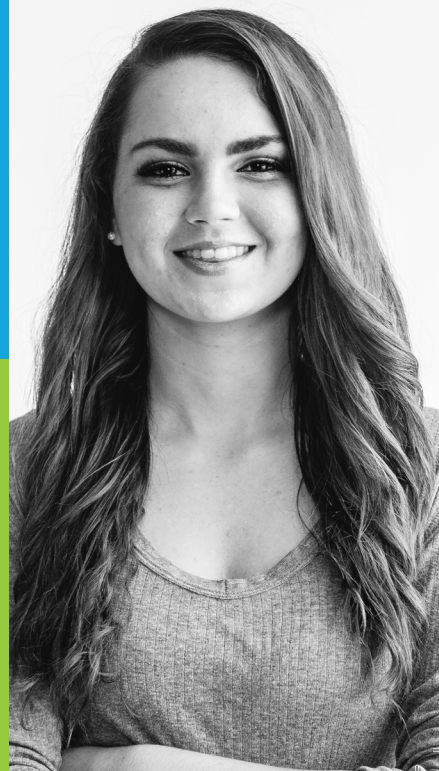




JANUARY 2017

THE JUSTICE FOR GIRLS MOVEMENT: NEW MODEL IGNITES SOCIAL JUSTICE

RESEARCH
BEST PRACTICES
ADVOCACY



THE JUSTICE FOR GIRLS MOVEMENT: NEW MODEL IGNITES SOCIAL JUSTICE

Authored by: Holly Swantek, MA
with Yvette Hyater-Adams, MA-TLA

Contributions by: Lawanda Ravoira, DPA; Roy Miller;
Vanessa Patino Lydia, MPA

Reviewed by: Barbara Guthrie, PhD, RN, FAAN;
and Karen Bonsignori

Edited by: Karen Bonsignori

Funded by: Jessie Ball duPont Fund

Layout by: ImaginationFX



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PREFACE

Much like the Justice for Girls Movement, this publication was produced with the input, guidance and support of numerous individuals and organizations. We would first like to recognize the many girls who have shared their experiences, their wisdom, and their hearts with us over the past two decades. Their courageous contributions have been invaluable in providing inspiration, authenticity and sustainability to the Justice for Girls Movement.

Recently, through all levels of media, marches, community forums and person to person dialogue, the voices of women and girls are being amplified across our state and nation. We are more committed than ever to strengthen and expand our efforts to ensure that the voices of girls and young women impacted by the justice systems are heard and their needs included in the public policy reform agenda.

We extend our sincere gratitude to the Jessie Ball duPont Fund, for underwriting the production of this report and their national leadership in the support of research on girls and establishment of the NCCD Center for Girls and Young Women. Their long-term support and commitment, combined with the generous support from the Delores Barr Weaver Fund at The Community Foundation for Northeast Florida, the Women's Giving Alliance, Florida Bar Foundation, Allegany Franciscan Ministries, Eckerd Family Foundation and many other funders, was- and still is- a key ingredient to the movement's success and its numerous wins for girls over the years.

Additionally, we thank the boards of directors of the Delores Barr Weaver Policy Center, The Children's Campaign and the Leadership Council for their steadfast support and leadership for the Justice for Girls Movement. They were instrumental in helping us challenge the status quo and create the strategies, partnerships and collaboration across organizations, institutional boundaries and sectors to further build the growing national reform movement for girls.



Lawanda Ravoira, DPA
President, Delores Barr Weaver
Policy Center

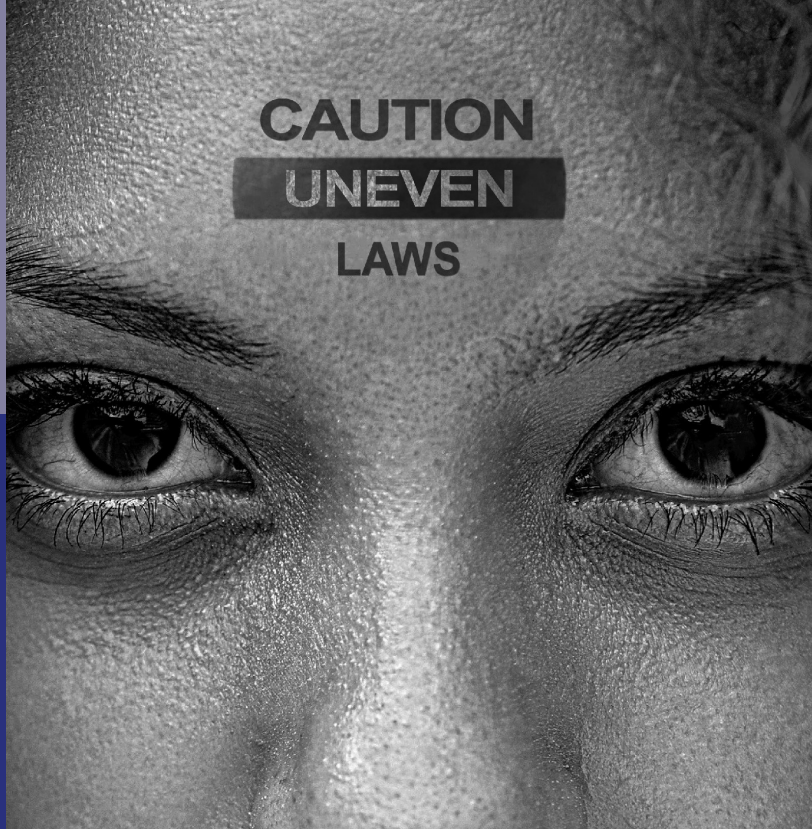


Roy Miller
President,
The Children's Campaign

For every door shut, another will open. Will it be the after-school neighborhood program or the back of a patrol car? We have a choice.



CAUTION UNEVEN LAWS



ONE SIZE FITS ALL

CARE INSTRUCTIONS:
PLACE AT-RISK
KIDS
IN POORLY-FITTING
PROGRAMS
FOR WORST RESULTS



EXECUTIVE SUMMARY

“ We are not all bad, all fast. There's a lot behind the girl you can see and look at. Just because we look a certain way doesn't mean we are that way...listen to our story – it will change you.

- Response from a girl incarcerated in a lockup facility, when asked what she wants the world to know that might help other girls experiencing similar circumstances.

The Justice for Girls Movement was born in the late 1990's when Florida policymakers faced a critical crossroads in the state's approach to treating justice-involved children and teens. Political, economic and social factors had aligned to create the perfect storm that threatened to dismantle years of gains in the development of the front-end of the juvenile justice system in favor of lock-down facilities. Girls programs, which were few in number and had yet to firmly establish their constituencies, were especially at risk.

Desperate times called for desperate measures. Even though they had never before collaborated and the stakes were high, Dr. Lawanda Ravoira, one of the nation's leading experts on justice-involved girls and young women, reached across county lines, industry sectors and constituencies on the advice of colleagues to join forces with Roy Miller, president of The Children's Campaign. They each had different, almost opposite, skill sets and temperaments, but both had similar core values. They both believed strongly that the well-being of society largely depends on the well-being of children. In addition, both believed that policymakers needed to hear viewpoints from the people most affected by problems because they are in the best position to offer critical insights to solutions.

From the very beginning, girls' experiences and disparate treatment were catalysts for the Justice for Girls Movement. Today, girls are partners. It was and still is a grassroots, citizen-led movement that challenges the status quo, educates communities about root causes, and advocates for just solutions and systemic change.

Over the years, the movement has achieved several critical public policy and programmatic successes that are beneficial for all Florida youth, and especially justice-involved girls. Movement leaders attribute their system reform success in large part to the unique model of strategic advocacy they developed and refined that fuses both social science and political science to achieve social justice change.

Their experience and success demonstrates that effective system reform entails a high degree of political sophistication along with program and practice knowledge. For instance, a reform movement must understand and appreciate the politics behind actual policies, which, in their implementation, affect program and service operations. In fact, when seeking system reform, if social science isn't bridged with political science, social science rarely wins because system reform decisions are made in a political sphere. The Justice for Girls model incorporates social science research, best practices, public policy, strategic communications and grassroots activities as vital, interrelated elements.

An important distinction of the Justice for Girls Movement is that it is citizen-led, rather than provider led. The experience in Florida has shown that service providers' agendas often conflict with the larger reform effort. Service providers are generally more funding-focused than policy-focused, and their priorities tend to be agency specific and driven by their individual funding needs. In addition, providers often can't take risks in speaking freely about the public or governmental agencies targeted for reform, due to their contracts with these entities.

Also critical to the success of the Justice for Girls Movement has been the long-standing support from visionaries in the

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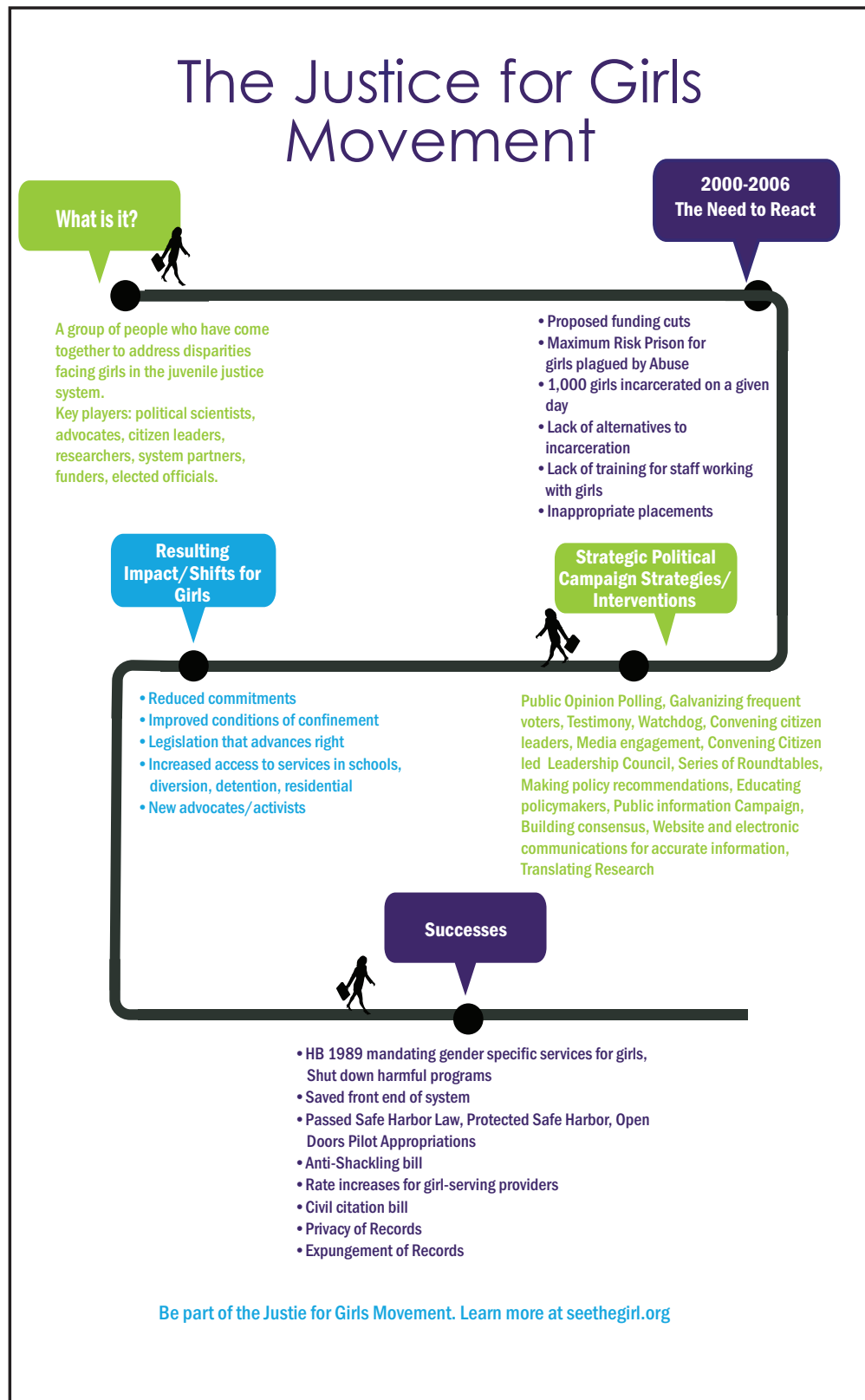
philanthropic community who understand and support advocacy as the key to creating real change and long-lasting system reform – especially the Jessie Ball duPont Fund, Delores Barr Weaver Fund at The Community Foundation for Northeast Florida, the Women’s Giving Alliance, Florida Bar Foundation, Allegany Franciscan Ministries, and Eckerd Family Foundation.

Although more foundations are becoming aware of the value of strategic advocacy in achieving their objectives, more support is needed from the philanthropic community. The impact of advocacy may be less obvious to see and measure in the short-term, especially when compared to gifts for immediate needs or direct services. However, public education and advocacy activities that lead to changes in public policy are the precursor to meaningful, long-term social justice change, as evidenced by the Justice for Girls Movement.

The significant reform that’s been achieved by the Justice for Girls Movement requires both a long-term commitment from funders, as well as flexibility to respond quickly to windows of opportunity when significant gains present themselves. Public policy change requires participants to take into account the two- and four-year changes that occur in political cycles; significant and lasting change generally exceeds typical one- to two-year funding grants. In addition, public policy wins will sometimes require additional efforts to strengthen the law or even to protect its intent (both of which the Justice for Girls Movement faced with Florida’s Safe Harbor Act).

Just as importantly, in this era of stringent federal and state cutbacks in funding, the Justice for Girls Movement demonstrates the importance of strategic advocacy in protecting public funds for children’s services. Philanthropy alone cannot, and should not, be required to make up the significant gaps in services faced by the government. The Justice for Girls Movement confirms that strategic advocacy, when it is done right, and with the right leadership at the table, is a powerful tool for creating long-lasting system reform.

Although much has been accomplished, leaders of the Justice for Girls Movement are not ones to rest on their laurels. Work is already underway to scale up its successful community level work throughout Florida and to deepen its national reform model so it can be replicated in other states.



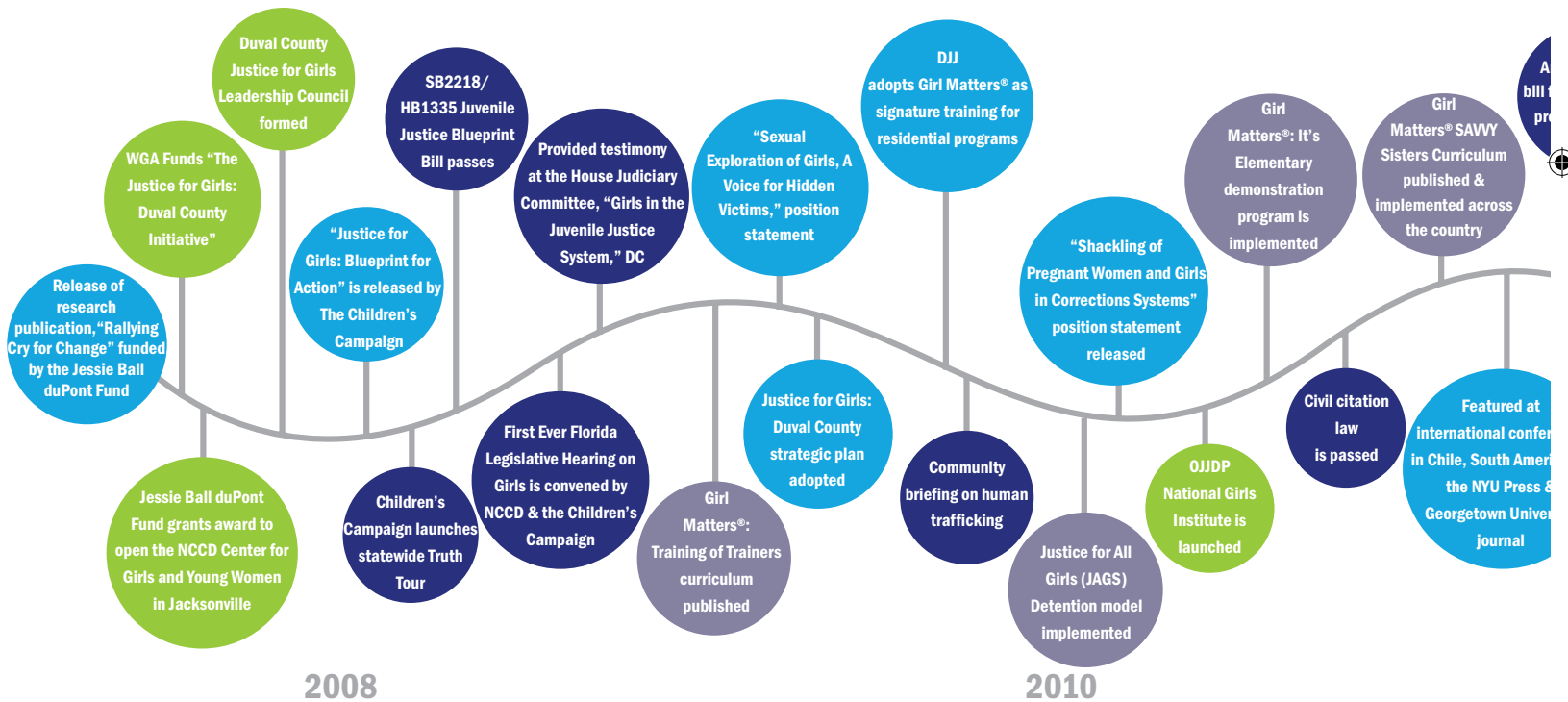
TIMELINE

Achieving critical wins for Florida girls took years of advocacy, research/publications, and programming. It is an excellent example of why the philanthropic community must take a long-term view for achieving social justice change. Long-lasting system reform takes time and public policy wins often need protection from challenges and further enhancements to strengthen laws.

