



**Arizona Supreme Court
Administrative Office of the Courts
Juvenile Justice Services Division**

**Implementation Plan
for
Deloitte Consulting Recommendations to
Improve Arizona's Juvenile Justice System**



**Submitted:
9/01/01**

INTRODUCTION

During the 1997 regular session, the Arizona State Legislature passed Senate Bill 1446, which implemented the provisions of Proposition 102, “the Stop Juvenile Crime” ballot initiative, approved by the voters during the 1996 general election. Among other provisions, SB 1446 established a Committee on Juvenile Justice, made up of legislators, and directed the committee to contract with a private entity to conduct an audit to review the performance and cost effectiveness of Arizona’s Juvenile Courts, the Arizona Department of Juvenile Corrections, and the community-based alternative programs utilized to provide treatment and rehabilitation services to delinquent and incorrigible juveniles. The Legislature appropriated \$750,000 to cover the cost of the statewide audit.

By February of 1998, the Deloitte Consulting firm was under contract with the State of Arizona and had embarked upon what would become an extensive ten-month evaluation of the primary components of Arizona’s Juvenile Justice System. The main focus of the audit from the beginning was the Administrative Office of the Courts (AOC), the Juvenile Justice Services Division (JJSD), the juvenile courts and their probation departments, and the Department of Juvenile Corrections. As part of the AOC/JJSD audit, both financial and program audits were conducted related to prevention, diversion (early intervention), probation and treatment. Deloitte spent hundreds of hours reviewing files, records, JOLTS data, and provider contracts. A national expert was hired by Deloitte to specifically review JJSD’s contract management process. Deloitte hired another independent consultant of their own to conduct a research analysis of treatment program outcomes and success for those programs under contract with JJSD to provide services to juvenile offenders referred by the court.

Deloitte auditors visited every local juvenile court and probation department throughout Arizona and conducted similar onsite program and financial audits. Operational processes and procedures were scrutinized, probation officers and judges were interviewed, and once again, local treatment programs were evaluated. Periodically, Deloitte made status reports to the Legislative Committee on Juvenile Justice and received further direction on how to proceed. In December of 1998, Deloitte Consulting issued its final report to the Committee. The report, which consisted of hundreds of pages of detailed findings, concluded that **“It is our assessment that the Arizona Juvenile Justice System is one of the best in the nation.”**

At the same time, while the report highlighted dozens of “best practices,” which in some cases Deloitte indicated should be models for other states to replicate, there were four “Core Findings and Recommendations” for improvement which pertained to the need for (1) more involvement of families, (2) more collective ownership through the use of outcome and performance measures, (3) more collaboration, and (4) more joint technology support. Beginning in 1998, even prior to the release of the final report, JJSD embarked upon an agenda that was aimed at these findings and recommendations. The following review is an effort to capture the strides and accomplishments made over the past three years to address the Deloitte recommendations.

**JUVENILE JUSTICE SERVICES DIVISION
STRATEGIC PLAN
1998 - 2002**

One of the first things that the Juvenile Justice Services Division (JJSD) did was to establish a 5-year Strategic Plan that was consistent with the Supreme Court's **Justice 2002** Strategic Plan, and which incorporated the primary recommendations of the Deloitte audit. It seemed appropriate to establish a clear mission for the division and, by association, for the juvenile probation departments. The basic premise was to build upon the past successes and accomplishments recognized in the Deloitte audit, while striving to improve the juvenile justice system in line with the goals and objectives established by the Supreme Court as part of Justice 2002. The JJSD Strategic Plan is attached as part of this document and is one of the earliest indications of the division's genuine efforts to take advantage of the Deloitte recommendations. (*Appendix I*)

It is not necessary at this juncture to recite specifics from the JJSD Strategic 5-Year Plan, but it is important to note that there are four key strategic areas established by Justice 2002 which fit remarkably well with the four core findings (stated above) of the audit. The four key strategic areas of the Justice 2002 Strategic Plan are:

1. Protecting Children, Families and Communities

Courts protect children, families and communities by treating them fairly and giving them an equal voice. The courts will better serve these groups by, for example, improving how children and families are served in family law matters; ensuring that juvenile detention facilities are available, safe and secure; and delivering probation services that provide public protection, victim restitution and offender accountability.

