



## **JUVENILE COURT SERVICES STRATEGIC BUSINESS PLAN FY 2011/2012**

### **COUNTY VISION**

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

### **COUNTY MISSION**

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

### **DEPARTMENT MISSION**

The Mission of the Superior Court of Pinal County Juvenile Courts Services is to provide supervision, treatment, advocacy, secure care and victim rights services to residents and juvenile court involved youth and families so they can live in safe communities and have confidence that the court involved youth will become law-abiding, productive residents.

### **SUMMARY OF MAJOR SERVICES PROVIDED**

- Secure Detention
  - All Detention Staff
- Diversion
  - Diversion Officers
  - Support Staff
  - Division Director
  - Division Supervisor
- Pre and Post Adjudication Reports
  - Report Writers
  - Support Staff
- Delinquency Court
  - Court Liaison Officers
  - Court Support
  - House Arrest Surveillance Officer
- Community Supervision
  - Intensive Probation Officer
  - Intensive Probation Surveillance Officer
  - Standard Probation Officer
  - Drug Court Probation Officer
  - Drug Court Surveillance Officer
  - Justice Involved Youth With Children Officer

- Support Staff
- Treatment
- Dependency Court
  - Integrated Family Court Officer
  - Dependency Court Coordinator
- Advocacy Services
  - Victims' Rights Technician
  - Collections Specialist
  - Secretary III
  - CASA Coordinator
  - CASA Support

## **ISSUE STATEMENTS**

### **Issue Statement #1 – Budget**

The significant decrease in funds available for Juvenile Court Services in conjunction with an increased demand and cost for these services, if not addressed, will result in:

- Decrease in public safety
- Decrease in availability and quality services to youth in Pinal County
- Decrease in supervision, rehabilitation, and accountability of youth
- Decrease in victim and community satisfaction
- Increased delay in a dependent child's placement in a permanent home

### **Issue Statement #2 - Needs of Youth**

The increasingly complex needs of youth and families intensified by the economic downturn, combined with the lack of sufficient, effective and timely services especially mental health and educational services will, if not addressed, result in:

- Increase in number of youth being incarcerated and for longer periods
- Decrease in public safety
- Increase in the severity of crimes committed by youth
- Increase in drug usage
- Decrease in juveniles sense of attachment to the community
- Decrease in accountability for crimes committed
- Decrease of youth with marketable life skills
- Lower rates of youth completing their education
- Diminished ability to reunify families and keep children safe.

## **COUNTY PRIORITY ALIGNED TO:**

Pinal County Department of Juvenile Court Services activities most closely align with County priorities of promoting public safety and healthcare.

The Department's alignment with Public Safety is evidenced in our activities focused at: reducing the recidivism rate of the youth receiving either probation supervision or diversion services, providing safe and secure detention services for delinquent youth not able to immediately return to the community, providing community supervision for youth under the jurisdiction of the Juvenile Court, providing diversion services for incorrigible and delinquent youth and providing treatment and rehabilitative services for incorrigible and delinquent youth under the jurisdiction of the Juvenile Court

The Department's alignment with Healthcare is evidenced in our activities in probation and diversion which utilize treatment services to address the issues of alcohol and drug use. The department also has 2 specialized caseloads, Drug Court and Justice Involved Youth with Children. Drug Court is a highly structured caseload for youth with alcohol or drug charges. The Justice Involved Youth with Children program is designed for the expectant or parenting youth on probation. The program focuses on pre and post-natal health care, child development and life skills associated with parenting.

## **2-5 YEAR STRATEGIC GOALS:**

### **Strategic Goal 1: Improve Public Safety**

Pinal County will have safer communities as evidenced by:

- By June 30, 2012, a 5% increase of youth that complete probation successfully from 75% to 80%.
- By June 30, 2012, 2% decrease in diverted youth who receive a subsequent referral to the Juvenile Court after a 12-month period
- By June 30, 2012 75% of youth receiving behavioral health treatment will have successfully completed probation without having received a new referral.