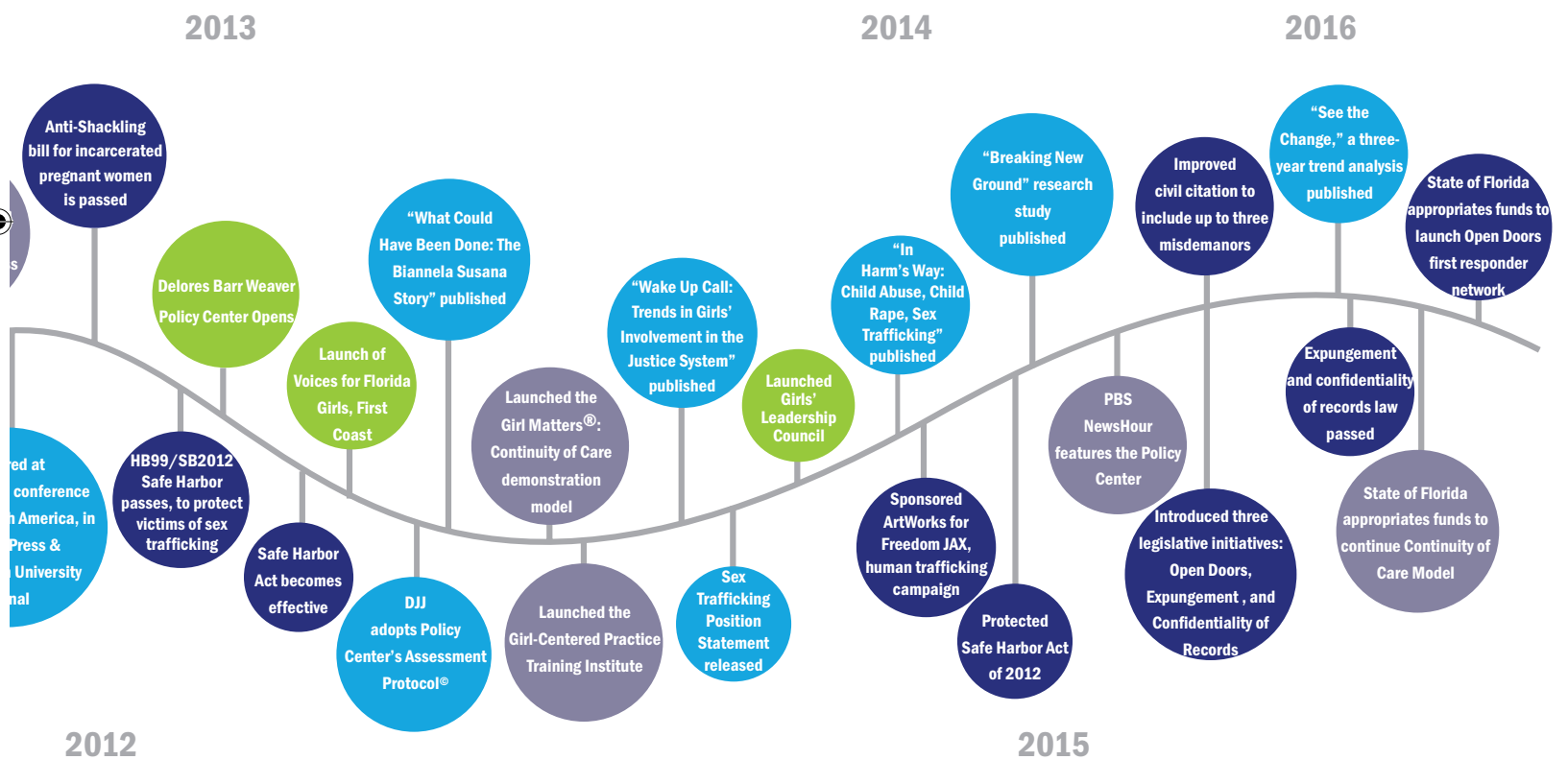
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2009

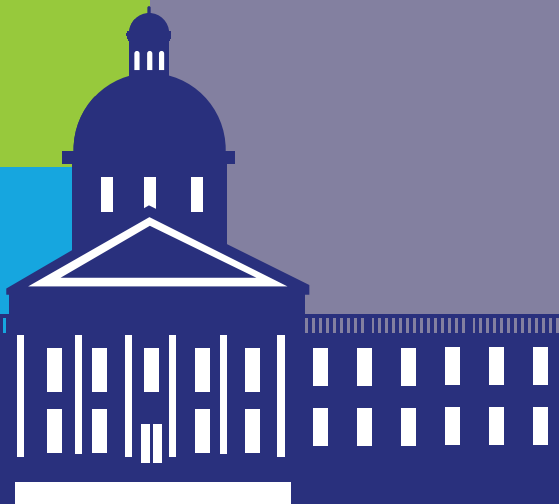
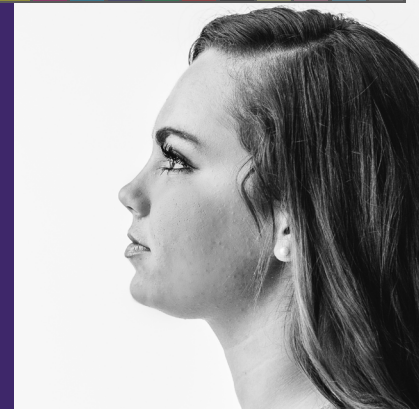
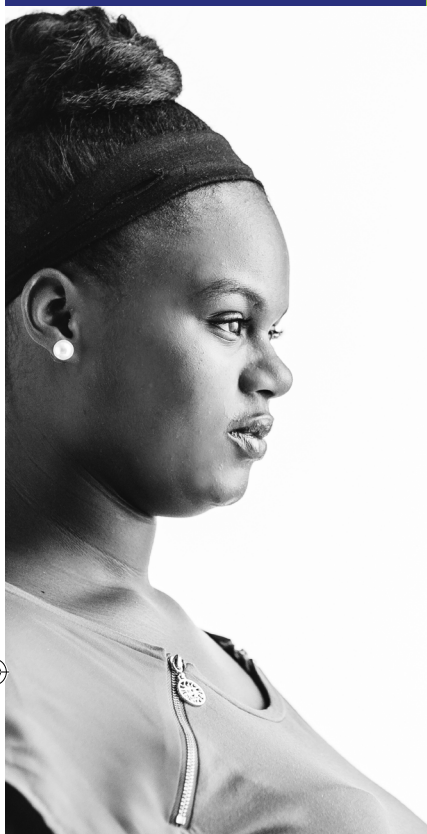
2011



Milestones Programming Publications Advocacy



WHY GIRLS?



WHY GIRLS?

“*I'd make a club, do self-defense, give girls pepper spray for protection.*”

— Response from a girl in elementary school, when asked what she would do to make things better for all girls.

Tamela's dad left when she was seven years old. Her mother would never talk about what happened or why he left so according to Tamela, "I just got frustrated and left the whole father thing alone." The "whole thing" was that her father had molested her from age four to age seven, and he was charged with sexual abuse. She never received any counseling or support.

Since her mom served in the military, Tamela stayed frequently with relatives, acquaintances or was left alone. By age eleven, she started hanging out with older boys and they "did things" to her. Before age twelve, she was placed in foster care because her mom had hit her. She lived with stranger after stranger, sleeping wherever there was space.

Tamela started using marijuana at age twelve and soon progressed to using coke, prescription drugs and crack. She ran away from foster care and began selling drugs "to pay for places to stay." By age 14, she was arrested for possession of drug paraphernalia.

While on probation, she ran away and received a violation of probation. The court sent her to a new program where she got in numerous fights. She was there for a year and a half before finally being reunited with her mother.

"I tried to be good. I really tried to be good," she recounts.

But Tamela and her mother still had problems and she continued getting into trouble. She was sent to a residential commitment program for violation of probation, running away, and shoplifting. When asked what she wants to tell others so they can help girls, Tamela responded, "Tell adults to be there for them, what their parents couldn't, be somebody they didn't have...Whether I am good or bad, I have no one, and I really try to be good but I always mess up."

When asked what she needs now, Tamela said, "I need to hear from successful people from where I was that will motivate me. I need someone that has been through it... I need to know that someone like me has made it."

Sadly, Tamela's story is much like the stories of thousands of girls who suffer in silence as children. Their needs are ignored, they are misunderstood, inappropriately labeled, or worse, they are simply invisible.

When girls do not receive the help they need to address the abuse and pain in their lives, the results can be tragic. Thus, it is critical to identify girls' risk factors and pathways, and to create structures that identify and support girls earlier to prevent future involvement in the juvenile justice system.

Girls like Tamela inspired the Justice for Girls Movement. Girls are now partners in movement, one that ensures the voices of and for girls are not only heard, but also taken seriously. Along the way, girls have courageously shared their stories with the world.

They shared experiences of loss and trauma: death of a caregiver, incarceration of parent, sexual violence. Many of the girls' families have been impacted by intergenerational trauma, violence, and stress. There were girls who were angry with family members and girls who longed to be with their families, and girls somewhere in between. Many of the girls shared experiences of caregiving responsibility for family members and siblings. Some of them were pregnant and/or had children.

There were girls who have been excluded, suspended, expelled, or sent to alternative schools. They were removed from their families and/or communities. They faced challenging experiences in the education system, child protection services, community-based programs, and now in the juvenile justice system. Girls entering the system were young. Three in four girls (78%) reported committing their first offense by age 14. In addition, there was (and still is) an over representation of Black/African American girls at every point in system.

Each girl has her own story. Girls want someone to listen to them. They want to feel heard.

That is why in telling the story of the Justice for Girls

Movement, actual stories about Florida girls are featured throughout this document: visual stories such as photos and issue flyers; spoken stories from research studies, interviews and story circles; and written words from newsletters, writing projects, issue briefs and news articles.

Since the beginning of time, stories have helped shape how we view each other and issues happening around us. They spark conversations, engage others, and make the invisible visible.

In the late 1990's, girls in Florida's juvenile justice system were invisible. They were judged harshly and punished for less serious offenses. Over 1,000 girls were locked up on a given day across the state in detention and residential programs.

Girls were placed in locked and cold facilities, told when they wake, when and how much they eat, to share undergarments; some were held in solitary confinement for their "safety" and many were isolated from contact/visitation with their families.

According to research conducted in 2006, nearly 8 out of 10 (79%) justice-involved Florida girls had emotional factors (depression, trauma, anger, self-destructive behavior, or other mental health/clinical diagnoses) contributing to their system involvement. More than half (64%) experienced sexual exploitation, rape, abuse, and molestations at different points in their young lives. Family issues (offenses against family, family history problems, abuse by family, ineffective parent supervision) affected more than 70% of girls and for almost half (46%), substance use was a significant problem that contributed to behaviors. Many of these risks and needs are still present among the girls who end up in the system. The latest assessment data from Florida Department of Juvenile Justice (DJJ) shows that 57% of girls statewide and as high as 71% of girls on the First Coast had a diagnosed mental health problem, 40% experienced trauma, and as high as 84% had a drug problem.

What is the end result of not addressing the complexity of mental health issues, abuse, trauma, and victimization that is embedded into the fabric of our culture? Girls are getting pushed into the justice system, especially those without the safety nets to navigate these injustices. They are being punished for life stressors and traumatic experiences, for what is really a need for services.

Getting suspended, arrested, going to detention, being on probation, – all put our girls in the space of being the "other," the "delinquent," "less than," "not deserving." Ignoring girls' experiences can often exacerbate them, but overreacting to girls outward behaviors can lead to involvement in a system that was not designed for and can re-traumatize girls.

The Justice for Girls Movement forged a new path for achieving social justice change by fusing research and best practices, services, public policy, training, and process improvements with strategic advocacy to interrupt the path that is leading to the ultimate injustice of incarceration. It also engaged communities in seeing that girls in the juvenile justice system are - at their core - no different from girls who are not in the system. We all started out the same... but these girls have been forced to cope with and react to things and circumstances that happened to them that were out of their control. People working in schools, courts, law enforcement, juvenile justice and foster care systems are all important points of intervention. They must see the girls, their shared humanity above all else and check their reaction to exclude, isolate, judge, and/or to punish a girl rather than identify the root problems driving her behavior.

To do this, a different approach was needed to bring forth public policy that didn't exist at the state or national levels integrated with best practices.

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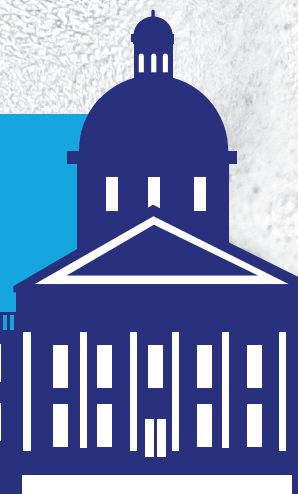
CAUTION
HANDLE WITH
EXTREME CARE

2016 LEGISLATIVE SUCCESES

Welcome to
STEP UP FOR KIDS

Town Hall Meeting

CAUTION
DOORS CLOSE
AUTOMATICALLY



2016 LEGISLATIVE SUCCESSES

“As I continue on in my career, employers will see what is on my job application before they see me as an individual. There will always be a list of people without a record that are easier to hire. I do believe that I deserved to be punished for almost hitting a person with an egg, but I don't think that I should continue to be punished for the rest of my life.

- Young woman who was arrested at age 15 and charged with felony assault with a deadly weapon for throwing an egg out of a car.

The 2016 Legislative Session marked a critical turning point for Florida's Justice for Girls reform movement. Several transformational wins for girls and young women were achieved, years in the making. The 2016 wins encompassed life-changing issues such as confidentiality of juvenile arrest records, fair treatment of sex-trafficked victims, and funding for new, proven care models. They turned on their ear the worn out, fragmented service delivery methods caused by broken systems. These 2016 legislative wins, while representing advances made for all Florida youth, also delivered special, positive impact for girls and young women.

A tally of major victories for girls' justice reform during Florida's 2016 Legislative Session included:

- \$3.1 million (with more requested) to create Open Doors, a promising, total victim assistance model for sex-trafficked victims led by survivor-mentors;
- Critical legislation signed into law reinforcing the decriminalization of victims of human trafficking and ensuring they are eligible for the services and protection they deserve;
- Earlier expunction of juvenile records;
- Heightened confidentiality of juvenile records; and
- Inaugural state funding for Girl Matters: Continuity of Care Model. This program, piloted by the Delores Barr Weaver Policy Center from 2013-15, has drastically cut incarceration rates among girls by wrapping them in continuous, therapeutic services for previously unaddressed mental health needs

These 2016 legislative wins, while representing advances made for all Florida youth, also delivered special, positive impact for girls and young women.

during every step of the juvenile justice system - probation, detention, residential placement or transitioning back to the local community.

The following is a brief discussion of these 2016 advances and their impact for girls:

Open Doors: A First Responder/Total Victim Assistance Model

In Florida, trauma-focused crisis intervention and therapeutic services for sexually exploited and recovered victims of sex trafficking, mostly girls ages 10-24, lack availability, sequencing and consistency. This results in critical gaps for crime victims, law enforcement and community agencies. Victims suffer poor outcomes. Children languish in inappropriate settings including detention facilities. Running away behavior increases.

But through Open Doors, this will change. First responder regional advocates, survivor-mentors and clinicians will provide immediate and expert support to recovered

SEX-TRAFFICKED CHILDREN NEED MORE THAN GOOD INTENTIONS. ACT NOW: TEAMGIRLFL.ORG



victims of sex trafficking, centered on the survivor-mentor relationship as a safe space for honoring the coping mechanisms and tactics that sexually exploited child victims use to survive.

This new model was developed specifically for Florida by Dr. Lawanda Ravoira and Roy Miller and is based on promising research and state models in Massachusetts (My Life My Choice), Minnesota (No Wrong Doors) and Georgia (Georgia Cares). A public-private partnership approach, it will deliver on-target, crisis and coordinated care and support for victims while building a network throughout the state for better research and assessment, data collection, training, public awareness and collaboration.

This win represents huge strides from just a few short years ago, when Florida treated child victims of sex trafficking as criminals rather than rape victims, often locking them up while the perpetrators walked free.

Florida's initial progress began in 2012 with passage of the Safe Harbor Act, which was heralded as landmark in its decriminalization of child victims of sex trafficking. Once in place, victims' advocates began the conversation around treating victims with sensitivity, understanding and patience. Much public education and awareness highlighted successful programs that provide trauma-informed care and acknowledged the complex issues that must be addressed and understood – including runaway behaviors that result from victims' exploitation and traumatization.

Chronic runaway behavior prompted a proposed policy in Florida's 2014 legislative session to lock up dependent children against their will – a move that The Children's Campaign, the Delores Barr Weaver Policy Center, and other advocacy groups decried as a major reversal in child welfare policy that would undermine the good intent of Florida's Safe Harbor Act.