2. Providing Access to Swift, Fair Justice

Citizens, victims, litigants and defendants deserve access to a fair and swift process for resolving civil and criminal disputes. The court system must ensure that resources are adequate to achieve this goal.

3. Connecting With the Community

Courts and judges should be independent and free of outside influence; however, they should not be isolated from their communities. The Judicial Department will implement various programs to improve how it listens to the communities and will establish effective methods of communication between citizens and the courts.

4. Being Accountable

The court system must use resources wisely and achieve desired results. This objective requires establishing and meeting court standards, performance-based budgeting and ongoing strategic planning.

**DELOITTE CORE FINDINGS
AND RECOMMENDATIONS:**

As mentioned earlier in this report, one of the “core findings” of the Deloitte audit team was a need to involve families more in efforts to work with juveniles. This core finding interfaced well with several of the Court’s Strategic Plan areas. The Deloitte recommendations regarding the need for more involvement of families was also emphasized in conjunction with recommendations aimed at improving prevention for treatment services for children, youth and families throughout Arizona. Generally, the Deloitte team concluded that:

- prevention activities in Arizona are not particularly well coordinated
- most prevention efforts focus on children, not families
- prevention funding is not coordinated
- prevention services often ignore multiple problems of youth
- prevention program successes often cannot be measured

While the Court clearly agreed with these conclusions and has actively participated in both state and local efforts to remedy the existing situation, the more meaningful application which the courts and probation departments could immediately begin to influence was early intervention services. The distinction for the courts and juvenile probation departments was that courts have to handle what comes their way. While courts certainly recognize the importance of prevention and frequently use their influence to encourage more funding for child abuse and neglect prevention, after school programs and positive parenting approaches, the real involvement of the courts comes into play once a juvenile has been referred to the court for some transgression. The courts’ subsequent efforts to prevent further misconduct and deeper penetration into the juvenile justice system is really an effort to intervene at the earliest opportunity. This early intervention is normally carried out by the juvenile probation department as part of a structured diversion program.

Deloitte Consulting had made essentially three recommendations for improving prevention services in Arizona. They recommended that prevention efforts focus on the total child, including the child’s family and environment; that prevention become a community-wide effort with statewide direction; and that those involved should develop positive, meaningful outcome measures to assess the value of the program efforts. Again, since the courts and probation departments have little direct influence over Arizona’s prevention strategy, the main effort by JJSD was to address the findings and recommendations from the standpoint of an improved early intervention strategy.

JJSD IMPLEMENTATION - Deloitte Family Involvement Recommendation

With this in mind, the following action steps were immediately undertaken by JJSD:

A number of specific goals and objectives related to **family involvement**, early intervention efforts, and **more accountability** were written into the JJSD 5-year Strategic Plan.

Juvenile courts, through their **funding agreements** and **program plans** submitted to the AOC, were required to include specific language regarding efforts to involve the family, along with more specific accountability measures aimed at documenting successful outcomes. These added conditions are being enforced by JJSD.

Administrative Orders and Codes, which establish the policies and procedures that govern probation operations within the juvenile court, **were rewritten and implemented** to require Probation Officers to make every effort to involve families, to keep them informed, and to document their efforts. These requirements are being enforced.

Funding for Family Counseling, authorized by A.R.S. §8-261, **was increased** and disbursed to courts in an effort to further strengthen family relations and to prevent juvenile delinquency within the family unit. These funds can be used to provide services and treatment to family members of children referred to the court.

A new **Risk and Needs Assessment** instrument was developed, validated and implemented to ensure that a juvenile's risk of re-offending and specific service needs were identified at the first referral and on all subsequent referrals. This improved risk/need assessment is aimed at allowing for **better decision-making** and more precise early intervention.

Treatment provider solicitations were rewritten to include a family service section which requires the provider to describe in detail their **family component**.

Treatment provider proposal forms were changed to include a specific evaluation and scoring of the **provider's family services**. The provider is rated based on the availability of its service and type of program provided.

Several new treatment programs with **mandated family involvement components** were solicited and placed under contract in the areas of violence intervention, substance abuse, sex offender, and high impact residential community reintegration.

