

Juvenile Court Services Department

Strategic Business Plan

FY2015

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 - 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
- An increase in dependency caseload diminish the Court's ability to reunify families and keep children safe in a timely and effective manner.

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 50% decrease in the number of youth categorized as low risk (as determined by the Detention Risk Assessment Instrument) detained at the Youth Justice Center.

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.
- By June 30, 2016, two court stakeholder partnerships will be created and will develop strategies to promote safe, timely, permanent and positive outcomes for children and their families in the dependency process.

Strategic Goal 3: Dependency

Pinal County will ensure the improvement of timely and quality outcomes for children and their families in dependency cases as evidenced by:

- By June 30, 2016, 95% of court ordered/recommended services will be provided for youth and families involved in Integrated Family Court.
- By June 30, 2016, there will be a 10% decrease of contested matters in dependency cases through the use of Alternative Dispute Resolution.

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 Dependency Activity
- 5.2 Court Appointed Special Advocate 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.

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|--------------------------|--|--|
| Activity Services | <ul style="list-style-type: none">• 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• Drug Treatment Counseling Sessions | <ul style="list-style-type: none">• 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 | <ol style="list-style-type: none">70% of youth on probation will not commit a new offense during their probation term (Formula: number of youth on probation less number of youth on probation who committed a new adjudicated delinquent offense divided by number of youth on probation during the reporting period)80% of youth on probation will successfully complete probation (Formula: number of youth who successfully complete probation divided by total number of youth removed from probation during the reporting period)70% of youth will successfully complete Juvenile Intensive Probation (JIPS) (Formula: number of youth who successfully complete JIPS divided by total number of youth removed from JIPS during reporting period)90% of youth discharged successfully from probation will not commit a new offense within a 12-month period, or until their eighteenth birthday, following the completion of probation (Formula: number of youth removed from probation without a new adjudicated delinquent offense divided by total number of youth removed from probation during reporting period)40% of youth will successfully complete Drug Court (Formula: number of youth graduating Drug Court divided by the total number of youth participating in Drug Court during reporting period) |
|------------------------|---|

**Output
Measures**

1. 708 Youth supervised on probation
2. 270 Youth discharged from probation
3. 82 JIPS youth discharged from JIPS
4. 28 Youth supervised in the Drug Court program

Discharged is defined as any youth that is released from probation supervision (this includes those youth that come off probation successfully, unsuccessfully, age out, are committed to the AZ Department of Juvenile Corrections, etc.).

**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

- 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
- Residential Treatment Center Placements
- Competency Evaluations
- Family Counseling Sessions
- Psychiatric Evaluations
- Psychological Evaluations
- Competency Restorations Education Sessions

Result Measures

1. **85% of referred youth that successfully complete intensive in-home counseling will not commit a new delinquent offense within 12 months of their completion date.**

Formula: number of referred youth that successfully complete intensive in-home counseling that did not commit a new adjudicated delinquent offense divided by number of youth who successfully completed intensive in-home counseling during reporting period

2. **95% of youth that successfully complete placement at a residential treatment center will not commit a new delinquent offense within 12 months of their completion date.**

Formula: number of youth that successfully complete placement at a residential treatment center that did not commit a new adjudicated offense divided by number of youth who successfully completed placement at a residential treatment center during reporting period

Output Measures

1. 12 Youth complete intensive in-home counseling
2. 37 Youth complete placement at a residential treatment center

Activity Manager

- **Chris Kerich**

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

1. **There will be a 50% decrease in the number of detained youth who are categorized as low risk.**

Formula: (number of detained youth categorized as low risk at beginning of FY14/15 less number of detained youth categorized as low risk during reporting period)/(number of detained youth categorized as low risk at beginning of FY14/15

2. **75% of youth detained post-advisory hearing will be assessed by the Transition Coordinator and, if appropriate, referred to community agencies.**

Formula: number of youth held post-advisory hearing divided by number of youth held post-advisory hearing that were referred by the Transition Coordinator to community agencies during the reporting period

3. **20% decrease in the number of grievances filed by youth in detention (from 28 to 22).**

Formula: (number of grievances filed by youth during reporting period less number of grievances filed during same period in prior year)/ number of grievances filed during same reporting period prior year

4. **20% decrease in the number of youth involved incidents requiring the use of physical force by staff (from 12 to 9)**

Formula: (number of use of force incidents during current reporting period less number of use of force incidents during same reporting period during prior year)/ number of use of force incidents during same reporting period from prior year

Output Measures

1. 92 Detained youth categorized as low risk
2. 148 Youth detained post-advisory
3. 22 Grievances filed
4. 9 Use of force incidents

Activity Manager

- Chris Kerich
- 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 so 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

- 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
- Financial Assessment
- Criminal Restitution Orders
- Collection Interviews
- Financial Affidavits
- Collection Letters
- Absconder Letters
- Victim Referrals
- Victim Satisfaction Surveys
- Victim Notifications

Result Measures

1. **50% of probationers will successfully complete financial restitution to victims by the termination of probation.**