The advocates' argument by The Children's Campaign and Delores Barr Weaver Policy Center held sway, and resulting legislation sponsored by Rep. Gayle Harrell, a Republican from Martin County, built on the core of Safe Harbor to protect and restore the welfare of victims. Among its provisions: a certification process for safe houses and safe foster homes and the creation of a statewide council on human trafficking within the Office of Attorney General, State of Florida. These and other provisions, advocates said, would keep Florida on track toward progress for its most vulnerable girls. Funding support from the State for building an Open Doors network represents the fruits of many years of labor for Justice for Girls advocates.

In addition to other benefits, anecdotal evidence supports that the survivor-mentor component of the Open Doors model empowers victims to testify and stand against their captors, which can lead to an increase in prosecutions. This would bring full circle the unjust treatment that victimized girls and young women once endured in Florida and too many other states around the country.

An in-depth case study of how the Justice for Girls Movement championed the transformation of Florida policy and practices for protecting and treating sex-trafficked victims can be found in the Considerations for Philanthropists section of this document.

Expunction of Juvenile Records

Empowering youth to remove barriers and improve their lives is spreading. Florida is part of this revolution; its laws governing the handling of juvenile records are now better designed to protect its children.

Expunction is a legal process that clears arrests, charges and convictions from a person's record. Until the 2016 legislative update to Florida's expunction laws, youth had to wait until age 24 for many juvenile records to be expunged – far too late to be beneficial to most young people.

Legislation created to expunge certain juvenile records at age 21 was signed into law by the Governor in 2016. In the past five years alone, there were more than 446,000 juvenile arrests in Florida. For youth who stay out of trouble after their arrest, this bill will promote access to jobs, further education, professional certifications and licensing, military service, and housing. This has special impact for girls and young women who are disproportionately affected, as careers like teaching, nursing and others that typically draw large numbers of young women are especially impacted by arrest records.

Confidentiality of Juvenile Records

By improving confidentiality laws, juvenile offenders have more opportunities to create a better life for themselves. The updated Confidentiality of Juvenile Records bill closed loopholes that allowed juvenile misdemeanor records to be public. It also gives law enforcement agencies the discretion to refrain from posting felony arrest and booking photos of minors online. In the past five years, 62% of juvenile records have been publically available. Now, over the course of five years, an estimated 204,724 Florida juveniles will not have their records publicly exposed.

Girl Matters®: Continuity of Care Model

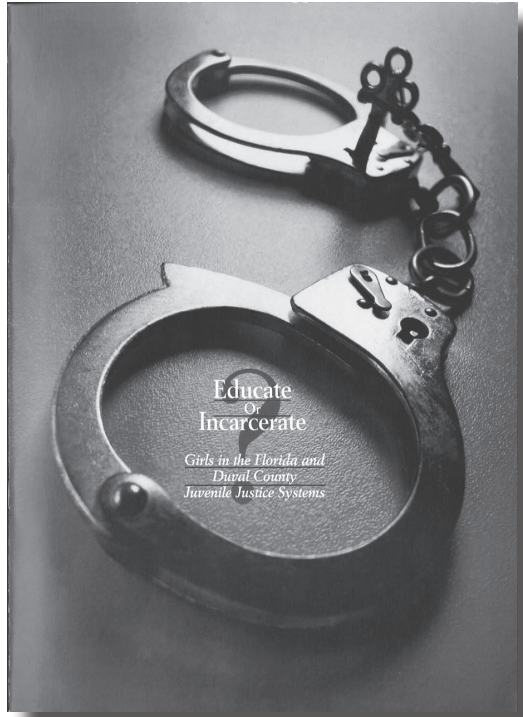
The 2016 Legislative Session delivered \$375,000 in funding for the Continuity of Care Model delinquency intervention program. It keeps girls who do not pose a public safety risk from being committed to costly residential programs by wrapping them in needed services, overwhelmingly for unaddressed mental health needs. This signaled a new responsiveness to treat girls already in the deep end of the juvenile justice system, slowing the conveyor belt of girls going even deeper, and stopping the revolving door of girls who cycle in and out due to many unaddressed and trauma related needs.

The unique model was created by the Delores Barr Weaver Policy Center and piloted from 2013-15. It responded to alarmingly high incarceration rates of girls in Northeast Florida (the region incarcerated more girls than anywhere else in the state) and emerging data that showed a high proportion of unmet behavioral health needs among them.

Without treatment in the community, girls were at elevated risk for a multitude of problems, such as depressive and anxiety disorders, PTSD, future victimization, substance abuse and other behaviors that place them at risk of juvenile justice system involvement. But there were too few community treatment options, a fragmented response, and lack of continuity of care for girls transitioning from one part of the juvenile justice system to another.

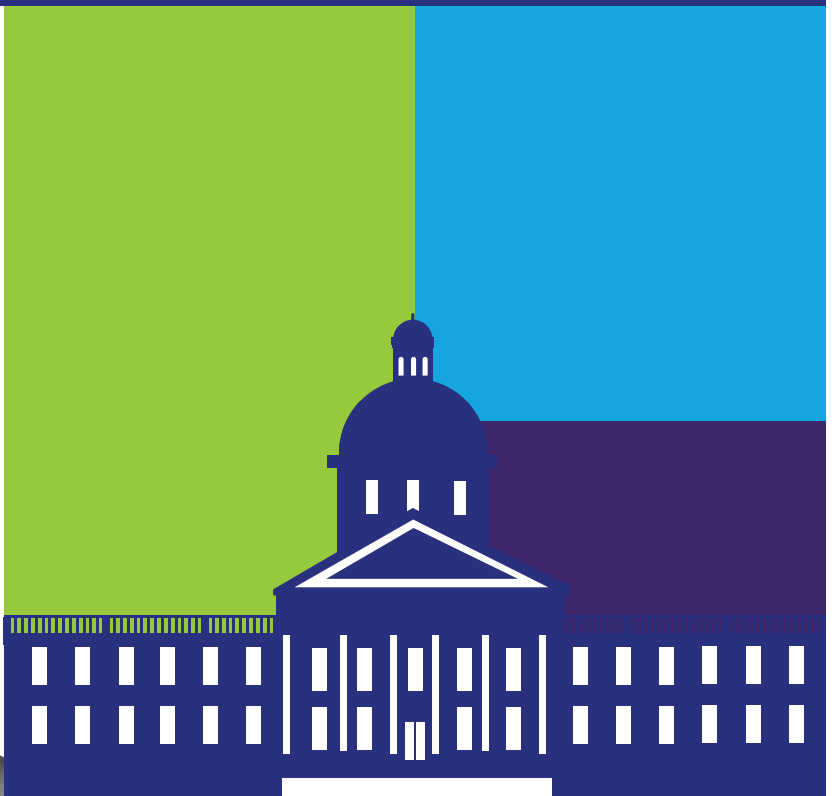
To turn that around, this new continuity of care approach addresses not only the immediate needs of girls, but focuses on their overall health in the context of their experiences. The services address high-risk behaviors that have become girls' strategies to cope or disassociate (substance use, withdrawal, aggression, running away) through therapeutic interventions that help girls develop coping skills and strengthen their sense of self. Staff is available to girls 24 hours per day, 7 days per week and continues providing services when or if a girl transitions to another phase of the juvenile justice system.

Fresh from these 2016 legislative successes, the Justice for Girls Movement has taken some giant steps forward. These remarkable advances came from a winning formula embodied by co-reformers Lawanda Ravoira and Roy Miller that takes the form of a sophisticated system reform strategy fusing social and political science that is unique in the country.



REFLECTING BACK

HOW FLORIDA'S JUSTICE FOR GIRLS
MOVEMENT EVOLVED



REFLECTING BACK | HOW FLORIDA'S JUSTICE FOR GIRLS MOVEMENT EVOLVED

“*Let girls share their story and learn about their lives and their story before assuming they are bad kids.*”

— Response from a girl incarcerated in a lockup facility, when asked what she wanted adults to know.

Although the underpinnings of the Justice for Girls Movement stretch back to the mid-1970's, most point to the late 1990's as the official birth of the movement as it is known today.

A rare combination of political, legal, economic and other factors created the perfect storm for Florida's justice-involved youth. It threatened to dismantle years of progress in developing front-end prevention services in favor of incarceration. The stakes were high: Florida was about to embark on building one of the nation's first maximum-security prisons for girls. On its heels was a proposal from Florida Governor Jeb Bush asking lawmakers to approve \$10 million in cuts for PACE Center for Girls (essentially zeroing out all funding) and another \$52 million in cuts for other at-risk youth programming.

In the face of these proposed “doomsday” cuts that would have forced the closure of all 21 PACE Center for Girls programs in Florida, Lawanda Ravoira knew her tried-and-true way of advocacy needed to be ratcheted up. Simply educating well-meaning audiences about girls' needs would not be enough of a counter-offensive to begin reversing the state's “get tough on crime” pendulum swing.

She gambled on the recommendation of colleagues to enlist the help of Roy Miller of The Children's Campaign, who, she was told, could bring an expertise in strategic advocacy that no one else had in direct service. Until that time, Ravoira and Miller were two separate crusaders who lived in different cities and, although each was aware of the other's successes for youth, little more was known.

The pair soon formed a strong partnership in which Ravoira learned more about strategic advocacy and Miller learned more about girls' specific needs. And a focused change movement took deeper root.

The Back Story – Mid-1970's to 1990's

At the start of her career, Ravoira was drawn to the work of helping runaway youth in general, not specifically girls. Almost a decade before convening the first National

Girls Caucus, she worked with runaway youth in shelters through Covenant House in South Florida, responding to their universal need for a safe place to call home. Ravoira and others trying to rescue street youth, often at risk through no fault of their own, were fielding the beneficial effects of the Juvenile Justice and Delinquency Prevention Act of 1974 (JJDP). That law barred states from placing youth who were runaways, truants or curfew violators in juvenile detention facilities or adult jails. The need for runaway shelters grew, as did the opportunity to reach youth in need.

A rare combination of political, legal, economic and other factors created the perfect storm for Florida's justice - involved youth.

But Ravoira soon recognized that what drove boys' and girls' behaviors were vastly different and required different approaches. Overseeing both the boys' and girls' floors of a Covenant House shelter in Fort Lauderdale in 1985, Ravoira implemented a mommy-baby program on the girls' floor. Later, she would dedicate her doctoral dissertation and write a book on homelessness, teen pregnancy and parenting based on interviews and conversations with the girls she helped at Covenant House, although gender-responsive and gender-specific programs were not yet part of the national conversation.

Ravoira then took her expertise to the National Network of Runaway and Youth Services in the nation's capital from 1990-92, where she worked on programming and advocacy until the cold chased her back to Florida. After her return, she crossed paths with another leader doing early work on behalf of girls, Vicki Burke, founder

of the PACE Center for Girls in Jacksonville. She enlisted Ravoira's help in expanding a handful of PACE programs into a coordinated, statewide network of day treatment programs. This set Ravoira on a path of intentional and purposeful advocacy for girls from which she would never turn back.

Working in a parallel universe, the 1974 JJDPa with its treatment provisions for runaway and homeless youth also drew early involvement by Roy Miller, a social worker, youth advocate and political consultant who would ultimately partner with Ravoira to play a major role in advancing girls' justice reforms in Florida.

The JJDPa was the first advocacy project Miller worked on after college, taking a trainload of kids across country to connect with larger groups pushing for change. Their efforts helped add Title III to the law, called the Runaway and Homeless Youth Act, providing for community runaway youth shelters called basic centers. What Miller found interesting was that while JJDPa was a Department of Justice initiative, the runaway youth act identified the Department of Health, Education and Welfare (now Health and Human Services) as the implementing agency for runaway youth services.

Miller applauded that attachment to the law as federal recognition that the nation should move toward decriminalizing running away from home, regarding it not as an expression of defiance but an expression of family dysfunction. It would take time, however, for that new thinking to take hold. Miller would log years upon years in the youth services arena before seeing widespread understanding trickle down to state and local levels that family dysfunction, not youth defiance, was the root cause of running away – and only after sustained amounts of hard-fought advocacy to change that perspective.

Meanwhile, Miller's involvement in Title III's provisions for runaway youth led him to direct a crisis hotline in Pinellas County, Florida. This quickly grew into a hotline for all ages and groups, and then into a full-fledged, 24/7 runaway center. Miller's advocacy role grew, as he helped develop The Florida Network of Youth and Family Services, serving in a range of leadership positions including president.

Miller was appointed in 1975 to Florida Governor Reubin Askew's (1971-79) JJDPa task force as states wrestled with the new federal mandates, helping usher in changes to the way Florida responded to its homeless, runaway and delinquent youth. Continuing to promote its implementation, the state's next governor, Bob Graham (1979-87), appointed Miller chair of the task force.

Early in his career, as Miller would come into contact with youth rescue and treatment programs that attempted to "squeeze" girls into programs originally built for boys, the

intuitive reformer would get an uneasy feeling that there must be a better way to address the unique needs of girls but no one was doing it yet. While on the task force, Miller would hear a request for funding for the first gender-specific program in Florida, called PACE, which was unique in the country as a day treatment program dedicated to girls. Miller thought it quite innovative to bring forward a program that was gender-specific, and he regarded it as worth a try.

He was in step with growing national awareness for gender-specific services for girls. They were finally emerging from years of being referred to in literature and discussions as the "forgotten few," as so few had even come to the attention of the juvenile justice system.

What these early reformers shared was a growing sense that crucial to developing what would later become a successful model for girls' juvenile justice reform was first recognizing that girls must be included in these efforts for responses to be relevant and effective. Recognition was beginning to take hold that girls' voices and experiences could provide a foundation to contextualize research, policy, and practice.

In 1990, the Valentine Foundation had first developed the essential elements of a gender-responsive approach, which included "giving girls voice in program design, implementation and evaluation." A decade later, the Ms. Foundation for Women reiterated the importance of girls being actively involved. A look back shows that much of the gender-responsive literature surfaced in the years leading up to the justice for girls' reform movement in Florida, acknowledging that the inclusion of girls' voices, experiences, and participation is essential.

National Recognition and National Legislation

The first official national recognition of the need to provide gender-specific services occurred in 1992, with the reauthorization by Congress of the Juvenile Justice and Delinquency Prevention Act of 1974 (JJDPa). This time, almost two decades since the first legislation led to Ravoira and Miller's early work on behalf of homeless and runaway youth, the federal mandate included language specific to girls and state's responsibilities toward them; Ravoira helped develop this language and pushed for its inclusion.

The 1992 Reauthorization required states to prepare an analysis and develop a plan for providing gender-specific services in the prevention and treatment of juvenile delinquency. Importantly, the Reauthorization also considered the intersectionality of risk factors for girls, such as race and ethnicity. It also raised the issue of disproportionate minority confinement to address the higher rates of youth minority incarceration.

The Reauthorization served as a catalyst for advocates at the state and local levels to begin to deliberately address the needs of girls in or at risk of entering the juvenile justice system. In most instances, as resounding response to the first National Girls Caucus convened by Ravoira had shown, advocates and other stakeholders were working in isolation, left to grapple with the multiplicity of issues on their own with limited resources and support. Although momentum was building, responses were still generally piecemeal and fragmented.

Now with this federal level boost, several workgroups and taskforces were evolving at the national, state and local levels, aimed at informing the public of the issues that impact girls' involvement with the criminal justice system.

In 1993 in a borrowed room at Howard University in Washington, D.C., Ravoira sent out letters across the country to names and addresses she had found in the library, and then hung a homemade banner with "National Girls Caucus Now Convening" scrawled across its front from the second story of the student union. The bold pronouncement represented everything and nothing in a single swipe – having never been done before; its outcome was not yet known.

But positive outcomes proved to be what this group was all about. Roughly, 125 individuals attended the National Girls Caucus from around the country. They had been working diligently but largely alone in their corner of the world, trying to shape a better future for girls hopelessly intertwined with the juvenile justice system. They were university professors, priests, social workers and probation officers. They responded to a flood of girls in traditionally all-boy units as best they could, within a system woefully unprepared to address girls' needs. Some had organized female intervention teams and other innovations; others had work yet to do to meet the growing need they saw.

At the caucus, they would find strength in numbers and focus the nation's attention on the unique needs but lack of services for girls in the juvenile justice system. Their goals were to impact public policy, resource allocation, and research to improve the quality of care and services. Interest in the caucus grew from 125 on opening day to 2,000 individuals and agencies stretching from Florida to California by 1999.

In 1998, the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) published Guiding Principles for Promising Female Programming, more evidence of the growing national attention to girls. It began, "For decades, girls who have broken the law have entered a juvenile justice system that was designed to help someone else. Boys commit the overwhelming number of juvenile crimes, and their offenses tend to be more violent and dangerous than the status offenses most girls

commit. It's no wonder, then, that female delinquents have been overlooked and neglected by a system engineered to help troubled boys become law-abiding men."

This growing national momentum meant to Ravoira and other girls' justice reformers who had worked for decades to protect girls' rights that their unique needs and pathways into the juvenile justice system were at long last getting the attention they deserved. As the 21st century neared, girls were finally being heard in Washington, D.C. and in important discussions around the country.

State Response

In the case of Justice for Girls Movement in Florida, Ravoira and Miller created a powerful effect by fusing social science with political science to ignite change for girls and young women and ultimately to benefit all youth. Their conviction that social science and political science were the left and right hands of the reform movement for girls became the kernel of focus and truth for the two crusaders and the teams they led.