Family counseling services are now solicited as **home-based services** instead of office-based. Providers are now required to see families in their homes, whenever possible.

The nationally recognized **Functional Family Therapy** blueprint model **has been implemented** with two providers in Maricopa County.

- , The Family Preservation program (**Renewing Arizona Family Traditions “RAFT”**) was redesigned to include family reunification services for juveniles transitioning home from detention, shelter or out of home placement. The RAFT service time frame was also extended to allow more time to transition families to other family and community-based support services.

- , Specific **programs** to address status offenders (runaways, truants) were expanded or **redesigned to increase family involvement**. These include 24 hour programs in Pima, Maricopa, Coconino, and Yavapai counties with crisis intervention and locations for police referrals in lieu of detention.

- , Increased ongoing participation in various **interagency projects** to improve family involvement including: Interagency Case Management Project (ICMP), DHS 300 Family Project, Family Involvement subcommittee of the Juvenile Justice Coordinating Committee.

**DELOITTE RECOMMENDATION
COLLECTIVE OWNERSHIP THROUGH THE USE OF
OUTCOMES AND PERFORMANCE MEASURES**

Deloitte Consulting noted that like nearly all statewide systems, there is a natural fragmentation and lack of system-wide ownership evident. Frequently, children in the juvenile justice system have multiple problems and access services from multiple agencies. Deloitte recommended against any large scale reorganization, but indicated there was a great opportunity within Arizona to form more collaborative partnerships between the Executive, Legislative and Judicial branches.

Specifically, Deloitte recommended that Arizona should:

- Adopt (common) outcomes
- Establish statewide targets
- Develop baselines
- Engage outcome champions
- Develop action plans
- Implement action plans
- Remove barriers
- Achieve target performance levels
- Receive and invest incentives earned for performance

Once again, the AOC and JJSD were somewhat limited in the degree to which these recommendations could be independently implemented. Likewise, independent action of too great a degree would be completely contrary to the very notion of forming collaborative partnerships. Limited partnerships were formed, to the extent possible, in an effort to at least move forward with some degree of implementation. As with the recommendations aimed at family involvement, the call for collective ownership and increased use of outcome measures fits extremely well with the Supreme Court Justice 2002 - Strategic Plan, Being Accountable.

JJSD IMPLEMENTATION - Deloitte Collective Ownership & Outcomes Recommendation

Within the confines of the juvenile court community, JJSD was able to proceed with the following efforts to move toward a more outcome based system that better reflected a commonality with other state and local agencies dealing with juveniles.

Once again, the development of a **JJSD 5-Year Strategic Plan** was essential to begin establishing 5-year targets and a baseline recommended by Deloitte. Likewise, the 5-Year Strategic Plan served as both an action plan and an implementation plan for JJSD, two of the specific recommendations of Deloitte.

JJSD gathered data from its Juvenile On-Line Tracking System (JOLTS) to establish baseline successful outcome data related to probation. This baseline outcome data has been used to **develop specific performance expectations** for the juvenile courts related to such key indicators as probation officer supervision (contacts), school contacts, community service hours, fees collected, and overall successful completion of probation.

Specific outcome expectations have been **established as performance goals** for each juvenile court and probation department within their individual funding agreements. Juvenile courts are required to identify their outcome goals for specific program functions and to provide details within their program plans on how those outcomes will be met.

Performance outcomes have been established for selected juvenile **treatment providers**, with **incentives** (and disincentives) built into their contracts as follows:

T The Family Preservation program (Renewing Arizona Family Traditions) defines two levels of success, one at discharge and one at 180 days post discharge. Successful discharge and outcome criteria include achievement of treatment plan goals, a stabilized living environment, school attendance, and compliance with the terms of probation. An annual report for 3/1/99 through 6/30/00 includes these outcomes.

T The nationally recognized Functional Family Therapy (Blueprints) project under contract with two providers in Maricopa County has already been evaluated and proven to produce successful outcomes. In addition, outcomes have been developed for the two contracted programs and are measured by level of success at discharge and at three, six, nine and twelve month intervals post discharge. Family stability, school or GED attendance, and new referrals to the court are a few of the outcomes measured post discharge.