Formula: number of probationers who complete financial restitution to victims by the termination of probation divided by total number of probationers terminated from probation that owed restitution during reporting period

2. **80% of probationers will successfully complete community restitution by the termination of probation.**

Formula: number of probationers who successfully complete community restitution by the termination of probation divided by total number of probationers terminated from probation that owed community restitution during reporting period

3. **25% reduction of pending non-adjudicated warrants**

Formula: (number of outstanding warrants at end of reporting period less number of outstanding warrants during the outstanding warrants at the beginning of FY14/15) / number of outstanding warrants at the beginning of FY14/15

4. **90% of total victim survey responses indicate an above average satisfaction level with the services of Juvenile Court Services.**

Formula: number of victim respondents answering they are satisfied or very satisfied divided by total number of respondents during reporting period

Output Measures

1. 50 Youth terminated from probation that were ordered restitution
2. 180 Youth terminated from probation that were ordered community restitution
3. 78 Outstanding non-adjudicated warrants
4. 22 Survey responses received

Activity Manager

- Chris Varner
- Kim Faust

4. Prevention and Education Program

Purpose Statement The purpose of the Prevention and Education Program is to provide 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 community education, development 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

1. **90% of the youth seen for Diversion by a Restorative Justice Panel will complete Diversion successfully.**

Formula: number of youth successfully completing Restorative Justice Diversion divided by number of youth assigned to Restorative Justice Diversion during reporting period

2. **90% of youth complete their assigned consequences as required in a Diversion Agreement.**

Formula: number of youth successfully completing Diversion consequences divided by total number of youth assigned Diversion consequences during reporting period

3. **85% of juveniles will not re-offend within a 12-month period following Diversion completion.**

Formula: Total number of juveniles with a new referral within 12 months of completing diversion during the reporting period divided by total number of juveniles completing diversion in the prior 12 months during reporting period

Output Measures

1. 36 Youth participate in a Restorative Justice Panel
2. 558 Youth participate in the Diversion program

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 Dependency Activity

Activity Purpose Statement The purpose of the Dependency Activity is to improve the safety for court involved youth in a timely and effective manner and provide reunification services to court involved youth and families by providing coordination, recommendations, treatment, accountability, and mediation services.

| Activity Services | Integrated Family Courts | Mediation |
|--------------------------|--|---|
| | <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"> • Coordination and facilitation of court ordered sessions • Preparation of written orders for court • Collect, maintain and analyze JOLTS data • Collect surveys of mediation sessions from families and case parties • Analyze data from surveys to measure impact and benefits of mediation • Review and evaluate legal and social records to include criminal, psychiatric, psychological and CPS reports • Provide training on mediation to various audiences • Provide clear information to all parties on the impact and benefits of mediation |

| Result Measures | |
|------------------------|---|
| | <p>1. 90% of court ordered/recommended services will be provided for youth and families involved in the Integrated Family Court</p> <p>Formula: number of services provided divided by number of services court ordered/recommended during the reporting period</p> |
| | <p>2. 90% of contested adjudications and severances will be referred to mediation</p> <p>Formula: number of contested adjudications and severances referred to mediation divided by total number of contested adjudications and severances during reporting period</p> |
| | <p>3. 85% of cases referred/ordered to mediate will be successfully resolved</p> <p>Formula: number of cases referred/ordered to mediate that are successfully resolved divided by the total number of cases referred/ordered to mediate during the reporting period</p> |

| Output Measures | |
|------------------------|---|
| | <ol style="list-style-type: none"> 1. 50 Court ordered/recommended services 2. 70 Mediations provided |

| Activity Manager | |
|-------------------------|--|
| | <ul style="list-style-type: none"> • Lillian Downing |

Section 5.2: Court Appointed Special Advocate Activity

Activity Purpose Statement

The purpose of the Court Appointed Special Advocate Activity is to assist the court in finding safe, permanent homes for children in a timely and effective manner by recruiting, training and supporting qualified, compassionate adults that will fight for and protect a child’s right to be safe, to be treated with dignity and respect, and to learn and grow in the security of a loving family.

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

1. **15% of dependent youth will receive Court Appointed Special Advocate (CASA) volunteer services**

Formula: number of dependent youth that received CASA volunteer services at end of reporting period divided by the total number of dependent youth at end of reporting period

2. **15% increase in total number of Court Appointed Special Advocate volunteers**

Formula: (number of CASA volunteers at end of reporting period less number of CASA volunteers at beginning of FY14/15) divided by number of CASA volunteers at beginning of FY14/15

3. **70% of CASA youth in which their ethnic background has been identified and confirmed will receive a CASA volunteer of same identified ethnic background.**

Formula: number of CASA youth in which their ethnic background has been identified and confirmed that were appointed a CASA volunteer with similar ethnic background divided by number of CASA youth with an identified and confirmed ethnic background during reporting period

Output Measures

1. 96 Dependent youth receive CASA volunteer services
2. 446 Youth screened for CASA
3. 55 CASA youth appointed CASA volunteers with the same ethnic background

Activity Manager

- **Donna McBride**