

**PIMA COUNTY JUVENILE COURT  
DMC/JDAI EXECUTIVE COMMITTEE**

**2005-2006 Goals and Objectives**

**GOAL I: ALL KEY DECISIONS AFFECTING MINORS IN THE JUVENILE JUSTICE SYSTEM ARE BASED ON CRITERIA THAT ARE DEMONSTRABLY OBJECTIVE AND RACE-NEUTRAL.**

**Objective #1: Adopt the modified Risk Assessment Instrument (RAI) and monitor its implementation to ensure race-neutral detention decisions.**

**Measurement:** By March 1, 2006, Pima County Juvenile Court Center (PCJCC) will complete pilot of modified RAI and implement any needed changes.

September 30, 2005: Start six-month pilot, train staff, track detention statistics, including overrides and average length of stay.

January 1, 2006: Report to Executive Committee.

April 1, 2006: Implement needed changes to RAI.

**Objective #2: Utilize data from key decision points across the juvenile justice spectrum to ensure that decision-making is race-neutral, identify points where outcomes are disproportionate and develop recommendations for remedial strategies for all stakeholders. [See Goal IV.]**

**Measurement:** Monthly reports to Executive Committee, including data on referrals, detention, disposition outcomes, diversion, treatment, Arizona Department of Juvenile Corrections (ADJC) commitments.

October 7, 2005: Executive committee identifies key decision-making points. From diversion through commitment, data to be collected and reports to be generated.

December 1, 2005: PCJCC develops data reports.

**Objective #3: Stakeholders ensure that key decisions are not adversely affected by cultural or language factors.**

**Measurement:** By July 1, 2006, each stakeholder will complete and report to the Executive Committee on its internal self-assessment, analyzing its role in decisions affecting minors in the juvenile justice system, how that role may be adversely affected by issues of cultural or language competency, and proposed remedial action.

**GOAL II: ONLY THOSE MINORS WHO MEET THE CRITERIA FOR DETENTION ARE DETAINED.**

**Objective #1: Articulate the purpose of detention.**

**Measurement:** By August 5, 2005, the Executive Committee approves a statement of the purpose of and criteria for detention.

**Objective #2: Articulate specific criteria for assessing risk and base release recommendations on that assessment.**

**Measurement:** By August 5, 2005, the Executive Committee approves criteria developed by the RAI subcommittee, with input from probation, detention and the bench.

**Objective #3: Reduce the average length of pre-adjudication detention by eliminating unnecessary delays in case processing.**

**Measurement:** By July 1, 2006, 50% of all delinquency, warrant and probation violation cases will be processed within the timeframes established in the National Council of Juvenile and Family Court Judges' "Juvenile Delinquency Guidelines."

September 2, 2005: PCJCC establishes a case processing work group, including representatives of the bench, probation, county attorney, public defender, Community Partnership of Southern Arizona (CPSA) and Department of Economic Security Child Protective Services (CPS).

January 6, 2005: Subcommittee completes report identifying barriers to expedited case processing and proposed changes

March 1, 2005: Executive Committee member organizations develop and implement change, training completed.

**Objective #4: Continue and expand programming in detention aimed at reducing the risk level of detained minors and increasing their ability to function safely in the community.**

**Measurement:** Beginning September 2, 2005, monthly reports to Executive Committee by PCJCC on the types of programs and effect on release decisions and average length of stay.

**Objective #5: Continually reassess the risk level of detained minors and the availability of less restrictive alternatives.**

**Measurement:** By October 1, 2006, PCJCC creates and fills position of detention expeditor.

**Objective #6: Develop and implement a system of graduated responses for delinquent behavior and violations of probation, including both sanctions and therapeutic/remedial interventions.**

**Measurement:** By April 1, 2006, PCJCC will develop and implement a graduated response system for minors on probation.

September 1, 2005: PCJCC forms probation work group.

October 31, 2005: Complete site visit to Portland.

February 1, 2006: Develop system for PCJCC.

March 1, 2006: Internal review and approval complete.

April 1, 2006: Training complete and system implemented

### **GOAL III: DEVELOP ALTERNATIVES TO DETENTION IN COLLABORATION WITH FAMILIES AND COMMUNITY STAKEHOLDERS.**

**Objective #1: Utilize evidence-based best practices, including the child and family team model, as the basis for assessment and the development and implementation of alternatives to detention.**

**Measurement:** By March 1, 2006, stakeholders will have developed and implemented procedures, incorporating the child and family team model, to develop alternatives to detention.

October 7, 2005: Stakeholders designate personnel to participate in Child and Family Team work group.

January 6, 2006: Work group presents plan to Executive Committee.

March 1, 2006: Training complete, plan implemented.

**Objective #2: Ensure the availability of appropriate services and placements to facilitate and support the release of medium-risk minors.**

- Measurement:** By April 1, 2006, Executive Committee will identify and address initial gaps in services and placements.
- January 1, 2006: PCJCC provides Executive Committee with relevant data for detained minors, including offense type and case status. Executive Committee identifies existing services and placements available for detained minors.
- February 1, 2006: Child and Family Team Work Group identifies and reports to Executive Committee on gaps and makes recommendations.
- April 1, 2006: Executive Committee develops plan for addressing gaps.