T All AOC contracted delinquency diversion programs are required to be pre and post tested as a measure of achievement of the curriculum's established learning objectives. Curriculums are aimed at specific types of behaviors such as truancy, anger/assaultive behavior, or social skills development. First year reports show an average of 30% to 60% improvement over pre-test scores in the achievement of the learning objectives.

T The outcome measures for the Domestic Violence Alternative to detention programs for youth referred for domestic violence offenses were established. Outcomes indicate that 71% of referred clients were successfully discharged, and of those, 91% did not have any further referrals to the court within 90 days after discharge.

T Both performance and outcome measures have been developed for violence intervention services. Performance measures include use of pre and post test assessments and questionnaires to determine success at discharge. Outcome is determined 90 days post discharge and measured by improvement or maintenance

on assessment scales, as well as compliance with probation and school attendance.

Closer working relationships with other state and local agencies (discussed in more detail under the topic of Collaboration) have resulted in progress being made toward establishing a sense of collective ownership. Certainly, the efforts of the Legislative Committee on Juvenile Justice to bring everyone together to implement the recommendations of Deloitte Consulting has been an added benefit. Work is underway to develop specific outcomes for the “300 Families Project.”

Since the Deloitte audit, JJSD has **created an Operational Review Unit** to conduct periodic program and financial audits of the juvenile probation departments. To date, full Operational Reviews have been conducted in seven courts, plus another five financial reviews conducted that included an independent audit of county financial records. This has been a major effort to ensure accountability.

Treatment solicitations require agencies to **identify target outcome goals** and all services placed under contract must identify and collect data on outcome. Providers are also required to identify specific objectives for service interventions and identify methods of measurement.

JJSD has **replicated the Deloitte outcome for treatment service** categories for FY ‘00. Successful outcomes for juveniles at risk for 12 months after service completion indicate that 40% to 70% of youth do not reoffend within the 12 month period, depending on the type of service they had completed.

JJSD has developed specific treatment provider **outcomes for providers serving Drug Court** youth in Pima and Maricopa County. Early results in Pima show Drug Court successful graduations between 40% to 60%, and in Maricopa successful graduations between 25% to 40%. Of note, four female youth participating in the Maricopa County drug court gave birth to drug-free babies.

JJSD Provided a leadership role in developing and insuring the completion of the Interagency Case Management Project (**ICMP**) **evaluation project**. The evaluation concluded that family satisfaction is very high and that children served through ICMP spend less time in out-of-home care than those served by multiple agencies.

DELOITTE RECOMMENDATION COLLABORATION

Much of what Deloitte Consulting recommended in regard to the need for better collaboration called for the creation of state-level policies by the Legislative and Executive branches of government. Specifically, Deloitte recommended that:

- , Arizona should develop statutory policy principles that can guide future policy decisions and the delivery of comprehensive services to youth and families. The principles should:
 - T value collaborative planning, problem solving and service delivery;
 - T prioritize involvement in service delivery; and
 - T reinforce the need for local planning, community prevention and an outcome-based focus.

- , Arizona should establish a state-level policy council including leadership representatives from the Governor’s Office, ADJC, AOC/JJSD, ADES, ADE, ADHS and other appropriate organizations in which the primary focus is the improvement of coordination and collaborative service delivery.

- , An entity, similar to the Arizona Juvenile Justice Commission, should be authorized to be responsible for coordination and technical support of Arizona regional and local delinquency prevention efforts.

- , ADJC and AOC/JJSD should strongly consider pooling their resources to solve the rural problem of insufficient services available in their communities.

JJSD IMPLEMENTATION - Deloitte Collaboration Recommendations

AOC/JJSD supported the Deloitte recommendations on collaboration and recognized an opportunity to increase efforts to work more closely with key state agencies and others on matters of mutual interest and importance. JJSD has a history of collaborating with other state agencies on committees, councils and planning groups to ensure statewide representation on significant projects. Individual staff members within each of the state and county agencies have personal contacts and professional relationships that foster a healthy working relationship between individuals. But the AOC/JJSD recognized that more could be done to expand these individual working relationship into something larger that would encompass entire agencies and their ongoing involvement with one another as partners in joint ventures.