Ravoira and Miller believe that among the many different ways to advocate for something, the brand of advocacy that leads to lasting, systemic change – to better laws, better appropriations, and better performance by state agencies and service providers working with youth – this type of advocacy evolves as one's understanding of political science evolves. This lies at the heart of their conviction that the coordination of early intervention, treatment, gender specific and girl-centered practices, laws and policies could in fact improve the lives of the most vulnerable girls in communities.

To bring about lasting change requires abandoning "business as usual" advocacy strategies. In traditional models, service providers outnumber citizen leaders, business leaders, and philanthropists on coalitions, resulting in less action because solutions are often tied to funding and not policy.

Additionally, when there are large numbers of service providers, citizens are hesitant to share ideas because they don't feel they know enough. Strategic advocacy requires convening lots of people who can solve complex problems – moving beyond reacting to being deliberately proactive as well as nimble and sophisticated enough to ride the changing tides and shifts in practices, public policies and political leadership.

What first began as their joint effort to save girls' treatment programs from being zeroed out of Florida's state budget in 2000 morphed into the Justice for Girls Movement. It shifted from reacting to legislative and policy changes to proactively questioning the status quo.

Through the years, Florida's reform movement for girls

was buffeted by shifting political winds, changes in state leadership and administration with changing viewpoints, political ideologies, competing missions of other organizations, budgetary constraints, and a wide range of perspectives all across the board. But what emerged was a strategic approach. It advanced reform shaped from the perspective of what girls needed, asking and learning from stakeholders, from the voices of girls and from related research examining gender differences, to result in better policies and legislation for both girls and boys.

The warm embrace of the federal government's 1974 JJDPa by Florida Governors Reubin Askew and Bob Graham and their administrations empowered youth advocates in the Sunshine State to push for its full implementation. Basics of sight and sound separation of children from adults in county jails and other lock-ups, removing status offenders (runaways, truants and at-risk children) from the state's burgeoning detention population, promoting alternatives to juvenile justice involvement, as well as reducing reliance on incarceration became policy points to be formulated, debated and enacted.

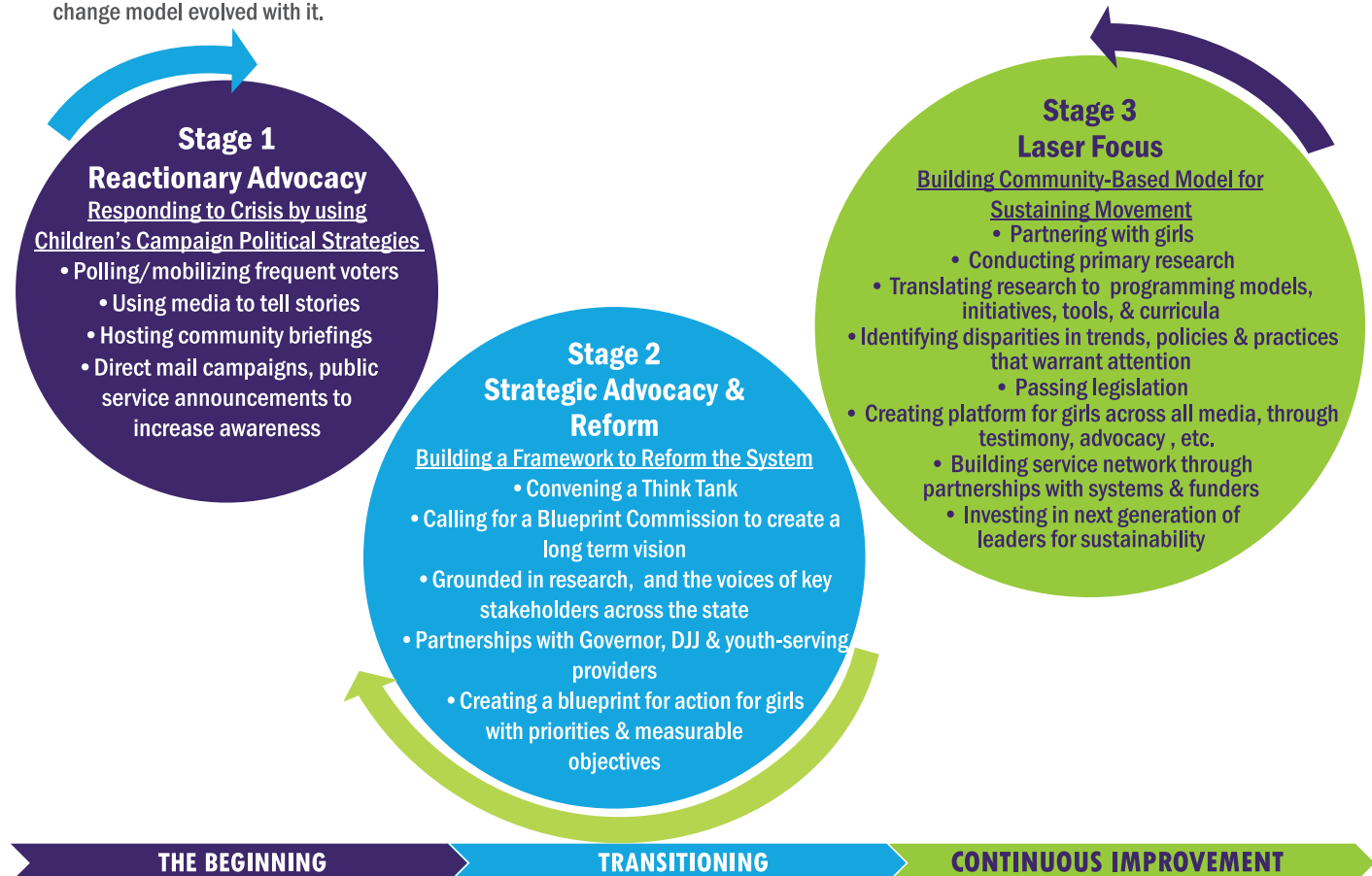
Along with these policy changes was the push to create statewide networks and services to meet the needs of children being removed from behind the barbed wire. For the first time, real attention was paid to growing the "front-end" of the juvenile justice system that could keep children safe and help get their lives back on track. During these years, Miller continued working directly with youth, followed by becoming engaged in a political consulting firm where he managed both candidate and issue campaigns.

His founding of The Children's Campaign in 1992 was built on the knowledge acquired from his direct service and political consulting work, and a passionate conviction that candidates shouldn't kiss babies on the campaign trail and ignore them after Election Day. The Children's Campaign raises candidates' awareness of children's issues in a nonpartisan fashion long before they are elected to public office and become policymakers.

In time, Miller's organization would expand and gain a national reputation as Florida's top advocacy organization for grassroots mobilization for children. Today, it drives

Evolution of Advocacy Strategies to Impact Social Change for Girls

The path of the justice for girls reform movement is not linear. It has evolved over time based on the issues facing girls and young women. As more information (trends/inequities/negative practices) was learned, as policy windows shifted, as public sentiment shifted, as relationships deepened, as collaborations and support strengthened, and as wins for girls happened, the advocacy strategies and social change model evolved with it.



public policy reform around several key issues that carry important repercussions for girls, including maternal and infant health; child protection, safety and well-being in out-of-home settings; sexual exploitation and trafficking; and delinquency prevention and juvenile justice reform.

Still true to its first mission of educating the electorate, The Children's Campaign has driven statewide growth in the number of politically aware Floridians who identify children's issues as a top priority from 2 percent in 1994 to nearly 20 percent today.

Meanwhile, Ravoira was making the most of an empty space for innovation in girls' prevention and intervention programming, leading PACE Center for Girls to exponential growth. What began with PACE founder Vicki Burke on a shoestring budget in 1985 in a back room of Jacksonville's Snyder Memorial Church (using a forgotten pool table and plywood as a makeshift desk), soon became a favorite program among judges around the state. They now had one of the country's first custom-designed alternatives to send girls to instead of locking them up.

Upon her retirement in 1995, Burke handed the reins of the organization to Ravoira. She in turn grew the original seven programs into a statewide network by adding 14 more PACE Centers that provided gender-responsive, comprehensive educational, therapeutic and transitional support services to keep 4,500 at-risk girls out of the juvenile justice system each year.

Progress was buoyed by Democratic Gov. Lawton Chiles, known as a grass roots, working-class politician who led Florida for two terms beginning in 1991, dedicating his tenure to children's causes. During his administration, Ravoira in her role at PACE worked closely with Cassandra Jenkins of the Department of Juvenile Justice, a top manager for several statewide initiatives including the Girls Initiative. Federal guidelines mandating gender-specific programming for girls required that every state have a plan for delivering services in order to receive federal funding, so demand for PACE was up across the state.

Simultaneously, Miller was working through his advocacy relationships to support the Chiles administration's child-focused priorities including building a network to provide maternal health services for pregnant women, known as Healthy Start. The mission was to get every newborn off to a good start by concentrating on the health of the pregnant woman and ensuring access to prenatal and post-natal care. During this time, Miller also supported the continued growth of the Florida Network of Youth & Family Services, focused primarily on initiating immediately available crisis and community-based services to status offenders and their families.

To advocates, it finally seemed that important factors had come together: the needs of justice-involved girls were elevated nationally, politics in Florida supported state and community-level innovation, and PACE – at the epicenter of all kinds of important work going on around the country – was bursting at its seams. Upon Chiles' death and passing from office (both in 1998), he was lauded for his dedication to children by Republican Gov. Jeb Bush, his successor, who said the state “lost a legend who always stood up for those in need and who leaves a legacy of unequalled compassion for Florida's children.”

The Perfect Storm for Justice-Involved Youth

Not all was smooth sailing, however. Even a popular and child-friendly Governor like Lawton Chiles had to face a wary and reactive public in the aftermath of several tourist murders that threatened Florida's largest industry: people who travel for leisure and entertainment. The worst came in 1993 when four teens in north Florida killed a British tourist and severely wounded his girlfriend at a rest stop. From this abyss rose the Florida Department of Juvenile Justice in 1994, carved out from the Florida Department of Health & Rehabilitative Services. Its original mission was “get tough on crime” and not smart justice, a better term and policy perspective that wouldn't be embraced for nearly two decades.

Girls, too, were caught up in the public's fear about safety and perceived threats from violence.

As this took its toll on the people's psyche, advocates struggled to hold the ground they had gained. It was a best of times and worst of times scenario. Progress was being made on the “front end” of juvenile justice while, at the same time, the “back end” was moving in a more punishment-oriented direction.

Then with a change in administration, the environment became worse for justice-involved girls and boys as well. What was brewing was the perfect storm – fueled once again by unfathomable tragedy – the terrorist events which rocked the country and world on September 11, 2001. Now the risk was real for diverting funds from the front-end to more residential lock-ups by dismantling years of building service networks for the state's most vulnerable youth.

Advocates were immediately wary of the Jeb Bush administration's choice of Frank Alarcon as Deputy Secretary of Florida's Department of Juvenile Justice. He had served as Deputy Director of the California Dept. of the Youth Authority from 1981-99. Beginning in 2000, California's juvenile justice system was the focus of national media reports of rampant violence, suicides and extended lockdowns in isolation.

In addition, California was known for its 8% Solution built on the belief that a certain segment of juvenile re-offenders could be reliably identified through a profile of significant family problems, among other things. This choice of leadership, on the heels of Bush's statements during his 1994-failed bid for governor that it was time to "emphasize punishment over therapy" for juvenile offenders, did little to put advocates' fears to rest.

Other incremental shifts occurred until, by 2000, comprehensive legislation known as the "Tough Love" plan overhauled the organizational structure of DJJ. The Tough Love plan signified the most dramatic policy shift away from the social services model toward one more punitive, strengthening its hold on juvenile offenders while still professing its belief in treatment and keeping them separate from adult criminals.

To juvenile justice reformers, this signaled an ominous foreshadowing of how Florida would tend its troubled girls (and boys too) in the future. They knew that when interventions focus on punishment and fail to address girls' needs and the underlying trauma that is often the root of delinquent behaviors, a host of problems may continue uninterrupted, including poor physical, emotional and mental health; substance abuse; and future arrests and incarceration.

The fact that Florida's coffers relied heavily on the tourism industry, and public perceptions of safety were plummeting, made the reverberations from a slowing economy particularly difficult for youth advocates to combat. The state faced severe revenue shortfalls when legislators met to amend the state budget. What loomed was a move to expand large, juvenile prison-type facilities that could be run more cheaply than smaller facilities. By eliminating the front end of the system and spending more to develop the deep end, girls' invisibility was once again at stake, just when important gains were beginning to take hold.

The Fight to Save Day Treatment and Close Maximum Security Girls Prison

When PACE funding was zeroed out in the proposed state budget, Ravoira faced the fight of her life to save PACE's 21 programs. Her tried-and-true way of doing advocacy by educating well-meaning audiences about girls' needs quickly eroded in the face of the administration's move to zero out day treatment programs. Ravoira gambled on the recommendation of colleagues to enlist the help of Roy Miller of The Children's Campaign who, she was told, could bring an expertise in advocacy that no one else had in direct service.

The pair formed a strong partnership in which Ravoira learned more about strategic advocacy and Miller learned

more about girls' specific needs. And a focused change movement took deeper root.

One case example took shape in the form of advocacy concerning the Florida Institute for Girls, a maximum-security warehouse-style prison being built for the state's "most dangerous" girls near West Palm Beach. Ravoira had approached Dr. Sherry Magill, who in her role as president of the Jessie Ball duPont Fund was known for supporting cutting-edge research. Ravoira requested research funding to back her claims that Florida's budget would be better spent on prevention programs that work by keeping girls out of the system. This would be the proof she would need to rally the Legislature to save front-end programs like PACE and others.

Magill put Ravoira in contact with Barry Krisberg, a well-known juvenile justice researcher in the country and then-president of the National Council on Crime and Delinquency (NCCD). Krisberg engaged girls' juvenile justice expert Leslie Acoca (Founder of the National Girls Health and Justice Institute today) to serve as principal investigator. She collaborate with Ravoira on the resulting research: *Educate or Incarcerate*, published in 2000 by NCCD and underwritten by the Jessie Ball duPont Fund.

For the first time, it pinpointed early academic failure as girls' single best predictor of future involvement in the criminal justice system. This was important information gleaned from over 1000 case files of girls on probation and personal interviews with girls from PACE. *Educate or Incarcerate* called for a halt to building the prison, predicting that at best it was developmentally inappropriate and at worst, girls would be further traumatized and victimized. In larger terms, the first-ever research specific to Florida girls showed the state that its long-term focus to ensure their success and balance public safety concerns should be on funding early intervention and education services, not prisons.

Ravoira and Miller knew this fight was here to stay; the tougher stance on crime nationally and increasingly tighter state budget environments conspired to block an in-depth look based on research and facts about the effectiveness of lock-up facilities.

But despite research and public outcry, reformers could not overcome the get-tough-on-crime mentality that permeated the country and state. In 2000, the Florida Institute for Girls opened. Over the next five years, much of the advocacy community's efforts focused on exposing the abuses committed against the girls held there and shutting it down. Widening the base of stakeholder support for their approach was critical to convincing the Legislature to eventually reverse course.

So they embarked on a public education campaign, crisscrossing the state to conduct a series of community briefings about the benefits of keeping kids out of the juvenile justice system by supporting and working with them before they landed inside. These hearings were the critical first step in building a broad base of support – actively including politically aware Floridians, community leaders, advocates and juvenile justice system officials – in girls' reform efforts. A larger goal of the hearings was to reorient the overall state juvenile justice policy direction.

The Children's Campaign also conducted public opinion polling to better understand public sentiment and gauge its alignment with shifting policies and budget priorities. This would inform the advocacy strategy; with its goal of engaging citizens to action, the campaign needed to understand their core values in order to create messages that would resonate. Polling showed that the public strongly supported prevention and early intervention.

When the dust settled, the PACE Center for Girls, Associated Marine Institutes, Florida Network of Youth and Families, and other day treatment programs remained standing. They had defied the threat of budget cuts through advocacy efforts led by The Children's Campaign throughout 2001 – 03.

For the first time, the shared threat to their programs brought together several important direct service providers and citizens to work together under the umbrella of the Florida Juvenile Justice Association. This was done alongside stakeholders from residential lockup facilities, who stood with reform advocates though they were not being cut. This joining of all juvenile justice members for what was right for youth – instead of fragmented, individual agencies and providers interested primarily in their own agency budgets – marked a critical shift in climate from “my agency” to “our kids.”

Having unified a group that came through the crisis as a force to be reckoned with, Ravoira and Miller understood that a movement was growing that could drive reform, elevating the visibility of girls' needs in the justice system to the next level. Rather than go their separate ways, they redoubled their efforts together to make sure this would never happen again.

Second State in Nation to Mandate Gender-Specific Legislation

In 2004, Florida passed legislation mandating gender-specific programming, authored by Ravoira. It was the second state in the nation to do so. The 1992 Reauthorization Act by Congress of the JJDP Act of 1974 (which first set Ravoira and Miller to working with homeless youth) had mandated that states provide gender-specific

services in order to qualify for federal funds, but Florida had not considered state level guidelines requiring it. This meant it held no accountability for appropriations of funding for girls' services or for oversight of implementing quality gender-specific services.

Ravoira proposed legislation with support from The Children's Campaign, and girls from the PACE Center for Girls engaged in extensive advocacy to secure its passage, including testifying before the relevant committees and meeting individually with state legislators. Bipartisanship proved key to the bill's success: the House bill was sponsored by a Republican, the Senate bill by a Democrat. The bill's most critical supporter was then-Senate President Jim King, a Republican from Jacksonville. His leadership was instrumental in securing passage during the last hours of the legislative session.