**Objective #3: Develop and implement pilot program of neighborhood-based strategies and alternatives to detention.**

- Measurement:** By July 1, 2006, Executive Committee and stakeholders in pilot neighborhoods will have identified and implemented a minimum of three strategies, services or programs to reduce detention of neighborhood youth and/or improve juvenile justice outcomes.
- August 5, 2005: Executive Committee approves pilot program area designations.
- October 7, 2005: DMC coordinator and stakeholders develop strategy and timelines for connecting with the pilot neighborhoods.
- November 1, 2005: Neighborhood focus groups completed; workgroup(s) of neighborhood and community stakeholders created; DMC coordinator reports progress monthly to Executive Committee.
- March 1, 2006: Workgroups make recommendations to Executive Committee; Executive Committee tasks community stakeholders to develop responsive proposals.
- May 1, 2006: Stakeholders present proposals to Executive Committee and work groups.
- July 1, 2006: Proposals implemented.

**Objective #4: Develop community supervision program.**

- Measurement:** By January 1, 2006, PCJCC will implement a community supervision program for medium- and low-risk minors.

**Objective #5:            Develop and implement a plan for utilization of detention staff and facilities consistent with DMC/JDAI goals.**

**Measurement:**            By July 1, 2006, utilizing the data and recommendations developed under the other objectives, PCJCC will develop and implement a long-range plan for detention.

November 1, 2005:        PCJCC presents plan concept to Executive Committee; stakeholder group created; implementation begun.

March 1, 2006:            Group prepares final plan and reports to Executive Committee.

July 1, 2006:              Plan implementation completed.

**GOAL IV:    DEVELOP COMMUNITY DIALOGUE ON DMC/JDAI.**

**Objective #1:            Inform the community at large about the initiative.**

**Measurement:**            By January 1, 2006, the Executive Committee and the DMC public information coordinator will have developed and implemented a communications strategy, to include presentations to internal and external stakeholders, interactive website, and print and broadcast media pieces.

**Objective #2:            Expand Executive Committee to include community representatives.**

**Measurement:**            By October 1, 2005, Executive Committee is expanded to include representatives of pilot neighborhoods.

**Objective #3:            Identify areas of disparities in outcomes and, in collaboration with community stakeholders and affected communities, identify causes and develop strategies to reduce.**

**Measurement:**            By January 1, 2006, and on a regular basis thereafter, the Executive Committee will issue a community report on initiatives, progress and outcomes, identifying goals accomplished and internal/external barriers to success.

**Objective #4:            Obtain feedback from minors involved in the juvenile justice system and their parents and utilize in improving outcomes.**

**Measurement:**            By January 6, 2006, Child and Family Team work group will recommend strategies for obtaining feedback from minors and parents and utilizing that feedback to improve service planning for detention alternatives.

**GOAL V: DEVELOP AND IMPLEMENT AN ONGOING PLAN FOR  
DETENTION SELF-ASSESSMENT.**

**Objective #1: Complete detention self-inspection and implement  
recommended improvements.**

**Measurement:** By July 1, 2006, implement improvements resulting from  
the detention self-inspection process.

October 1, 2005: Complete detention self-inspection.

December 1, 2005: Submit report to Executive Committee.

March 1, 2006: Complete site visit(s).

July 1, 2006: Implement recommended improvements.

## GLOSSARY

- DMC:** Disproportionate minority contact; the overrepresentation of children of color in the juvenile justice system and disparate outcomes in relation to their percentage of the general population.
- JDAI:** Juvenile Detention Alternatives Initiative; a nationwide initiative by the Annie E. Casey Foundation to reduce the inappropriate use of detention for children involved in the juvenile justice system. Pima County Juvenile Court is a JDAI site.
- Executive Committee:** The collaboration of community stakeholders (government agencies, community organizations and individuals) committed to and providing governance for the DMC/JDAI initiative in Pima County. A current list of members is attached to this document.
- CPS:** Child Protective Services, a division of the Arizona Department of Economic Security charged with investigating and protecting children from abuse and neglect.
- CPSA:** Community Partnership of Southern Arizona, a nonprofit organization providing behavioral health services to low-income families.
- PCJCC:** Pima County Juvenile Court, a division of the Pima County Superior Court having jurisdiction over all matters involving juveniles, including delinquency and dependency proceedings.
- Delinquency:** A court proceeding against a juvenile charged with committing an act that would be a crime if committed by an adult.
- Detention:** The temporary confinement pursuant to court order of a juvenile charged with or found guilty of committing a delinquent act in a physically restricting facility that is completely surrounded by a locked and physically secure barrier with restricted ingress and egress.
- Risk Assessment Instrument:** A screening tool used for all juveniles arrested and physically referred to PCJCC to determine their risk to commit another crime or to fail to appear for future court hearings.
- Override:** A decision, approved by a probation supervisor, to detain a juvenile even though the minor's score on the risk assessment instrument does not meet the level required for detention.

**Graduated**

**Responses:** A system used by the Juvenile Court and juvenile probation officers in response to repetitive delinquent behavior and/or violations of probation to attempt to change the juvenile's behavior through a combination of increasingly significant sanctions and support services.

**Child and  
Family Team**

**Model:** A team-based process and support-planning model comprised of a facilitator and 4-8 people in the life of the youth and family who know them well and who care. The team creates, implements, and monitors an individualized plan, formal and natural supports, based on the strengths and areas of needs for the child and family, including the unique cultural strengths of the child and family.

**Arizona  
Department of  
Juvenile**

**Corrections:** State agency charged with the responsibility of admitting and confining minors committed to their care by the juvenile courts throughout the state. Confinement is typically based on the minor's high risk to public safety and is long-term.