To this end, JJSD sought out and accepted opportunities for collaboration. In some instances, JJSD took the initiative to create such opportunities and to invite others to become collaborative partners. The Deloitte recommendation on collaboration fit well with the Justice 2002 - Connecting with the Community, and became a major part of the JJSD 5-Year Strategic Plan. Other specific examples of JJSD's efforts to implement the Deloitte recommendation on collaboration include:

Considerable collaboration with ADJC during the past several years to work more closely on projects, programs and even policy development to ensure a true sense of continuity and partnership between the juvenile courts and juvenile corrections.

- T Working with ADJC and juvenile probation departments to establish service specifications and IGAs that allow for resource sharing;
- T Partnering with ADJC on the development of an automated data sharing process involving JOLTS and YouthBase;
- T Sponsoring, planning and presenting events with ADJC, such as the statewide workshop on "Youth With Mental Health Needs in the Juvenile Justice System";
- T Developing revised Commitment and Length of Stay Guidelines in cooperation with ADJC, Juvenile Court Directors and Judges.

Working in a collaborative **partnership with the Department of Education (DOE)** on such statewide projects as the Safe Schools programs, which places juvenile probation officers in schools, and the **detention education projects**, that involve both state and federal funding administered by the AOC.

Working in a collaborative **partnership with the Department of Economic Security (DES)** to examine the feasibility of utilizing federal Title IV-E funds for delinquent juveniles and to provide a vocational rehabilitation program for delinquent and incorrigible juveniles.

Creating a **statewide network of Citizen Advisory Boards (CAB)** as a way of addressing the need for more local planning and involvement. These CABs are established as advisory boards to the local juvenile courts and reflect an active collaborative partnership between the community and the courts. The CABs sponsor an annual retreat which invites participation from the Governor's Office and state agencies.

Collaborating with the Governor's Office and ADJC on a new initiative to reduce the over-representation of minority youth in the juvenile justice system. The **Arizona Building Blocks** project is a multi-year effort to impact systemic change by engaging the judicial system, executive branch, and the communities in the initiative.

Working in a collaborative partnership with the **Governor's Character Education Commission** to train probation officers, detention center staff, detention educators and diversion staff on character education for juveniles and their families involved in the juvenile justice system.

Considerable involvement in interagency collaborative projects with the **Department of**

Health Services, Department of Economic Security, Department of Juvenile Corrections, Department of Education and AHCCCS, including:

- T **Interagency Case Management Project (ICMP)** designed to reduce duplication in case management services;
- T **300 Family Project** designed to enhance service delivery to multi-agency children and families;
- T **Single Purchase of Care (SPOC)** to reduce duplication in contracting and monitoring of contracts;
- T Privileging **Speciality Providers** to allow those with specialities to be eligible for reimbursement from the behavioral health system;
- T Assisting in the development of a review of proposals for **strength based training** for case managers and direct care staff involved with multi-agency youth;
- T Supporting the development of the BHS Interagency collaborator position to remove barriers and **promote family involvement**;
- T Development of a **common screening document**.

Working in partnership with each **Regional Behavioral Health Authority** to determine priorities for serving non-TXIX juveniles in the court system.

Working in **partnership with ADJC, the Governor's Office for Children and the AOC** Commission on Minorities to **improve services to minority youth** and reduce disproportionate minority confinement. Some specifics include joint sponsorship of:

- T Enlarging the healing circle: Ensuring justice for American Indian children
- T Diversity leadership training
- T Update of the *Equitable Treatment of Minority Youth 1993* report
- T Arizona Building Blocks Projects

Working in **partnership with AHCCCS** to provide training to probation officers on eligible programs (TXIX, TXXI) and to allow approved probation officers immediate information about juveniles' TXIX or TXXI eligibility.

Providing leadership to develop legislation to revise the **children's mental health** statutes for placing any child in state care in psychiatric inpatient or residential programs.

Working in **collaboration with DHS, DES, DJC and legislators** to revise and streamline the fingerprint process for contract providers.

Encouraging local collaborative projects involving **Regional Behavioral Health Authorities** and juvenile court staff to increase behavioral health involvement in detention and improve access to behavioral health services.

