

Juvenile Court Services Department

Strategic Business Plan

FY2014

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 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.

ISSUE STATEMENT

Issue Statement #1 - Needs of Youth:

The increasingly complex needs of youth and families, 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 like skills
- Lower rates of youth completing their education
- Diminished ability to reunify families and keep children safe

STRATEGIC GOALS

Strategic Goal 1: Improve Public Safety

Pinal County will have safer communities as evidenced by:

- By June 30, 2016, a 10% increase of youth that complete probation successfully from 75% to 85%.
- By June 30, 2016, 2% decrease in diverted youth who receive a subsequent referral to the Juvenile Court after a 12-month period, from 17% to 15%.
- By June 30, 2016, there will be a 75% decrease in the number of youth categorized as low risk (as determined by the Detention Risk Assessment Instrument) detained at the Youth Justice Center from 221 to 55.

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, 2016, three community partnerships will be created to provide detention alternatives to youth and families. These partnerships will complement the Juvenile Detention Alternatives Initiative adopted and implemented by Pinal County Juvenile Court Services.

DEPARTMENT ORGANIZATION

1. Intervention Program

- 1.1 Intervention and Community Supervision Services Activity
- 1.2 Rehabilitation Services Activity

2. Detention Program

- 2.1 Detention Operations Activity

3. Youth and Family Accountability Program

- 3.1 Youth and Family Accountability Activity

4. Prevention & Education Program

- 4.1 Prevention Activity

5. Court Services Program

- 5.1 Specialized Courts Activity

6. Community Relations Program

- 6.1 Community Partnerships Activity

1. Intervention Program

Purpose Statement

The purpose of the Intervention Program is to provide supervision and treatment services to court involved youth so they can positively change their behavior and reduce their risk of re-offending.

Section 1.1: Intervention and Community Supervision Services Activity

Activity Purpose Statement

The purpose of the Intervention and Community Supervision Services Activity is to provide advocacy, assessment, communication and judicial compliance services to court involved youth so they can reduce their risk to reoffending and successfully complete their terms of probation.

Activity Services

- Electronic Monitoring
- Client/Youth Contacts
- Parent/Guardian Contacts
- Youth Contacts
- Community Restitution Projects
- Supervision Financial Collection Receipts
- DNA Testing Identification Samples
- Monitoring Violation Responses
- Sex Offender Registrations
- Probation Violation Reports
- Urinalysis Drug Testing Results
- Specialized Supervision
- Intensive Supervision
- Arizona Department of Juvenile Corrections (ADJC) notifications

Result Measures

Results

1. 65% of youth on probation will not commit a new offense.
[Formula: (# of youth on probation less # of youth who committed a new adjudicated offense) divided by # of youth on probation]
2. 78% of youth on probation will successfully complete their terms of probation.
[Formula: (# of youth who successfully complete probation less total # of youth removed from probation) divided by total # of youth removed from probation]
3. 90% of youth discharged successfully from probation will not receive a new offense within a 12-month period, or until their eighteenth birthday, following the completion of probation.
[Formula: # of youth removed from probation without a new adjudicated offense divided by total # of youth removed from probation]
4. 65% of youth will successfully complete Juvenile Intensive Probation (JIPS).
[Formula: # of youth who successfully complete Juvenile Intensive Probation divided by total # of youth removed from Juvenile Intensive Probation]

Output Measures

1. 695 youth on probation during FY13.
2. 357 youth were discharged successfully from probation during FY13.
3. 83 JIPS youth were discharged from JIPS during FY13.

Activity Manager

- Chris Varner

1. Intervention Program

Purpose Statement The purpose of the Intervention Program is to provide supervision and treatment services to court involved youth so they can positively change their behavior and reduce their risk of re-offending.

Section 1.2: Rehabilitation Services Activity

Activity Purpose Statement The purpose of the Rehabilitation Services Activity is to provide evaluation, treatment and placement services to court involved youth and families so they can positively change their behaviors.