### **Strategic Goal 2: Building Partnerships**

Children and families will have timely access to a broad continuum of care through services developed by community partnerships as evidenced by:

- By June 30, 2012, the number of community and agency partnerships that provide youth and family services will increase by 2%
- By June 30, 2012, 5% increase of volunteers

### **Strategic Goal 3: Dependency**

All children who are removed from their home through dependency\* will be returned to a safe permanent environment in a timely manner as evidenced by:

- By June 30, 2012, 100% of cases will have a permanency plan hearing held within 12 months of removal from their home
- By June 30, 2012, 10% of Dependent children in need of an advocate will have a CASA volunteer appointed to monitor their safety

## **Annual Performance Measures**

1. 70% of youth on probation will not have their risk score increase due to recidivism during their first 6 months on probation as demonstrated by a stable risk score.

(# of youth who did not have an increased risk score during their first 6 months on probation divided by total # of youth with risk scores)

*OUTPUT: 390 youth caseload capacity*

2. 75% of youth successfully complete their terms of probation.

(# of youth who successfully complete probation divided by Total # of youth completing probation)

*OUTPUT: 390 youth caseload capacity*

3. 75% of youth who receive behavioral health treatment will have successfully completed probation without having received a new referral.

(# of youth successfully completing probation that received treatment divided total # of youth completing probation that received treatment and did not receive a new delinquent referral while on probation).

*OUTPUT: 329 youth on probation received treatment*

4. 100% achievement of a staff to youth ratio of 1:8 and 1:16 (1 staff to 8 youth during waking hours and 1 staff to 16 youth during sleeping hours).

(# of staff who worked divided by the # of staff who is needed to meet the ratio).

*OUTPUT: 77 full time positions*

5. 98% of youth involved incidents will be resolved without the use of physical force by staff.

(# of youth involved incidents requiring use of physical force) divided by (# of youth involved incidents).

*OUTPUT: 481 youth involved incidents*

6. 46% of probationers who successfully complete financial restitution to victims by the termination of probation.

(# of probationers who complete financial restitution to victims by the termination of probation divided by total # of probationers terminated from probation that owed restitution).

*OUTPUT: \$35,396.00 collected by termination of probation*

7. 80% of total victim survey responses indicate an above average satisfaction level with the services of Juvenile Court.

(# of respondents answering they are satisfied or very satisfied/total # of respondents)

*OUTPUT: 781 surveys sent*

8. 75% of juveniles do not re-offend\* within a 12-month period following Diversion completion.

(Total # of juveniles not having a new referral within twelve months of completing diversion divided by total # of juveniles completing diversion in the prior 12 months)

*OUTPUT: 463 youth participated in the diversion program*

9. 85% of youth complete their assigned consequences as required in a Diversion Agreement.

(# of youths successfully completing consequences divided by total # of youth assigned consequences)

*OUTPUT: 463 youth participated in the diversion program*

10. 40% reduction in the number of court hearings for youth and families involved in multiple court cases with Integrated Family Court as compared to traditional case process.

(# Integrated Family Court hearings divided by # traditional hearings)

*OUTPUT: 244 IFC hearings held*

11. 3% increase of Court Appointed Special Advocates assigned to dependent\*\* children.

(Total # of CASA volunteers assigned at the end of year - total # of CASA volunteers assigned at the beginning of the year) / (total # of CASA volunteers assigned at the beginning of the year).

\*\* Dependent is defined as any child that has had a Dependency Petition filed alleging that they are the victim of neglect, abuse and/or abandonment.

*OUTPUT: 33 CASA volunteers*

12. 2% increase of community partnerships.

(Total # of community partnerships at end of the year - total # of community partnerships at the beginning of the year) / (total # of community partnerships at the beginning of the year)

*OUTPUT: 123 community partnerships*

13. 88% of Juvenile Court Volunteers provide a service directly linked to the achievement of the Department's Strategic Goals (as outlined on the Alignment Map).

(Total # of volunteers that provide direct contact with juveniles) / (total # of volunteers)

*OUTPUT: 128 volunteers providing direct contact service*

14. 5% increase in the number of Juvenile court Services volunteers.

(Total # of volunteers at the end of the year-total # of volunteers at the beginning of the year/total # of volunteers at the beginning of the year.)

*OUTPUT: 130 volunteers*