**DELOITTE RECOMMENDATION
JOINT TECHNOLOGY SUPPORT**

Perhaps the most critical and complex recommendations of Deloitte Consulting were generated around technology and the need to make system-wide information available to agencies throughout the state. Arizona has not developed one single automated system, but rather dozens. Some large departments have multiple systems that do not interface well or at all with each other, let alone with automated information systems in other departments, agencies or branches of government. The two primary state juvenile justice information systems are the YouthBase system operating within the Department of Juvenile Corrections (ADJC) and the Juvenile On-Line Tracking System (JOLTS) established and used extensively by the juvenile courts statewide.

Deloitte Consulting detailed a number of specific shortcomings resulting from such a fragmented automated information system, but proceeded to make recommendations that are complex and potentially quite costly. Deloitte recommended that:

- , “Although AOC/JJSD continue to move toward gathering more comprehensive information about the youth in the Arizona juvenile justice system, critical data from other entities (e.g., ADJC, ADHS, BHS, and ADES) is not easy to obtain or match to enhance the overall understanding of these youth and their families. All players including the AOC, ADJC, counties, ADE, ADES, and DHS/BHS need to develop a strategic systems plan to comprehensively support the Arizona juvenile justice system.”
- , “We highly recommend that new systems developed in the state, like CHILDS for ADES Child Welfare, have a requirement that they build the capacity to interface and support data exchange and use with other human service agencies in the state.”
- , Given the wide variety of technology platforms in the state, this will likely have to be accomplished through use of:
 - T A data warehouse and/or some other type of technology middleware.
- , Given the status of development of the YouthBase system at ADJC, it may be possible that it could serve as the technical model for an automated environment that supports the other agencies that provide the Arizona juvenile justice continuum of care.
- , AOC/JJSD must continue to move toward a single information system that contains accurate, meaningful and consistent data as the basis for effective performance and outcome measurement.

JJSD IMPLEMENTATION - Deloitte Recommendations on Joint Technology

While JJSD recognizes that in an ideal world, there would be an ideal automated information network as recommended by Deloitte, the fact of the matter is that we must do what we can with the resources currently available. With that in mind, JJSD embarked upon several strategies aimed at maximizing the availability of JOLTS information to others, while cooperating and collaborating with others to move Arizona to a more seamless system of automated information.

To date:

- , JJSD has participated actively with the **Governor's No Wrong Door Project Committee** to establish a technology solution for sharing data among state agencies about children and families which would assure that appropriate services will be available regardless of the program or "door" through which the children/families enter the system.
- , With funding from the Governor's Office, JJSD has worked in **partnership with ADJC to establish a data warehouse** for statewide juvenile justice information that will be accessible via the Internet. ADJC and JJSD are currently sharing JOLTS and YouthBase information.
- , With the data warehouse developed, JJSD now has provided the base system for **sharing data with other state agencies**.
- , With the data warehouse developed, JJSD now has **decreased the complexity** to obtain statewide data.
- , JJSD is close to completion on a project which will make JOLTS information directly available to law enforcement statewide through the **Department of Public Safety (DPS) Arizona Criminal Justice Information System**.
- , JJSD has completed a **JOLTS Master Plan and Business Plan** in an effort to design the next generation of JOLTS that will be most compatible with other state automated information systems.
- , JJSD has been a key player on the **Juvenile Justice Coordinating Committee's Technology Subcommittee** which has become the hub for state agency data sharing communication and planning.
- , JJSD has developed a multi-year, incremental plan for **data sharing with DES**.
- , JJSD has developed and installed a **JOLTS module for tracking dependency, adoption, and severance information** which increases information available to probation departments regarding children who are dually adjudicated and ultimately will provide critical case information to DES.

- , JJSD has significantly increased the number of common **(CORE) JOLTS files** and programs which are the same on all three JOLTS systems, **increasing the efficiency** of obtaining statewide data.
- , JJSD has increased the comparability of JOLTS data through the development of a number of common **(CORE) statewide JOLTS tables**.
- , JJSD has **established an Internet site** which provides statistical and descriptive information for other state agencies as well as the general public.