Activity Services	<ul style="list-style-type: none">• Foster Care Placements• Child Family Team (CFT)• Multi Systemic Therapy (MST)• Functional Family Therapy (FFT)• Group Home Placements• Service Authorizations• Individual Counseling Sessions• Therapeutic Home Placements	<ul style="list-style-type: none">• Residential Treatment Center Placements• Competency Evaluations• Family Counseling Sessions• Psychiatric Evaluations• Psychological Evaluations• Competency Restorations Education Sessions
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Result Measures *Results*

1. 50% of youth that successfully complete Intensive in-home counseling will not receive a new offense within 12 months of their completion date.
[Formula: # of youth who will not receive a new adjudicated offense divided by # of youth who successfully completed intensive in-home counseling]
2. 50% of youth that successfully completed placement at a residential treatment center will not receive a new offense within 12 months of their completion date.
[Formula: # of youth who will not receive a new adjudicated offense divided by # of youth who successfully completed placement at a residential treatment center]

Output Measures

1. No historical data during FY13.
2. No historical data during FY13.

Activity Manager

- **Celena Angstead**

2. Detention Program

Purpose Statement The purpose of the Detention Program is to provide life skills and safety services to detained youth so they can reside in a safe environment and develop responsible living habits.

Section 2.1: Detention Operations Activity

Activity Purpose Statement The purpose of the Detention Activity is to provide a secure living environment for youth deemed appropriate for detainment.

Activity Services

- Risk Assessment Instrument
- Transition Services
- Intervention & De-escalations
- Grievances Findings

Result Measures

Results

1. 50% decrease in the number of detained youth who are categorized as low risk.
[Formula: (Current quarterly # less previous year's quarterly #) divided by current quarterly #]
2. 75% of youth detained post-advisory hearing will have appropriate referrals facilitated to community agencies as identified by the Transition Coordinator.
[Formula: # of youth held post adjudication divided by # of referrals]
3. 5% decrease in the number of youth involved incidents requiring the use of physical force by staff from 29 to 28.
[Formula: (FY13 actual # of use of force incidents less current # of use of force incidents) divided by FY13 actual # of use of force incidents]
4. 5% decrease in the number of grievances from 70 to 66 filed by youth in detention.
[Formula: (# of grievances filed this month less # of grievances filed this month last year) divided # of grievances filed this month]

Output Measures

1. 221 youth detained were categorized as low risk during FY13.
2. No historical data during FY13.
3. 29 Use of Force incidents during FY13.
4. 70 grievances filed during FY1.

Activity Manager

- Celena Angstead
- Elaine Brideschge

3. Youth and Family Accountability Program

Purpose Statement The purpose of the Youth and Family Accountability Program is to provide restoration services to community and individual victims to they can have their harm repaired.

Section 3.1: Youth & Family Accountability Activity

Activity Purpose Statement The purpose of the Youth and Family Accountability Activity is to provide financial collections, community restoration services, and court appearance accountability court referred youth and families so they can be held responsible to the victims and community.

Activity Services	<ul style="list-style-type: none">• Victim Offender Mediations• Income Tax Interceptions• Community Restitution• Collection Reports• Financial Invoices• Physical Location Attempts• Residence Verification• Victim Compensations• Victim Impact Statements• Victim Inquiry Responses	<ul style="list-style-type: none">• Financial Assessment• Criminal Restitution Orders• Collection Interviews• Financial Affidavits• Collection Letters• Absconder Letters• Victim Referrals• Victim Satisfaction Surveys• Victim Notifications
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Result Measures	<p><u>Results</u></p> <ol style="list-style-type: none">1. 50% of probationers will successfully complete financial restitution to victims by the termination of probation. [Formula: # of probationers who complete financial restitution to victims by the termination of probation divided by total # of probationers terminated from probation that owed restitution]2. 80% of probationers that will successfully complete community restitution by the termination of probation. [Formula: # of probationers who successfully complete community restitution divided by total # of probationers that do not successfully complete community restitution]3. 25 % reduction of pending non-adjudicated warrants over the next three years. [Formula: # of outstanding warrants at the beginning of the FY less # of current outstanding warrants/# of current outstanding warrants]4. 80% of total victim survey responses indicate an above average satisfaction level with the services of Juvenile Court. [Formula: # of respondents answering they are satisfied or very satisfied divided by total # of respondents]
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Output Measures	<ol style="list-style-type: none">1. 57 youth that were ordered restitution were removed from probation during FY13.2. No historical data for FY13.3. 90 Outstanding Non-Probation Warrants at the end of FY13.4. 580 surveys sent during FY13
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Activity Manager	<ul style="list-style-type: none">• Chris Varner• Kim Faust
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4. Prevention and Education Program

Purpose Statement

The purpose of the Prevention and Education Program is to provide law related education, individual development and diversion services to Pinal County Youth so they can increase their knowledge to make better decisions and become productive members of society.

Section 4.1: Prevention Activity

Activity Purpose Statement

The purpose of the Prevention Activity is to provide law related, community education, and diversion services to Pinal County youth so they can make better decisions and become productive members of society.