Not only would the new law hold systems accountable, but also it secured a way of protecting girls' services against renewed threats of budget cuts each year. It signaled a new layer of accountability by the state as a growing number of girls entered the juvenile justice system to face funding that was traditionally allocated to boys. In an important sense, gender-specific legislation protected the base level of programming necessary for girls, even as programs that identified as gender-specific could catch up with implementing the Valentine Foundation's key principles.



Getting Florida Back on Course

On the heels of leading the country in gender-specific legislation, the Florida Legislature closed the Florida Institute for Girls maximum security prison in 2005, five years after it opened, amidst grand jury allegations of abuse, neglect and sexual misconduct. Under the leadership of state representative Gus Barriero, Chair of the House Public Safety and Crime Prevention Committee, state funding for the prison was eliminated through the work of Miller and The Children's Campaign and others,

and Ravoira provided information and testimony. The mistreatment of girls in that facility became a further catalyst for reformers' efforts.

Its shuttering led reformers to hope: was the pendulum swinging back toward prevention and the front end? Had policymakers begun to listen, act more strategically, and become more informed by research and information? Reformers felt that a light was now shining on how Florida had gotten off course.

The state needed to act quickly to recover from the backlash of the failed prison for girls and was more open to work collaboratively across ideological thinking, state agencies, social service agencies, law enforcement and advocacy groups.

At the urging of The Children's Campaign, the Florida Department of Juvenile Justice convened a Girls Advisory Council to oversee the transition of the 67 girls locked up at the prison, most of whom were extremely high-needs but of low-risk to public safety. They needed individualized assessments and proper placement plans to be moved from the facility. Conducting these assessments would later inform a larger study and raise questions about the appropriateness of placement of girls.

Ravoira was appointed to co-chair the Girls Advisory Council with then-Assistant DJJ Secretary Charles Chervanik. Members included justice department staff and community stakeholders. A major shift in philosophy, the council was an important step in solidifying a partnership between the state and advocacy community and resulted in their hosting together the first-ever Girls in Juvenile Justice Summit the following year. This was to better identify needs and to recommend a blueprint for reform.

Meanwhile, Ravoira and NCCD researcher Vanessa Patino Lydia went into the soon-to-be shuttered prison to assess the girls' next placements – whether home or to another facility elsewhere in the state – using NCCD's risk assessment tool, Juvenile Assessment and Intervention System (JAIS).

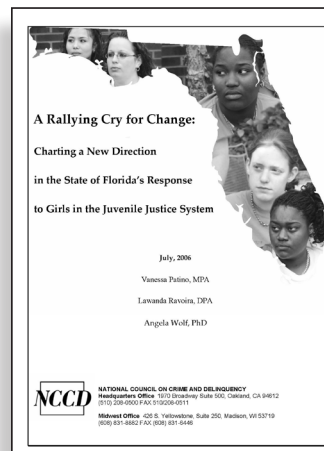
JAIS is a validated risk, needs, and treatment strategies instrument used to assess girls' needs in the following categories –“mental health, family relationships, social skills, peer relationships, vocational skills, value orientation, substance use/abuse, school/educational issues, and health”—and score their risk to public safety. This information is then used to design an individualized treatment plan for each girl.

Reformers' worst suspicions were confirmed. They discovered that girls' offenses did not warrant maximum-risk placement and that they suffered from extensive,

complex needs. They also found on the front lines a group of over-worked and underpaid staff who were at best poorly trained in responding to girls with backgrounds of violence, abuse and trauma.

A Rallying Cry for Change

This experience by Ravoira and Patino and their findings at the prison led them to request funding for a comprehensive assessment of all girls committed in Florida's juvenile justice system. This level of individual assessment of 319 girls in residential and non-residential programs in Florida had never been done before anywhere in the country. The resulting research was called A Rallying Cry for Change, released by NCCD and underwritten by the Jessie Ball duPont Fund in 2006.



Using the JAIS tool, the study allowed NCCD to develop recommendations for an essential set of services to support the profile of girls in the system. Their needs had never before been so thoroughly documented and laid bare. It allowed advocates to call for specialized mental health and substance abuse treatment services, family-focused intervention and treatment, medical services for pregnant and parenting teens, and traditional education and career and technical education.

Sparked by lives once blunted at the prison, the girls' experience had greater impact than they would ever know. A Rallying Cry for Change and the new knowledge it provided would launch years of important technical assistance work. Carried out by Ravoira, Patino Lydia, and others, they went into programs throughout the state, introducing gender-responsive concepts, language and practices, and educating and training staff toward long-term reform.

Events at the prison also led the Florida Bar Foundation to fund a statewide reform initiative led by Ravoira and Miller to address the disparate treatment of girls and young women in the justice system. A Rallying Cry for Change became the impetus for gatherings around the state including the first think tank specific to girls, the Girls Summit. Feedback was garnered from stakeholders across the juvenile justice continuum. Focus groups with 75 prison staff members who worked closely with the girls were also critical in identifying gaps in services, girls' needs and barriers to effective service delivery. Reformers were able to identify a complete set of services that helped to cement what it would mean to be gender-responsive within juvenile justice facilities.

A Blueprint for Action

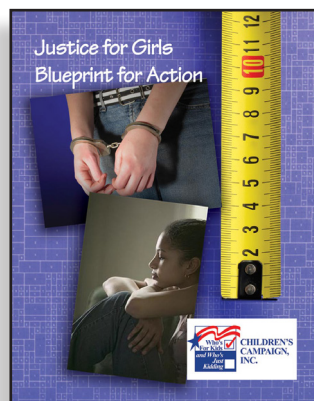
The recommendations from the comprehensive assessment resulted in the Justice for Girls: Blueprint for Action to DJJ in 2006, co-authored by Ravoira and Miller. It spelled out specific policy reform recommendations agreed to by the widest possible range of stakeholders during its two-year vetting and development process.

In the end, input came from national experts, the Girls Advisory Council, and many others from the earliest days of the movement. This included the NCCD, PACE Center for Girls, The Children's Campaign, the Florida Juvenile Justice Association, the Florida Network of Youth and Family Services, girls in the juvenile justice system at all levels, participants in the Girls Summit, the courts, attorneys, probation officers, educators, service providers and others.

Meanwhile, a change in Florida's administration offered new promise for partnering on reform. Envisioned and promoted by The Children's Campaign, a Blueprint Commission was authorized by incoming Gov. Charlie Crist (2007-11) who proved receptive to studying and improving juvenile justice for all youth, inclusive of the needs of girls. The Commission was funded by the Jessie Ball duPont Fund, Jeht Foundation, and Eckerd Family Foundation.

Today, reformers recall that time as a rare window of opportunity when a new administration change had policymakers actually requesting a key policy document. The Commission's report was used as a guide when the Department then developed a strategic plan and initiated a process of continually producing a sequence of plans designed to keep pace with the changing needs and priorities of juvenile justice in Florida. Advocates worked closely with DJJ Secretary Walter McNeil throughout the process and used the report significantly to educate policymakers.

With events unfolding from the past few years, reformers could now point to comprehensive research of the pressing needs of girls in Florida's juvenile justice system, and had successfully involved the state in addressing their needs. The state's involvement signaled an important shift in the momentum of the reform movement. It shed having to react to external events and policy shifts to actively creating the future for Florida's girls, and all youth, by strategically building a sustainable campaign focused on systemic change.



Local Response

With the Justice for Girls Blueprint for Action, the state as a whole seemed finally headed in the right direction, but something nagged at reformers' conscience. In their own backyard of Jacksonville, serving as the seat of Duval County, girls were being jailed at rates alarmingly higher than anywhere in the state – in fact, a whopping three times higher than Orlando, Tampa and Fort Lauderdale combined.

What's more, they were wrenched from the community and sent to residential lockup facilities far from home because Jacksonville had none. This practice contributed to complex traumas and increasing levels of disconnection from their families, schools and community that Ravoira knew could plunge them deeper into the criminal justice system.

Applying the Statewide Model Locally

Reformers also knew it was time to test the Justice for Girls strategic advocacy model's proven efficacy on the state level in driving reform on the local level.

By this time, Ravoira had turned over the reins of the PACE Center for Girls. She found it increasingly difficult to practice a deepening level of advocacy in the public policy arena while leading an organization that relied on government funding for programming. It seemed she could represent girls' voices with greater truth from a place of greater independence. After all, maintaining an independent voice through 100 percent donor support has long been regarded by Miller as the linchpin to The Children's Campaign's success. The organization has accepted zero government funding through the years and still accepts none today.

Together, they set a local course of action. It needed to start with building consensus first, by establishing a citizen-led local council, advised by a coalition of experts, providers, and interested groups.

With funding by the Women's Giving Alliance, the model's replication began locally in Jacksonville in 2007 through Justice for Girls: The Duval County Girls' Initiative, led by The Children's Campaign and staffed by Miller and Ravoira. This original, 13-member, citizen-led Leadership Council was made up of local thought leaders, mostly women (but with several men too) who cared deeply about girls and young women, identified carefully by Ravoira with the help of local girls' advocates and political science strategists. They would be the first collective of individual citizens taking philanthropic action to help initiate or facilitate entryways for funding programs, services and research. Using their sphere of influence, the Council members became strong allies and advocated for change.

One of the first questions raised by the council was this: why do we have 68 girls being sent away...what is the universe of at risk girls? Who are they? How did they get down this path? What are the specific needs of girls living in Duval County from which we can develop a blueprint for action? This would mirror the statewide Justice for Girls Blueprint for Action co-authored by Miller and Ravoira, released in 2006.

A Community Needs Assessment was undertaken to identify girls' needs and available community resources through key informant interviews conducted with judges, the sheriff, the state attorney, public defenders, service providers, schools, parents and girls. Vanessa Patino Lydia, a researcher with NCCD, analyzed key data sets from relevant public agencies and local service providers. Between the quantitative and qualitative data, illuminating practices were revealed, especially a high rate of school suspension and expulsion among elementary girls that increased up to 10th grade. This was troubling, since Ravoira had previously presented data to the Leadership Council from the Educate or Incarcerate study about educational failure and the link to girls' later incarceration.

Girl Matters®: It's Elementary is Born

Research also revealed that almost 70 percent of girls entering the juvenile justice system shared a history of school suspension. These findings prompted the Leadership Council to make the connection that prioritizing early intervention was where they wanted to start (further downstream than addressing girls in lockup) as a way to reduce the number of girls heading to the juvenile justice door. This idea would become Girl Matters®: It's Elementary, the first community-based model program born out of local, strategic planning.

The program worked like this: Through intensive one-on-one mentoring, coupled with heavy, comprehensive support to elementary girls, their peers, families, classroom teachers and school administrators, it improved school success by interrupting the suspension and expulsion of girls. It was nominated by Delores Barr Weaver of the Weaver Family Foundation to receive four years of initial funding from the Robert Wood Johnson Foundation. She committed the first year of funding match and the Leadership Council members helped leverage matching dollars by local funders each year – and continues to do so today.

In this way, a comprehensive strategic plan was adopted that focused on the creation of model programming and advocacy initiatives specific to Jacksonville. This would help transform Duval County and Northeast Florida into a national model for effectively addressing the multiplicity of girls' needs in the justice system – one community, one girl, one root cause at a time.

COMMUNITY FRAMEWORK FOR SYSTEMIC CHANGE MILESTONES FOR THE JUSTICE FOR GIRLS: DUVAL COUNTY INITIATIVE

2007-2012

- Justice for Girls Duval County Initiative funded by Women's Giving Alliance in October 2007
- Justice for Girls: Duval County Initiative Leadership Council formed
- Convened Justice for Girls Advisory Group of girl-serving organizations
- Launch of Jmmatters.org and iamforkids.org website and Get Active platforms
- Conducted local needs assessment using multiple data sets, focus groups, individual interviews
- Published Briefing Paper 1 : Profile of Duval County Girls Entering the Juvenile Justice System
- NCCD selects Jacksonville and opens National Center for Girls
- Girl Matters Training Curriculum published and piloted with FDJJ 26 residential providers
- Published Briefing Paper 2: Strategies to Achieve Systemic Change
- Published the Justice for Girls: Duval County Blueprint for Action
- Florida Legislature convened first ever joint hearing on girls at request of Leadership Council
- Invited to provide testimony at the U.S. House Criminal Justice Hearing on Girls, DC
- FDJJ strategic plan included zero tolerance for use of restraints called for by Initiative
- FDJJ funded the Justice for All Girls (JAGS) detention intervention program
- Prison Law Center adopts Justice for Girls reform model for replication in Stanislaus, California
- Invited to provide testimony at the Senate Committee on Judiciary Hearing, DC
- Implemented Robert Wood Johnson Foundation funded Girl Matters®: It's Elementary in 2 schools
- Implemented & administered OJJDP funded National Girls Institute
- Published Gender Responsive Protocol Assessment adopted by FDJJ
- Published SAVVY Sister Curriculum adopted by FDJJ and 7 states nationally
- Advocated for and passed Safe Harbor Laws protecting victims of trafficking
- Advocated for and passed Anti-Shackling Legislation for pregnant girls
- Published Trauma-informed Care Curriculum and trained FDJJ probation officers

2013-2016

- Transition NCCD Center for Girls and Young Women to the Delores Barr Weaver Policy Center
- Developed/implemented Girl Matters®: Continuity of Care Model serving 400 First Coast girls
- Expanded Girl Matters®: It's Elementary Program to additional public schools
- Launched Girls Court
- Wrote and secured passage of expanding Confidentiality of Juvenile Records Legislation
- Wrote and secured passage of Expungement of Juvenile Records Legislation
- Developed Open Doors: A First Responder/Total Victim Assistance Model and secured \$3.2M in general revenue funding and trust funds

Opening of National Center for Girls and Young Women

As a result, in 2008, through a partnership with the National Council on Crime and Delinquency, Ravoira sought private funding from the Jessie Ball duPont Fund to open a National Center for Girls and Young Women in Jacksonville. This fueled an even greater focus on reformers implementing research-based, gender-responsive programming and acting as a powerful catalyst in the work.

The NCCD Center for Girls and Young Women opened in 2009 and had remarkable success in the development of cutting edge, research-based curricula, providing training and technical assistance throughout the country, establishing the National Girls Institute for the federal government, and developing and implementing researched-based direct service programs for girls in detention and elementary schools.

Recognizing the importance of locality and a strong voice for girls, the Jessie Ball duPont Fund made possible this very specialized center with the juvenile justice expertise they knew was present in their own backyard of Jacksonville. This meant the center was ingrained in the local community but part of a national organization looking at juvenile justice and system reform, research and policy across the country, simultaneously increasing the visibility of Florida as a national leader in justice reform work.

The center addressed direct service, program and system level issues while maintaining an emphasis on advocacy and public education. Importantly, girls' voices and experiences formed the core of the work, and a foundation grounded in research. The center recognized that gender-responsive tools, ongoing training, and technical assistance were all critical components in effectively meeting girls' needs and improving public safety. Finally, in order to ensure effectiveness, the center emphasized systems accountability and evaluation. The priorities of the center were to develop a training curriculum and assessment tool responsive to the state and local-level issues identified in the Justice for Girls: Blueprint for Action.

More Reforms Take Hold

Around this time, sustained reform efforts rooted in previous years' work on the state level began to take hold, benefiting Jacksonville and other local communities throughout Florida. Advocates stopped the growth of residential beds in lockup facilities. It also didn't hurt efforts that reformers had the nation's catastrophic 2008 economic collapse in their favor as well, with fewer prisons being built or even discussed.

Through the past few governorships, actions by state administrations proved generally favorable for change.

Under Gov. Charlie Crist, who had previously convened the Blueprint Commission and welcomed the guidance and leadership of Miller (senior advisor) and Ravoira (vice-chair) on that body, advocates began seeing reforms taking hold as the state actually whittled down the number of beds for youth in residential lockup facilities. The trend of reversing bed growth continued with the Gov. Rick Scott administration (2011-currently), under the leadership of Secretary Wansley Walters at the Department of Juvenile Justice.

A look back reveals that in 1999, at what had been the point of the most drastic need for reform in Florida, there were 5,579 beds in juvenile lockup facilities, climbing to 7,256 beds in 2003 (during Gov. Jeb Bush administration 1999-2007). Today, there are 2,198 residential beds with a 2016-17 projection of 2,245. Florida has reduced residential beds in juvenile justice facilities by 71 percent since 2003 – good news for Florida's four million youth.

In 2012, under DJJ Sec. Walters, the state played a key role in driving change when it began implementing its reform plan, the Roadmap to System Excellence, which could trace its roots to the original Blueprint Commission. Today's Roadmap focuses on practices and services to prevent arrests and divert youth who do not belong in the system; finding appropriate alternatives to holding them in costly and secure detention facilities that can contribute to negative outcomes; and reducing and redesigning residential bed capacity. The department also lays out specific yearly objectives about the reductions it wants to see to coincide with the reductions in number of arrests and youth entering the system. And, just as importantly, the Roadmap includes looking at the needs of girls.