SUMMARY

In summary, the Juvenile Justice Services Division of the Administrative Office of the Courts has dedicated considerable time and effort toward the implementation of the Deloitte recommendations. JJSD is committed to ensuring that Arizona's Juvenile Justice System will remain one of the very best in the United States.

APPENDIX

JJSD Strategic Plan 1998-2002

STRATEGIC PLAN 1998-2002



Arizona Supreme Court
Administrative Office of the Courts
Juvenile Justice Services Division

JUVENILE JUSTICE SERVICES DIVISION STRATEGIC PLAN 1998-2002

Mission Statement

The Juvenile Justice Services Division of the Administrative Office of the Courts is committed to serve, represent and, at times, influence the juvenile justice system in Arizona; to function competently as an efficient administrative resource to Arizona's juvenile courts, State Legislature and citizens; and to ensure that adequate funding is made available for the programs and services necessary that promote community protection, juvenile accountability, and law abiding behavior.

Value Statement:

Consistent with the values of the Administrative Office of the Arizona Supreme Court, the employees of the Juvenile Justice Services Division abide by the following guiding principles:

- , **We Value Our Commitments and dedicate ourselves to them.**
- , **We Value Quality and reflect it in all that we do.**
- , **We Value Relationships and treat all people with dignity and respect.**
- , **We Value Communications and exchange information effectively.**
- , **We Value Competence and always do the best that we can do.**
- , **We Value Responsiveness and provide timely assistance at every opportunity.**
- , **We Value Integrity and demonstrate it in all that we do.**
- , **We Value Public Service and carry-out our duties and responsibilities with pride.**

Program Description:

The Juvenile Justice Services Division is responsible for providing effective administrative oversight of the juvenile justice programs operated by the juvenile courts for delinquent and incorrigible youth. Division activities are primarily related to the design, development, implementation, funding and monitoring of community-based/court-based program services aimed at the early intervention, accountability, treatment, and rehabilitation of juvenile offenders. As of fiscal year 1999, the Division has administrative responsibility for nearly \$60 million in state funds appropriated for the operation and/or expansion of local diversion programs, juvenile court probation services, county juvenile detention facilities and statewide juvenile crime reduction strategies. The Juvenile Justice Services Division also directs and coordinates the Juvenile On-Line Tracking System, the information infrastructure for delinquency and dependency in Arizona. Other responsibilities include: the statewide Literacy, Education and Reading Network (LEARN); the implementation of appropriate policies, procedures and processes necessary to carry-out the obligations of the court; juvenile justice research and information; and operational reviews designed to maintain accountability throughout the state's juvenile probation departments.

Background:

Before discussing where we intend to go, it might be beneficial to briefly reflect on where we have been. The previous 5-year Strategic Plan (1994-1998) for the Juvenile Justice Services Division (JJSD), was based upon the recommendations of the Commission on Juvenile Justice in Arizona, which was established by the Chief Justice of the Arizona Supreme Court, and the subsequent legislation which resulted.

The Commission was chaired by the Arizona Attorney General, with distinguished membership from around the state representing law enforcement, education, the criminal and juvenile justice systems, the State Legislature, the Governor's Office, various state agencies, community agencies and citizen groups. The Commission met for three months and released an extensive report to the Governor and State Legislature, which contained approximately 40 substantive recommendations aimed at improving Arizona's Juvenile Justice System.

Arizona Judicial Department
Juvenile Justice Services Strategic Plan 1998-2002

Based upon the recommendations of the Commission on Juvenile Justice, the 1994 Legislature passed the Juvenile Crime Omnibus Bill, which resulted in a massive statewide reform movement of the entire juvenile justice system in Arizona. This reform continued over a period of several years and required the implementation of numerous new laws, programs, policies, procedures and practices throughout the state and at every level. JJSD was given the leadership role of coordinating the implementation of the various elements of the reforms that directly affected the juvenile courts and the communities they serve.

A copy of the Commission Report and a complete listing of the reforms that were implemented between 1994 and 1998 can be provided by JJSD upon request, but what follows is a sampling of some of the more significant projects that were incorporated into the 1994-1998 Strategic Plan.