Activity Services

- Career Fairs
- Prevention Brochures
- Prevention Community Events
- Diversion Interventions (Youth and Family)
- Diversion Contracts
- Vocational and Educational Tours
- Mock Trials
- Referrals
- Diversion Restorative Justice Panels
- Diversion Risk Assessments

Result Measures

Results

1. 85% of juveniles will not re-offend within a 12-month period following Diversion completion.
[Formula: Total # of juveniles with a new referral within twelve months of completing diversion divide by total # of juveniles completing diversion in the prior 12 months]
2. 90% of youth complete their assigned consequences as required in a Diversion Agreement.
[Formula: # of youths successfully completing consequences divide by total # of youth assigned consequences]
3. 80% of the youth seen for Diversion by a Restorative Justice panel will complete Diversion successfully.
[Formula: # of youth successfully completing Restorative Justice Diversion divided by # of youth assigned to Restorative Justice Diversion]

Output Measures

1. 343 youth participated in the Diversion program in FY13.
2. 343 youth participated in the Diversion program in FY13.
3. 36 youth participated in the Restorative Justice program in FY13.

Activity Manager

- Chris Varner
- Donna McBride

5. Court Services Program

Purpose Statement The purpose of the Court Services Program is to provide information, mediation, and recommendation services to Juvenile Court Judges so they can make timely and informed evidence based decisions.

Section 5.1 Specialized Courts Activity

Activity Purpose Statement The purpose of the Specialized Courts Activity is to provide coordination, recommendations, treatment and accountability services to court involved youth and families so they can receive a timely resolution to their case.

Activity Services	Integrated Family Courts	Juvenile Drug Court
	<ul style="list-style-type: none">• Counseling Sessions• Evaluations• Youth Placements• Urinalysis Screenings• Parenting Classes• Independent Living• Advocacy• Client Screenings/Recommendations• Data Updates• Monthly Statistic Reports• Medication Monitoring• Intensive In-Home Services• Transportation• Rapid Response Referral/Evaluation for a Child• AZIP – Arizona Early Intervention Program• Clothing Allowances• CPS Staffing/Coordination	<ul style="list-style-type: none">• Drug Treatment Counseling Sessions• Weekly Judicial Hearings• Treatment Provider Contacts• Team Recommendations• Weekly Participant Status Reports• Participant Screenings• Urinalysis Screenings• AHCCCS Series• CMDP Services• Kinship Care Program• Child Family Team Meetings (CFT)• Team Decision Meetings (TDM)• Developmental Disabilities Services (DD)• Child Care Services• Women Infant Children (WIC) Coordination• Supplemental Security Income (SSI)

Result Measures

Results

1. 90% of court ordered/recommended services will be provided for youth and families involved in multiple court cases in the Integrated Family Court.
[Formula: Number of services provided divided by number of services court ordered/recommended]
2. 40% of youth will successfully complete Drug Court.
[Formula: # of youth graduating divided by the # of youth participating]

Output Measures

1. No historical data for FY13.
2. 17 youth participated in the Drug Court program in FY13.

Activity Manager

- **Lillian Downing**
- **Chris Varner**

6. Community Relations Program

Purpose Statement The purpose of the Community Relations Program is to provide outreach, collaboration and public information services to individual and community stakeholders so they can have trust and confidence in the department and contribute to the achievement of Juvenile Courts Services goals.

Section 6.1: Community Partnerships Activity

Activity Purpose Statement The purpose of the Community Partnership Activity is to provide outreach and collaboration services to individual and community stakeholders so they can contribute to the achievement of Juvenile Court Services Strategic Goals.

Activity Services

- Public Relations Contacts (Media inquiries, advisories, information updates)
- Community Service Coordination
- Volunteer Recruitment
- Public Relations Distributions (Flyers Newsletters, Brochures, web page)
- Collaborative Partnership Meetings
- Community Information
- Volunteer Training

Result Measures

Results

1. 8% increase of youth screened for a Court Appointed Special Advocate (CASA) receiving services from a CASA from 88 to 95.
[Formula: (# of CASA youth receiving CASA volunteer services at beginning of the FY13 less # of currently receiving CASA volunteer services) divided by # of CASA youth receiving CASA volunteer services at beginning of FY13]
2. 70% of CASA youth will receive a CASA volunteer that is aligned with a CASA of the same ethnic background.
[Formula: # of CASA youth that matched ethnic backgrounds divided by # of CASA youth]

Output Measures

1. 88 youth screened for CASA received a CASA at the end of FY13.
2. 55 CASA youth who received a CASA that matched the same ethnic background at the end of FY13.

Activity Manager

- Donna McBride