Resource allocations shifted from residential and detention care toward effective prevention and diversion programs, services and treatments. But, to the dismay of reformists, most of the funds saved from reducing residential care did not stay within the juvenile justice system. Dollars were drained away to support other criminal justice projects, especially adult corrections. It has left severe gaps in services for justice-involved youth and for those returning to the community after serving their commitment stays. Still, the much-needed collaboration with national and state stakeholders, including families, continued to build the inclusive network necessary for a supportive and successful system. Today, this focus continues with current DJJ Sec. Christy Daly, a champion of prevention and reducing system involvement among youth.

Meanwhile, Miller and The Children's Campaign continued to drive important legislative shifts in the state capital. The first was a call to key lawmakers to convene a legislative hearing on girls to come together with reformers to examine the state's zero-tolerance policies and how they were negatively impacting children, especially girls.

to educate the community and the criminal justice system about her victimization.

The year was 2012 when The Children's Campaign and Ravoira (then with NCCD) had undertaken an important campaign to educate providers, stakeholders and conscientious citizens about how the child welfare and criminal justice systems in multiple cities in Florida had failed Biannela Susana, a 25-year-old widowed, Latina mother of four.

National media had dubbed Biannela "the worst mother in the world" in the aftermath of the death of her toddler son, who had suffered head trauma at the hands of her oldest son, 12. He now faced a life sentence as the youngest person in Jacksonville ever charged as an adult for first-degree murder. Biannela sat nearby in the Duval County jail, charged with manslaughter by culpable negligence in her toddler's death and facing up to 30 years behind bars. And her two middle children had become wards of the State, which advocates believe happened without adequate representation and due process.

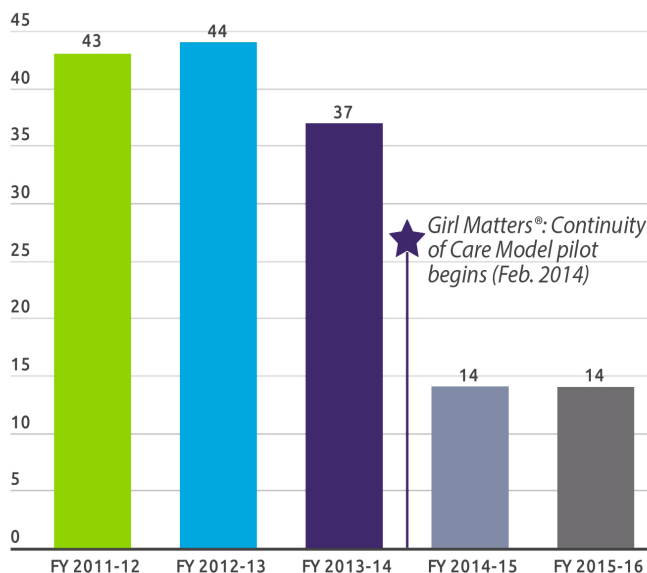
Unfortunately, her tragic story was all too familiar to advocates, who said Biannela's childhood rape, multiple instances of in-home violence and abuse, trauma and neglect foretold of a risk trajectory shared by thousands of adolescent girls with similar histories that lead to tragic outcomes when their neglect and victimization go untreated.

Advocates offered a case study of Biannela's life through the compounding stages of abused child, wife and mother, meticulously examining the opportunities for prevention and intervention that could have redirected her life and improved the circumstances for her children. Many points of intervention were missed by school officials, medical professionals, law enforcement and the child welfare and protection system. The services Biannela and her children desperately needed either were denied or never came about. Had the necessary prevention and intervention services been available, advocates said, the impending trial of her oldest son, the death of her youngest son, as well as her own charges would have been prevented.

The Children's Campaign publicized Biannela's story for more than a year, writing articles, sending direct mail pieces, and policy briefs that culminated in the launch of a petition signed by thousands of citizens around the state in support of rehabilitation over prison to give Biannela a chance at a future that the failings of others had taken away. Their efforts succeeded in a host of probationary measures and supports to Biannela in the form of medical care, therapeutic services, education, employment (at the Policy Center) and safe housing. Today, she heads up the Policy Center's Girls Leadership Council in Jacksonville.

Duval County, Florida Sustains Reduction in Girls' Incarceration

Number of Girls Incarcerated from Duval County



67%

Since the Policy Center opened in 2013, Duval County has sustained a 67% reduction for girls' incarceration, compared to 27% statewide for girls.



30

30 fewer girls were incarcerated the past two years, compared to the 44 girls in FY 2012-13.



\$831,270

Keeping 30 girls out of lock up saves the State of Florida an estimated \$831,270 per year.

Sources:

Florida Department of Juvenile Justice, 2015-2016 Delinquency Profile
 Florida Department of Juvenile Justice Legislative Budget Request, September 2015, cost calculated at \$27,709 for 6-month in carceration per girl



DELORES
BARR WEAVER
POLICY CENTER

Overall, the campaign was successful in showing how system shortcomings can routinely erect barriers in girls' lives, illustrating how multiple system failures can adeptly rob them of the basic opportunities others take for granted.

Additional Wins for Girls

More success followed. Major wins for girls piled up fast and furiously in Florida's 2016 legislative session (see 2016 Legislative Successes section of this report) bearing witness to the effectiveness of the movement's focus on justice reform over the last three years. Noteworthy among the successes is the inaugural state funding for the Continuity of Care program, piloted by the Policy Center from 2013-15. This helped drastically cut incarceration rates among girls by wrapping them in continuous, therapeutic services for previously unaddressed mental health needs during every step of the juvenile justice system through probation, detention, in residential placement or transitioning back to the local community.

As a result, the incarceration rates for girls in the Jacksonville metro area dropped by 48 percent; within Duval County incarceration rates of girls plummeted by 67 percent, and the state's Fourth Judicial Circuit based in Jacksonville no longer has the highest number of incarcerated girls in the State of Florida.

Justice for Girls reformers point to these results as what can happen when a community changes the way it responds to girls, and insist their model is ready to take to scale.

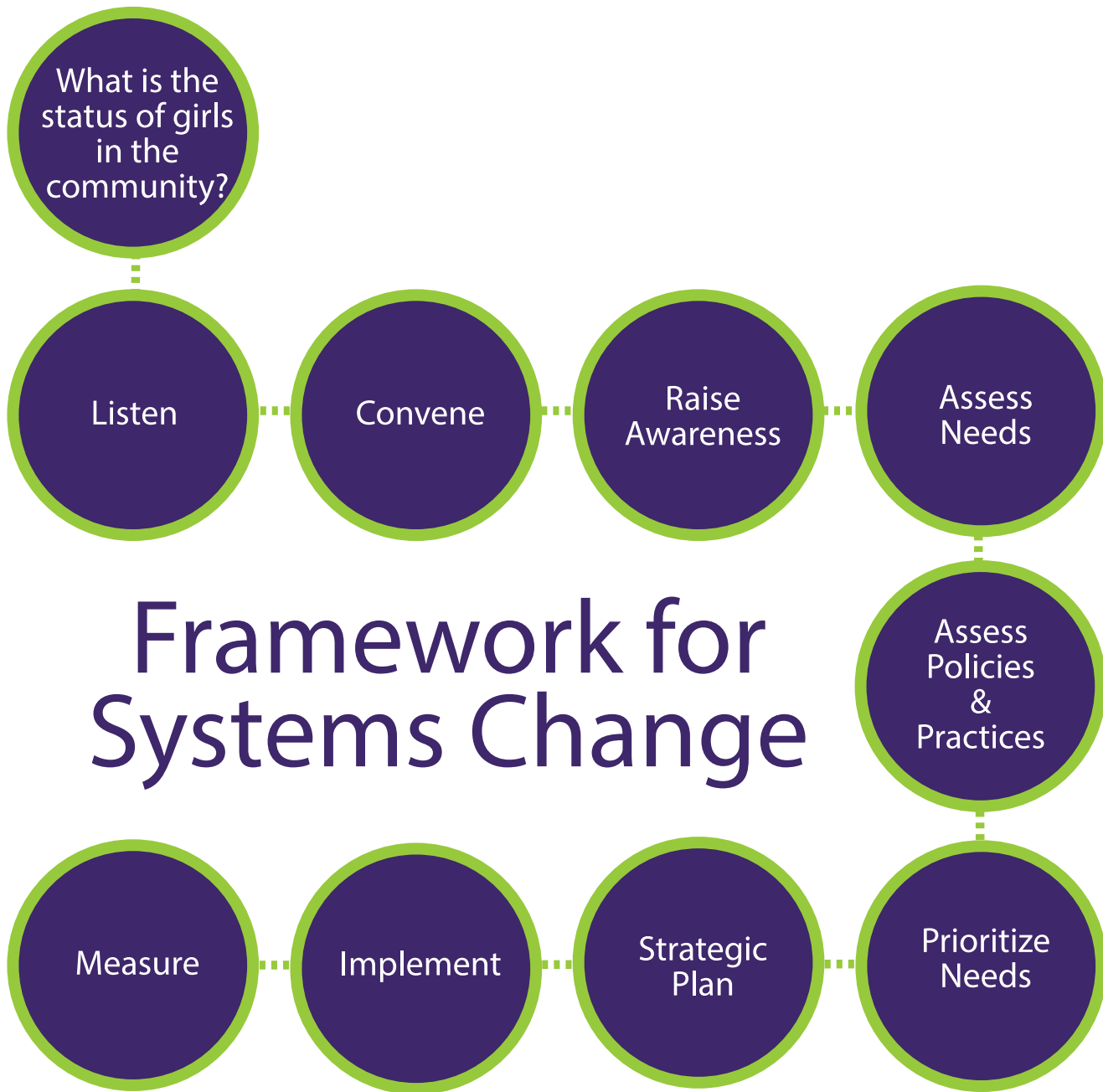
A Framework for Systems Change

These successes are the result of improving the status of girls in a community. The work has entailed a multi-faceted strategy that accelerates significant system reform. This includes:

- having formal and informal community citizen leadership structures that become strong and influential cadres of allies;
- creating viable interventions at every point along the continuum that serve to "interrupt" the flow of girls into the system; and
- providing information, options and alternatives to educators, police, probation officers, prosecutors and judges — those decision makers that girls encounter; and listening, listening, listening — to the data, to the girls and their families and to the community.

The link that connects all is the education and awareness component, which is part of the model and critical to building and sustaining relationships with local funders and Leadership Council members that have rallied around

programming and services for girls since the development of Girl Matters®: It's Elementary. Continuously looking at trends and patterns by gender, race and ethnicity and at community indicators of the health and well-being of girls drive decision-making and are the foundation for the interventions and advocacy efforts. And more than just developing program models, staff from the Policy Center are on the ground — and engaging others — in elementary schools, in detention, in court, in residential facilities. Being present and sharing a consistent message that includes core values around girls in the juvenile justice system helps bring credibility to the work. Additionally, when citizen leaders and other stakeholders begin saying that these girls are worthy of attention, worth sitting in court with, worth writing letters to legislators for, it shows we are changing/shaping the community's response to girls.



WHAT IS THE STATUS OF GIRLS IN THE COMMUNITY?

Gather baseline information about girls to determine their status, review existing data sets and reports, and observe initiatives focused on girls.

LISTEN: Facilitate listening sessions with girls, focus groups with key stakeholders, and face-to-face meetings and interviews with diverse members of the community to better understand local issues.

CONVENE: Organize a taskforce to engage community members who can engage diverse individuals to dialogue (includes key stakeholders such as judges, educators, social workers, public defenders, mental health professionals, parents, girls and young women, community volunteers, etc.).

RAISE AWARENESS: Through dialogue such as hosting a briefing or a Girl Matters® overview training that is tailored to the needs, challenges, and opportunities in the community. This initial training is a broad outline of the gender-responsive tenets, a discussion of why girls are critical to the well-being of a community and a review of current research. Questions are posed about the needs of girls in the local community, the availability of services, gaps in services, and how the local needs are tied to state policies, practices, rules and resources. This launches a dialogue to understand community strengths, challenges, and opportunities at the table. This step in the process also helps gain top-level support with key stakeholders (decision-makers) to expand sphere of influence.

ASSESS NEEDS: Conduct a needs assessment that includes local and statewide data trends, how many girls are in, or at risk of system involvement, the profile of needs, the voices of girls and their families, and their recommendations and experiences with systems.

ASSESS POLICIES & PRACTICES: Conduct a protocol assessment that looks at existing policies, processes and procedures to identify strengths and areas for improvement.

PRIORITIZE NEEDS: Identify priorities by convening community stakeholders to share and review community needs assessment and findings from the systems protocol assessment.

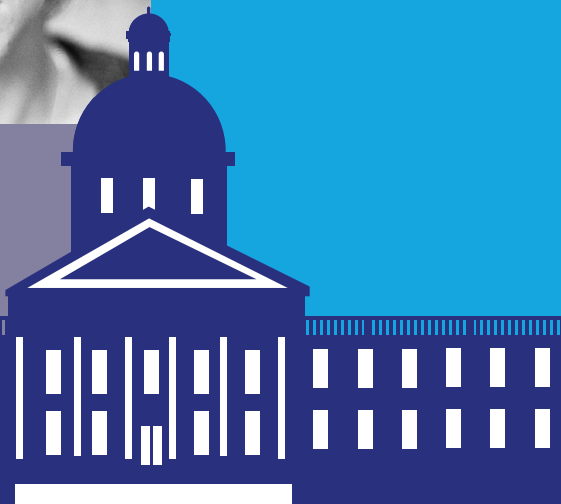
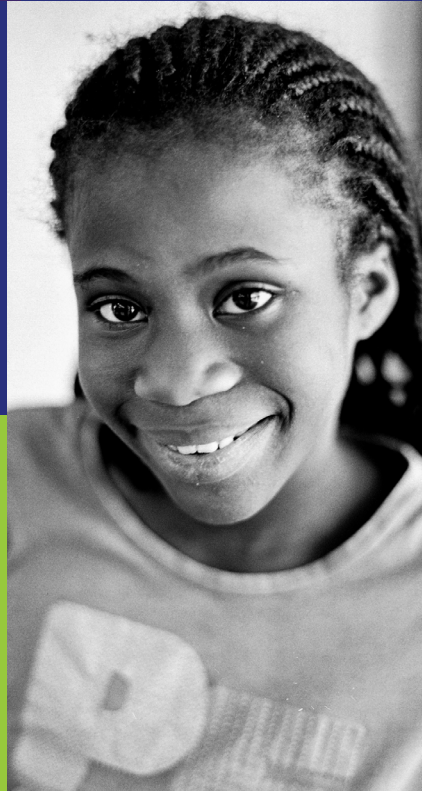
STRATEGIC PLAN: Create strategic plan from the needs assessment and protocol assessment findings. The strategic plan lays out the vision, goals, objectives, implementation strategies, and the timeline to improve community outcomes for girls.

IMPLEMENT: Ongoing training and technical assistance help guide the process and operationalize the priority steps and strategic plan.

MEASURE: Monitor impact and reflect on lessons learned to assist community stakeholders in advancing the vision, goals, and objectives of the strategic plan.



LESSONS LEARNED



LESSONS LEARNED

“*Take your time getting to know a girl, let her develop trust, build a relationship with her so she feels safe to open up. Be patient.*”

- Response from a girl incarcerated in a lockup facility, when asked what she wants the world to know that will help other girls.

The following section is a reflection by Ravoira and Miller regarding the lessons learned and considerations for funders.

THE LONG VIEW: The leadership team that is convened must embrace the long view of a reform movement and fundamentally understand that systemic change is a process that entails a sequence of activities that build on each other. For example, the advocacy work that happened in 2010-11 culminated in the passage of the Safe Harbor Act in 2012. However, when the Safe Harbor Act was threatened in 2013 by a push to revert back to placing victims of trafficking in involuntarily lockup, if the advocacy efforts had not been successful then in protecting the Safe Harbor Act, the wins in 2016 would never have happened. The protection of Safe Harbor in the 2013-2014 Legislative Session was a pivotal point in the progression of the reform work for victims of sex trafficking. It set the stage for the support in 2016 for the Open Doors pilot project.

CITIZEN-LED, NOT-PROVIDER LED: The reform advocates must be connected with politically aware citizen leaders, with service providers participating in an advisory capacity. Service providers play a critical role in sharing their “front line” experience to inform the reform platform, but the initiative cannot and should not be provider-driven. Experience in Florida has shown that service providers’ agenda do not always align with the larger reform agenda. Providers (out of necessity) are generally funding-focused and not policy-driven. Generally, the providers’ priorities are agency specific and narrowed by their individual agency funding needs. Likewise, providers are not in a position where they can promote a reform agenda that could negatively impact their current contracts or future contract negotiations with government agencies if conflicts arise over the proposed policy shifts.

Providers are often in competition for public dollars through a competitive bidding process and this limits their ability to engage with each other in systemic reform

movements. Trust and turf issues exist in coalitions with providers.

BUILDING THE CITIZEN-LED LEADERSHIP COUNCIL: Members should not be elected officials, service providers or individuals who are not able to take risks in speaking out about policy shifts or other controversial issues. Qualities of successful members include those who have had experience in solving complex problems, have earned a credible reputation, are willing to use their sphere of influence and are independent enough to be able to present new ideas and a different way of doing the work to decision-makers. They are able and willing to use their connections to get new ideas presented and implemented. They are not employees of organizations/agencies where reform is being sought. This is critically important. Individuals who represent the organizations that are the target of reform far too often chair coalitions and provider-driven groups.

SUSTAINING THE CORE: The core members of the leadership team must stay together over a multi-year period (if they are demonstrating success). In the case of the Justice for Girls Reform Movement, the core members of both the Advocates (Miller, Ravoira) as well as the initial members of the Justice for Girls: Duval County Leadership Council was sustained. This provided the opportunity to engage in a relationship that was built on trust and the ability to learn the nuances of the moving parts of a reform agenda. If the lead advocates (Miller, Ravoira) had left, it is highly possible that their successor would not have brought the same passion and commitment to continuing this effort.

PARTNERSHIPS: The reform work requires a partnership that includes experts in best practices, research, training and policy. The “players” cannot be under one roof. This work requires the understanding of the difference between “advocacy” and advocacy through the lens as a “watchdog.”

For the Justice for Girls Movement, making this decision was intentional. The positives and negatives of the

traditional coalition model were weighed (noted above) and the limitations were identified. The new model that was created specified critical skillsets to be performed by two (and on occasion three) separate organizations. All have significant expertise in the work and deep connections to citizens and community leaders. None are employees or under the thumb of the entities that were the target of reform.

It is ideal if at least one of the agencies in this new model has inside connections. There must be some degree of separation that allows the “watchdog” advocacy arm to have independence and to “give cover” to the other partners when handling controversial issues and dealing with the pushback that will happen when creating systemic reform.

This has allowed the Justice for Girls Movement team to play “inside baseball” due to the credibility with the organizations being reformed.

FUNDERS AS PARTNERS: The success of the reform movement is dependent on the funders' willingness to engage in a relationship with the Leadership Team. This creates a safe space to dialogue about the changing landscape including the nuances of the political environment. Understanding the dynamic environment where the work is taking place creates the necessary understanding and support when the reform work needs to change course. Unexpected events (9/11; murder of tourists at Florida rest stops; Orlando massacre at Pulse, etc.) impact the attitudes of politically aware citizens and the political will of elected officials. These unexpected events impact what can be done, when it can be done, and how the work gets done (or does not get done in that projected timeframe). It is critically important for advocates to be able to communicate openly with funders about why a shift in focus or activities is necessary – and to be supported in making these shifts. When funders understand the importance of being nimble in the changing landscape, it allows reformers to be in the position to react to things that are out of their control (positive and negative).

DEFINING SUCCESS: Funders must be willing to define the metrics (success and failure) through a system reform lens. These metrics are distinctly different from those of direct service. This entails seeing the bigger picture and being willing to invest in the long view of advocacy, recognizing that the outcomes are often aligned with 4-year political cycles.

GROUNDING IN RESEARCH: It is critical that interventions and initiatives are grounded in the best available trend data and from the voices of girls and stakeholders. Data must be analyzed by gender and race/ethnicity to look at differences and potential disparities that call for specialized interventions.

Further, when developing program models, funders should be open to building practice-based evidence, which seeks to build evidence from the ground up with a specialized

population (rather than relying solely on evidence-based practices) that may place barriers to innovation. Model components should be based on best practices for working with girls with a deep understanding of the importance of comprehensive approaches that adapt to the needs of girls within the context of the community and external factors.

Funding for continued research and evaluation should be an aspect of every programming endeavor. Documenting the model in practice with particular attention to the external factors enables the field to learn about the implementation of girl-centered responses and specialized treatment interventions for girls with a complexity of life experiences and disconnections from schools, communities and families. Thoughtful evaluation helps capture the components that are most beneficial to girls and families for interrupting the path to the juvenile justice system and strategies that are supportive to girls and their families. Building practice-based evidence provides useful baseline data to learn what is happening with girls who are coming to the attention of authorities and being arrested, detained, put on probation, and incarcerated, as well as the specific concerns of girls transitioning back to their homes and communities.

SCIENTIFIC POLLING IS A NON-NEGOTIABLE: The reform strategy must be grounded in polling science. If the strategy and movement's communications are not backed up by polling science, there will not be as many wins.

HIGH QUALITY COMMUNICATION: Informed by political science and polling, the reform movement must include a high quality, methodical communication strategy (social media, electronic media, and traditional media outlets). Communication must be continuous and consistent.

ENGAGING GIRLS AS EQUAL PARTNERS: Having girls as equal partners at the table from the beginning and at every step along the way ensures their voices are included in the overall planning, execution, evaluation and sustainability of the work.

FACES ON THE FACTS: The stories of those affected need to be told through a lens other than funding, which is how children's stories are generally shared with elected officials. For effective reform, we must show how the girls' narrative is related to the policy conversation. This tactic was especially successful in updating Florida's expunction laws because policymakers could connect stories of youth's futures being derailed to the need to lower the age at which juvenile arrest records are expunged.

FOCUSED STRATEGIC PLATFORM: It is important to be strategic in identifying the issues that will make up the reform platform. Although there are many issues that could be included, it is important to not tackle every issue related to the larger reform agenda at once. Limiting the number of agenda items at any one time allows for greater depth. In addition, when

communication takes place regarding an issue, it tends to get greater attention. Polling science, when done right, aides the prioritization.

LEADERSHIP SUCCESSION: Make leadership succession a priority at the onset of this work since long-term leadership and long-term/commitment to social justice change are critical. Leadership's values, commitment, and deep understanding of nuances must be embedded in multiple individuals or momentum gets lost when there is a change in leadership. This must occur at every level throughout the movement.



CONSIDERATIONS FOR
PHILANTHROPISTS

RESEARCH
BEST PRACTICES
ADVOCACY



CONSIDERATIONS FOR PHILANTHROPISTS

“*Being a teen girl is not easy at all. We've been through a lot more than people think we have. We've experienced really bad things. We know things we shouldn't. We want to share it's not easy being us. Not easy being me.*”

- Response from a girl incarcerated in a lockup facility, when asked what she wants the world to know that might help other girls like her.

Recognize the limitations of provider-driven coalitions versus citizen working with experts. Movements that have citizen leaders who are aligned with experts have a greater potential to bring about lasting system reform. Their voices aren't blunted by fears of losing government contracts, and there usually are fewer private agendas. Citizen-led coalitions also tend to have more direct access to political consultants' polling science, and communications experts experienced in changing public opinion on policy issues.

Understand that an effective reform movement entails a high degree of political sophistication. If we do not bridge political science with social science, social science will rarely win because system reform decisions are made in a political sphere. The relationship between social science and political science must exist for an effective strategy to succeed.

Invest in leaders who understand political science and who bring seasoned political expertise. Political science extends well beyond an individual or group knowing and having relationships with some elected officials. It's a complete field of study. Generally, social services are led by individuals who understand social science/social services but they do not have the skill sets needed to execute successfully from a political science lens. This results in the continuation of entrenched policies, practices and processes that are barriers to lasting reform.

Consider earmarking funds for advocacy. Strategic, citizen-led advocacy is a critical component of system reform, yet funders often shy away from underwriting advocacy initiatives. Setting aside a percentage of funds for citizen-driven advocacy and advocacy organizations that are well positioned and independently able to perform this work is vital. In addition, lasting system reform

requires both a long-term commitment from funders, as well as the flexibility to respond quickly when windows of opportunity present themselves. Public policy wins will sometimes require additional efforts to strengthen the law or even to protect its intent (see Safe Harbor case study in this section for additional details).

Develop the metrics for success through an advocacy/reform lens. Revisiting benchmarks and defining short-term and long-term outcomes differently may allow others to see the bigger picture.

CASE STUDY: PASSING, PROTECTING AND IMPROVING FLORIDA'S SAFE HARBOR LEGISLATION

2010

Safe Harbor Legislation (Florida HB 535 and SB 1700) was proposed by advocates. It was modeled after New York Safe Harbor laws and would recognize trafficked children as victims, rather than as perpetrators, of the crime of prostitution. Custody of these children would move from the juvenile justice system to the Department of Children and Families through dependency proceedings. The bills were introduced but HB 535 died in its second committee and its companion in the Senate was tabled at its first hearing and never passed.

2012

Justice for Girls advocates reached agreement on revised language and House Bill 99 was introduced to the Florida Legislature. House Bill 99, also known as the Florida Safe Harbor Act, was passed and signed it into law by Governor Rick Scott. This landmark legislation allows for sex trafficked youth to be deemed as dependent children in need of services, rather than as delinquents. It gave law enforcement the discretion to either arrest or deliver the minor to a short-term safe house, if available. However, adequate funding wasn't allocated to support the development and implementation of community based services for child victims of sex trafficking and commercial exploitation (CSEC).

2013

A child sex trafficking victim, placed under the care of the Department of Children and Families, was raped just days after being sent to a newly opened "safe house" in Miami. Headlines resulted in some legislators calling for changes in Safe Harbor Laws to allow the involuntary lock-up of victims of sex trafficking.

2014

Two bills were introduced that represented a serious departure from the original intent of Safe Harbor legislation. House Bill 7141 and Senate Bill 1724 called for the investment of taxpayer dollars to involuntarily lock-up and isolate victims of CSEC.

Senate Bill 1724 was proposed to establish a secure environment for the victims of trafficking based on what occurred at the safe house in Miami. SB 1724 sought, in part, to fund one secure safe house pilot project, which would have security features to prevent any entry into or exit from the facility or its grounds without the involvement of staff. The bill specified that these features may include, but are not limited to, walls, fencing, gates and locking doors.

Delores Barr Weaver Policy Center and The Children's Campaign denounced these proposed bills and raised concerns about 14th amendment rights (due process) being violated if victims were involuntarily placed in a safe house that they could not leave voluntarily.

The organizations published a position statement, Implementation of Safe Harbor Laws on Victims of Sex Trafficking- Facing Risk, Runaways, and Relapse, to implement appropriate practices for vulnerable population. In addition, In Harm's Way: Child Abuse, Child Rape, Sex Trafficking briefing paper was produced that delineated concerns of sex trafficking through the lens of child abuse and child rape.

The Policy Center and The Children's Campaign brought national experts to facilitate training and workshops to increase awareness of sex trafficking for practitioners - including Dr. Michelle Contreras, Dr. Patti Van Eys-Psychology of Human Trafficking, and Lisa Goldbatt Grace, MPH and Audrey Morrissey, Survivor and Assistant Director of My Life My Choice.

The Policy Center and The Children's Campaign engaged in significant public education activities. In partnership with Artworks for Freedom, a multifaceted, arts-based awareness campaign in Jacksonville drew attention to human trafficking. Citizen-leaders were engaged to sign letters, make personal calls and advocate for the protection of the Safe Harbor Law. Editorial board briefings were conducted, and interviews were conducted with radio and television stations.

The following highlights the critical need for philanthropic funding for social change to exceed one-and two-year funding cycles. Simply put, system reform takes time and policy "wins" are sometimes challenged and must be protected.

Testimony was provided to the House and Senate committees that included providing research on best practices versus the involuntary commitments of victims. The Policy Center and The Children's Campaign also worked with legislators to revise House Bill 7141 and Senate Bill 1724.

The Children's Campaign and the Policy Center won a major victory and successfully worked to remove this "lock-up" provision, which according to research and best practices would have further traumatized and victimized child trafficking victims.

Advocated for passage of HB 989, considered a positive sex trafficking bill that adds new protections for CSEC victims and includes human trafficking in the definition of the term "sexual abuse of a child." The confidentiality of court records is strengthened relating to child victims and victims are offered relocation assistance. The provisions eliminate time limits for criminal prosecution of human trafficking offenses and enhance penalties for traffickers.

2015

The Policy Center and The Children's Campaign leadership finalize research and site visits to Minnesota, Massachusetts, New York, Georgia and Tennessee that help them identify best practices for providing services to victims/survivors of sex trafficking.

A well-attended press conference launched a new public education campaign featuring close-up images of girls' faces with labels attached to their foreheads. This "Labels Campaign" was designed to raise awareness of the need to strengthen implementation of Safe Harbor legislation. This campaign would be recognized in the Tampa Bay area and regionally by the American Advertising Federation as "the best of the best" public education campaign with numerous ADDY awards.

Community partners were convened including Selah Freedom, Children's Home Society to reach agreement on programmatic design for statewide survivor - led, first responders service network.

The Policy Center and The Children's Campaign published Open Doors: Statewide First Responders Network Concept Paper. The organizations also worked with policy makers in the Executive Branch and Florida Legislature to secure funding for the Open Doors: Statewide Pilot Program. Embraced by the Attorney General, the Florida Legislature recommended \$3.2M in funding to launch the Open Doors pilot for survivors of sex trafficking.

2016

Presented testimony to Statewide Council on Human Trafficking at the invitation of Chairwoman, Attorney General Pam Bondi at Stetson University College of Law, Tampa, FL.

Contract negotiations for Open Doors underway; anticipated launch in up to five Florida regions in 2017.

FROM TROUBLE
TO TRIUMPH.
SEE THE GIRL.



CALL TO ACTION

FROM CONFLICT
TO CONFIDENCE.
SEE THE GIRL.



CALL TO ACTION

“ *I would make sure they had money, some place to stay, somewhere no one can bother them.* ”

- Response from a girl in elementary school, when asked what she would do to make things better for girls.

Florida's transformation from a state that hasn't paid enough attention to its children, and especially girls, to a state trying earnestly to reduce the huge debt amassed from years of neglecting their needs did not come about by accident. Rather, it's the result of a multi-year, strategically planned campaign using materials and ideas created jointly by The Children's Campaign and the Delores Barr Weaver Policy Center.

Research released by the Policy Center in March 2016 showed the needle moving in the direction of hope: half as many girls were incarcerated from the First Coast/Jacksonville area as compared to three years ago. This important progress in reducing commitment of girls offered the First Coast an incredible opportunity to showcase to statewide and national audiences what it is doing to reverse these trends.

In addition, Florida is experiencing larger gains and improvements than national statistics in the processes and practices that have negatively impacted girls, and the First Coast is experiencing larger gains than other areas both statewide and nationally.

Specifically, it means that fewer girls are being sent away from their communities to residential, lockup facilities, fewer girls are serving detention, and that communities are implementing alternatives to incarceration as well as expanding services to meet needs. And the question that is often asked is why? Or how? The answer is it didn't happen overnight. It involved rigorous research; strategic planning; being in the field; partnerships with girls, and citizen leaders; and partnerships with education, child welfare and juvenile justice officials. Simultaneously, it also involved having a watchdog agency monitoring policies, practices and legislation; and an agency to implement and modify interventions grounded in best practices for meeting needs of girls; as well as constant vigilance of the trends impacting girls

But Justice for Girls' advocates cannot rest.

Differences within and among communities, and their level of resources, coupled with the differences in the profile of needs by gender, warn that further attention be paid to education, children of incarcerated parents, and access to mental health care. To ensure that girls' needs are met requires continuous community effort, vigilance, implementation of new, better ways of doing things, and practice and policy shifts at every level.

Although much has been accomplished, more progress is needed. To ensure that girls' needs are met requires continuous community effort, vigilance, implementation of new, better ways of doing things, and practice and policy shifts at every level. The Justice for Girls leadership envisions a future in which more philanthropists see the value of investing in initiatives grounded in best available research and strategic advocacy to achieve social justice change.

Work is already underway to scale up the successful Justice for Girls Movement by establishing the Justice for Girls: Florida Initiative (Florida Initiative). The goals of scaling up the movement are to (1) change policies and practices that contribute to the disparate treatment of girls

The Justice for Girls leadership envisions a future in which more philanthropists see the value of investing in initiatives grounded in best available research and strategic advocacy to achieve social justice change.

at the community and state levels and (2) create a reform model for states to replicate to improve community-based responses and reduce reliance on the use of confinement.

As of December 2016, outreach activities were being conducted to seek funding for the following core next steps for the movement:

Profile and trends assessment: By using data analyzed by gender, race, ethnicity, and geographic location of adjudicated and confined girls in Florida to inform The Florida Initiative's priorities and recommendations.

Specialized assessments of the identified statutes, rules, and processes: Identify policies / practices that result in gender disparities including lock up for victims of sex trafficking, arrest and detention of girls for simple assault and non-law technical violations of probation, domestic violence policies, and school-based interventions, etc. to inform priorities and recommendations.

Comprehensive, measurable Three-Year Implementation Plan: Reach agreement and publish the strategic state blueprint that addresses the gendered pathways in the juvenile justice system in order to reduce commitment disparities for girls and increase access and availability of community-based services to meet needs of girls.

Replication Manual and Training for States: Develop and publish a comprehensive replication manual and training program for states to implement the Justice for Girls Initiative.



THE PEOPLE BEHIND THE MOVEMENT



THE PEOPLE BEHIND THE MOVEMENT

“*In making girls a priority, our community is setting the example for the state and nation. Today and every day, there's a growing chance that girls will be safe, valued and have a prosperous future if we commit to 'See the Girl.'*

— Lawanda Ravoira in response to the Justice for Girls Movement's success in reducing incarceration rates for Duval County (Florida) girls by 67%.

Visionary Leaders:

Lawanda Ravoira and Roy Miller

Lawanda Ravoira is a quiet force, her early years spent among strong roots and strong backs. A growing up life where women cared for each other and their children, where too many people lived in a too-small house. She could expect predictable days and expect predictable rights. It seemed natural that this extend to others when she dedicated herself to safeguarding girls' lives, girls who many people might sooner forget, or never seek to know.

Meeting girls where they are in life — from vast, hollow lockups to cramped community shelters — leading reform initiatives, and trusting in research that doesn't lie to gather the untold data underneath the real story, addressing inequity for girls in the juvenile justice system. She served in key roles as president of the PACE Center for Girls, a consultant with The Children's Campaign, vice chair of Florida's Juvenile Justice Blueprint Commission, director of the National Council on Crime and Delinquency's Center for Girls and Women, director for the Office of Juvenile Justice and Delinquency Prevention's National Girls Institute, and today, president and CEO of the Delores Barr Weaver Policy Center.

To her advocacy collaboration with Roy Miller, Lawanda first brought a basic trust that if more people understood the experiences of girls they would do what was right, a simple need for more education and awareness. She still believes, but now in the changing power of convincing if not everyone of the need for reform than the few who wield influence in any given situation and have the ability to change things. This is her focus as she walks through life, still seeing through the lens of those first few girls she began helping long ago.

Through the years, Lawanda brought the unwavering expertise of girls to the table. She listened to girls. She knew the gaps. She built programs by listening and asking girls to tell her about their experiences and needs. She works from a “strong roots and strong back” perspective to prove the worth and effectiveness of a girl-centered approach to juvenile justice reform, day in and day out.

Beside her is Roy Miller, known as a loyal son and friend. A hard worker. A bulldog, strategist and straight shooter, those closest to him say. As founder of The Children's Campaign in 1992, and a crusader for homeless youth and political campaign strategist before that, he dedicated his life to becoming today's top watchdog for Florida's four million children. This meant unabashedly speaking up for kids for almost four decades when anyone threatened to ignore the rights of the voiceless, overlook or bolster bad policy, and weaken or strip funding from children's health, education, safety and justice programs.

Roy readily offers in conversation what he takes to heart each day: the Latin origin of the word advocacy is voca, meaning to give voice to. This he holds true as he makes his way around the state capital and to smaller communities scattered throughout Florida, pushing buttons to get politicians and policymakers to take the right action on behalf of youth cast aside by circumstances beyond their control, many behind bars.

He allows that there can be many different ways to advocate — public health education to improve eating or sleeping habits, for instance — but his personal advocacy brand aims to improve laws, funding and performance by state agencies and service providers entrusted with juveniles. This concept of advocacy evolves as one's understanding of political science deepens, and each January a new state legislative session brings both challenges and hope anew for Roy and the tens of thousands of supporters The

“*To spur citizens and policymakers into action, we must do more than capture their attention. We must also capture their hearts and minds. We do this by communicating values that resonate, humanizing issues with compelling images and offering solutions in a policy framework. It's as simple – and as difficult – as that.*

– Roy Miller on how the strategic advocacy can level the playing field for achieving social justice change .

Children's Campaign has built relationships with over the years. His action models and strategic communications techniques have been replicated in other states.

As he enters his next chapter of advocating for youth as recipient of many honors including the statewide Presidents Award from the Florida Network of Youth & Family Services (2006), an award bestowed only four times in the previous 30 years, Roy is spearheading conversation and action across the country on building a stronger and more effective political voice for children.

Through the Justice for Girls Movement, Lawanda and Roy's personal passion wove into a personal friendship and created a committed family of choice between the two of them along with their spouses. The energy, time and emotional capacity it takes to lead and stay with a social justice change movement can never fully be captured in its depth and breadth, and neat-and-tidy home and work lives are rarely the case when looking at the people who lead. Lawanda and Roy, while saving the future lives of girls, both experienced very painful losses along the Justice for Girls journey.

At the early stages of creating the Blueprint Commission, with the days of fighting to save PACE just behind them and a first-ever chance to lead development of the state's juvenile justice reform plan straight ahead, Lawanda faced the loss of her father. She leaned on Roy and his wife, Jan, for personal comfort and support, and Roy carried on with the work of the Commission and with safeguarding children's interests in the Legislature. He kept Lawanda apprised of the professional concerns she absolutely needed to act on, while protecting her from needless interruptions so she could spend dwindling time with her father.

His unexpected illness and quick death, all within two weeks, was a turning point for Lawanda in the work. She decided to leave PACE, shifting her focus to a deeper level of advocacy and research. She had no “job” at that moment, just determination to see that barriers for girls be removed and they get the help needed.

Another personal shock entered a year later for Lawanda when her husband, Jim, was diagnosed with terminal lung cancer. The person she reached out to, again, was Roy. He and Jan immediately began preparing Lawanda for what to expect during her husband's chemotherapy treatments, having been through it themselves twice before with a Hodgkin's diagnosis for Jan.

Each weekend, Roy and Jan traveled from Tallahassee to Jacksonville to nourish their friends, moving about Lawanda's home and kitchen in hushed tones while she cared for Jim, leaving their refrigerator stocked each Sunday night with homemade meals for the coming week. With Roy and Jan, Lawanda had friends in whom she could truly confide what it felt like to care for a loved one near death, while sharing the workload and pressures of reform for which they had strived for so long. Around this time, the movement was buoyed by a very large Florida Bar Foundation grant that delivered great opportunity and challenge simultaneously, as the friends worked to divide up the labor and meet professional demands.

Nine months later, Jim passed away. The demands of the movement pressed forward and a grant by the Women's Giving Alliance brought new possibilities for girls on the local front, as the Duval County: Justice for Girls Initiative took its first, hopeful steps.

But five years later, the tables would be turned. Lawanda would minister in the same way to her faithful friend, Roy – carrying the professional demands for both while clearing space for him to be a caregiver to his spouse – as Jan succumbed to mesothelioma. Years of a mysterious declining health leading up to her fateful diagnosis meant Roy logged increasing days away from the office, juggling demands of illness and time slipping from his spouse, as Lawanda could relate.

But attention to reform efforts could not let up now. A once-in-a-lifetime opportunity to develop a proposal creating a centralized Policy Center for girls was presented by philanthropist Delores Barr Weaver, and reformers couldn't delay. Once again, a particular low point came chased by promise, and the two friends' model of mutual uplifting during times of great challenge allowed the Justice for Girls' reform movement to continue its forward motion, undeterred by deep, personal loss in both their lives.

These days, Lawanda and Roy continue reshaping the boundless edges of a friendship that was never meant for conventional ways, first rooted as it was so deeply in change. For when leaders for whom making children's lives better becomes their own life's work, they hardly do it alone. They must have the ability to lead and inspire others to join them. They must be able to garner commitment to the reform effort from a broad range of individuals, so that securing reform does not rest on the shoulders of any one person. Talented and dedicated leaders such as Linda Alexionok, Executive Director of The Children's Campaign (and also president of the emerging Voices for Florida) working with Roy, and Vanessa Patino Lydia, who began working with Lawanda as a researcher with NCCD, made significant investments in laying the groundwork and executing key strategies that contributed to the Movement's desired results.

According to Linda, her contributions to the Justice for Girls Movement, has been in changing lives through changing patterns of behavior. Linda explains:

"You can't legislate what you have to educate. I see more of my contribution as understanding the leading indicators of why are we here. Why are girls needing justice? What we are learning along the way is helping me to remain much focused on building the apparatus to lower the number of girls needing to cross that bridge to begin with."

Linda, a former long - time corporate banker, brings a unique eye to problem-solving social issues associated with girls. She embodies compassion and edginess for the hard knocks experience of challenging politicians and business leaders. She helps "connect the dots" between

the schools of thinking to build the infrastructure needed to execute "advocacy".

Vanessa Patino Lydia entered the Movement as a graduate student where her work focused on girls and youth of color. As a researcher at NCCD, she was involved in every research project related to Florida and juvenile justice since 2001. While in graduate school, she participated in an NCCD initiative to engage college students to translate research and participate in the legislative advocacy process (funded by the Jessie Ball duPont Fund). This would later become her first project as a research associate to train college students across universities in Florida to focus on juvenile justice policy affecting girls and youth of color. The more she learned, the more she wanted to pursue Justice for Girls. Vanessa speaks about her development as:

"Lawanda, yes, is my boss, but also my mentor and coach. We call it, investing in the next generation. I do the same with my staff. What is now intricate to our model is developing our bench strength as we move along."

Vanessa embodies the Movement's practice of interns and fellowships taking on increasing level of responsibility in cutting-edge research. Vanessa is also clear that this work is not just about the individuals leading it. She asserts:

"This work is about girls and elevating their voices. Girls have the answers to what they need if you give them space to let them tell you. Events like the closing of the maximum-security prison open policy windows. Opening these windows gives us greater access to girls, and to uncover the system issues that contribute to bad policy, it allows opportunities to hear what girls have to say and advocate for what girls need."

Both Lawanda and Roy have found life and love with a new spouse, enhancing the friendship along with the pressing work at hand in their own way, bringing a new dimension of dedication and support to the ever-changing face of a better future for girls. Unwavering mutual support while in the fight for systemic change. Is this what true movement leadership is made of?

The Role of the Leadership Council

In the case of the Justice for Girls Movement, the consistency of funders with a deep understanding and commitment to change is its greatest leverage to actualize the dream. They would be the first collective of individual citizens taking philanthropic action to help initiate or facilitate entryways for funding programs, services, and research. As important, they became allies, advocates and activists for reform.

These funders have existed in the Women's Giving Alliance, many of whom also share involvement in today's Leadership Council to the Policy Center.

The Women's Giving Alliance (WGA) was the incubator for funding early local response to girls, and its members helped launch the Justice for Girls: Duval County Initiative Leadership Council in 2007. Members individually and collectively gave support then, and still give, playing a leading role in sustaining the movement. Mostly women, these funders have taken up girls' needs and propelled them to a top priority – knowing that when girls thrive whole communities thrive.

Not only do they support Policy Center programs such as Girl Matters®: It's Elementary and the Continuing Care Model, but recently WGA members widened their focus to include advocacy initiatives. This has infused new energy and results as members work to affect outcomes in Tallahassee, advocating for needed legislation by writing letters, signing statements and petitions, opening doors to access, participating in forums and meetings, and calling on policymakers.

But what has kept this diverse group connected to reform?

The answer comes not in tracing their meandering pathways to Jacksonville, for they come by way of roots in other countries, from states as far away as Washington and New York, and from neighboring places as close in southern kinship as Alabama and Georgia, which led them all to Jacksonville. Though their backgrounds may be geographically diverse, collectively they speak to a time and place where families and communities looked out for children, forming a safety net to catch them when they fell. Their growing up lives deliver memories of things you could depend on, like commands from parents to "stand up straight," and the weather dictating the day's farming activities. Members describe feeling the "safety of a cocoon" growing up, and a basic trust in life that "things would work out."

In their communities, helping others was "just the norm."

Many believe that were it not for being born into middle class, or for family support, or access to resources or people that helped them, it is not too far a stretch to imagine that they could have experienced similar outcomes to some girls involved in the juvenile justice system today. Some experienced the early loss of a mother and other emotional turmoil, but while they could have faced real pathways that facilitate many girls into the system, they were lucky to have support around them to reduce the damages of trauma.

Because of this, they share a vision for a better future for girls.

Many believe it would be an organized system of care, where parents and girls had somewhere to go for help with no waiting periods and no imprisonment, but opportunities. They imagine a place where girls are heard at home, in school, at the doctors' office, in the judicial system and by social workers, and responses would be to meet their needs. The men in this justice system would realize that the girls they oversee are future mothers who will raise children in that future.

In a better future, girls would be encouraged and given opportunities in all fields with fairness and pay equity, and there would be no double standard. Girls would have fairness in the courts and in the disciplinary process.

In a better future, each girl in need would define that for herself and would have a helping hand to sort their problems, have a counselor-advocate, obtain the tools she needs to thrive, and experience pride and satisfaction with her life.

In a better future, girls would be safe.

Visionary Funder. Sherry Magill, President, Jessie Ball duPont Fund.

As president of her high school Senior Class in the sixties, Sherry disrupted segregated, small-town Alabama when she ditched the idea of "separate" and organized a dance to include both black and white students, and then went so far as to actually share the dance floor with her date and another couple of the "opposite race." During the convergence in Prattville, Ala. of the Civil Rights era, the women's movement, and anti-war crusade, Sherry's fair-minded practicality from a working-class family questioned the takeaways decided by school administrators. This earned her the troublemaker crown and her first label as "one to keep an eye on" around town, but it wouldn't be her last.

The young change maker went on to achieve academic excellence, earning a bachelor's, master's and doctoral degrees in American studies, and today presides over the Jessie Ball duPont Fund in Jacksonville. This private foundation annually awards about \$13 million to organizations throughout the country, and is a major funder of research and initiatives that proved key to the success and longevity of Florida's Justice for Girls Movement.

As board chair of the Delores Barr Weaver Policy Center, Sherry hears first-hand the graphic details of choices 11-to15-year-old girls face to be safe – escaping from situations ranging from neglect, physical and sexual abuse. When girls are "caught" in truancy or domestic violence situations, they often enter into the juvenile justice system only to face a second hit, their circumstances not

heard or understood, and lacking the proper resources to change their situations. When Sherry's niece ran away from home, the potential path of what could happen next she had seen over years of working with Ravoira and providing funding to help girls in these types of situations, and she turned to Ravoira for help and advice.

As an educator, Magill naturally sees promise in any young person she meets. *"No adult today didn't make mistakes as a youth,"* she says. But for some young people to be victimized by adults and then again by the system is *"unconscionable"* she asserts. *"The world can be a more just place."*

Through the Jessie Ball duPont Fund, Magill's unwavering support of Ravoira's work for girls while at the PACE Center for Girls, the National Center on Crime and Delinquency, and now the Policy Center, by displaying the commitment to stay with the movement over time, has made a significant difference in their lives. It has also affected policies that bode well for young males, making positive impact across the US and globe as a national model of funder success.

Magill says she has seen girls' lives transformed through Ravoira's work, and is an outspoken advocate for philanthropy and the roles she contends society should play in assisting those in need.

Visionary Funder. Delores Barr Weaver Fund – The Community Foundation for Northeast Florida. Thanks to Delores, Ravoira faced a fantasy she couldn't have imagined – a chance to propose her idea of what she would create to best address the needs of girls in the juvenile justice system. An ask-for-everything you need proposal was developed, resulting in the unique fusing of social science with political science for all work on behalf of girls emanating from the Policy Center today.

Delores' ethics grew out of Columbus, Ga., born into a middle-class family, with a stay-at-home mom. She remembers having everything she needed and much of what she wanted. Important lessons from her dad still guide her today. He would tell Delores, *"we can have anything we want, we just have to be careful what we want."* Delores continues to live by those words, with the lesson of appreciating what she has. She describes her growing up life as a shy child, a bit sulky even – according to the old photos she looks through from time to time – but she also sought fun as a daredevil, too.

One of her fearless antics was hauling her bicycle to the top of a hill, easing the front wheel forward, lifting her feet up on top of the handlebars, and rushing downhill taking that daredevil ride she knew her father would jump out of

his skin seeing her do. These were humble beginnings on a longer journey of becoming a risk taker in business and social justice.

A supporter of the PACE Center for Girls, Delores ultimately found her way into meeting Lawanda Ravoira and becoming a founding member of the Justice for Girls: Duval County Initiative Leadership Council in 2007, representing a commitment to girls in the local community.

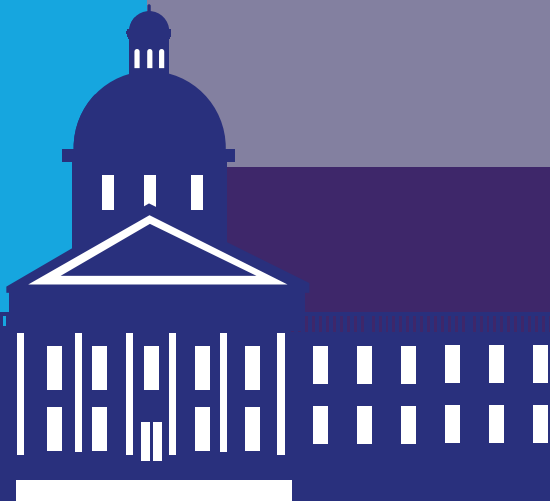
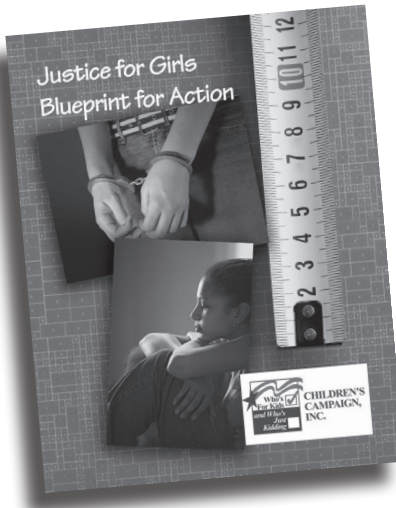
She remembers how her commitment grew over time:

"My introduction to Lawanda and being on the Leadership Council made me see her knowledge, professionalism and passion. It was in support of girls, and my investment was really in her. Things have to be a good program and worthy of support, and usually I can pinpoint people who I make an investment in because I feel comfortable that they will do a good job at what it is they are doing. It was definitely a good investment. And as long as I know good work is happening, I'll stay with it."

Weaver's support in opening the Policy Center is bettering the world, helping create an awareness of a population of girls who were largely forgotten, not even on the radar in local communities and nationally. Thanks to her, critical understanding and action has evolved around the context and complexity behind behaviors ushering girls into the juvenile justice system.



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The Children's Campaign, Inc.
111 S. Magnolia Drive, Suite 4 | Tallahassee, FL 32301
P: 850.425.2600 | iamforkids.org



Delores Barr Weaver Policy Center
40 E. Adams Street, Suite 130 | Jacksonville, FL 32202
P: 904.598.0901 | seethegirl.org

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