- , Increase **Probation Supervision**/35-1 Caseloads
- , Increase **Parental Involvement** and Accountability
- , Implement Tougher **Juvenile Laws/Direct Adult Prosecution** of Juveniles
- , Implement Programs/Practices To Handle **Tougher Truancy and Curfew Laws**
- , Implement **School Safety** Programs/POs in Schools
- , Develop and Implement **Risk/Needs Assessments** for Statewide Use
- , Establish, Adopt, and Implement Statewide **Commitment Guidelines**
- , Implement and Track Mandatory **Lengths of Stay** in State Corrections
- , Establish and Implement Local **Citizen Advisory Boards** Statewide
- , Implement 1995 Juvenile **Victim Rights** Legislation
- , Implement 1997 **Juvenile Crime Bill** (SB 1446)
- , Establish, Adopt and Implement New **Juvenile Court Rules** of Procedure
- , **Maintain Judicial Authority** for Juvenile Probation/Treatment Services
- , **Expand Detention** and Secure Care (Drug & Sex Offenders) Capabilities Statewide

Judicial Department Vision

Provide Arizona's citizens with an independent, accessible, integrated judicial system, that maintains a high degree of public trust and confidence; serves as an asset to Arizona by dispensing justice, resolving human disputes and conducting its administrative functions in a fair, equitable and just manner, and operated efficiently and expeditiously.

The Honorable Thomas A. Zlaket assumed the leadership of the Judiciary in January, 1997, becoming Chief Justice of the Arizona Supreme Court. The Chief Justice has provided direction to the Arizona Courts with his *Justice 2002* Strategic Initiative Plan for the Judicial Department. Contained within the *Justice 2002* Plan are four broad goals, each associated with fundamental strategic business initiatives that relate to the overall vision of the Judicial Branch of Government. This ambitious agenda is aimed at increasing the public's trust of the court system, inspiring confidence that individual rights are being protected and ensuring that all Arizona citizens are being treated fairly. *Justice 2002* also provides a basis for the Juvenile Justice Services Strategic Plan.

The four key strategic areas established by the Justice 2002 Strategic Plan are:

1. PROTECTING CHILDREN, FAMILIES & COMMUNITIES

Courts protect children, families and communities by treating them fairly and giving them an equal voice. The courts will better serve these groups by, for example, improving how children and families are served in family law matters; ensuring that juvenile detention facilities are available, safe and secure; and delivering probation services that provide public protection, victim restitution and offender accountability.

2. PROVIDING ACCESS TO SWIFT, FAIR JUSTICE

Citizens, victims, litigants and defendants deserve access to a fair and swift process for resolving civil or criminal disputes. The court system must ensure that resources are adequate to achieve this goal.

3. CONNECTING WITH THE COMMUNITY

Courts and judges should be independent and free of outside influence; however, they should not be isolated from their communities. The Judicial Department will implement various programs to improve how it listens to the communities and establish effective methods of communication between citizens and the courts.

4. BEING ACCOUNTABLE

The court system must use resources wisely and achieve desired results. This objective requires establishing and meeting court standards, performance-based budgeting and on-going strategic planning.

GOALS AND OBJECTIVES

JJSD has established the goals and objectives of its 5-year Strategic Plan for 1998-2002, to be consistent with and a part of the Supreme Court's Strategic Plan, Justice 2002. Specifically, JJSD's Strategic Plan is aimed at Protecting Children, Families and Communities; Providing Swift, Fair Justice; Connecting with the Community; and Being Accountable.

Likewise, JJSD's 5-year Strategic Plan continues to build upon the efforts and accomplishments of the past five years, while at the same time moving forward with renewed efforts to achieve greater efficiencies, develop improved program strategies and provide even stronger administrative leadership. Also, particular attention has been given to the recommendations contained within the Arizona Juvenile Justice Evaluation, which was recently conducted by Deloitte Consulting under the direction of the Joint Legislative Committee on Juvenile Justice.

The Deloitte Evaluation was essentially an 8-month audit of the juvenile justice system in Arizona that was commissioned by the Arizona State Legislature at a cost of \$750,000. The auditors spent hundreds of hours reviewing JJSD processes, procedures and practices; interviewing Presiding Juvenile Court Judges, Juvenile Court Directors, and probation staff; examining financial records, reports and files; conducting on-site visits and outcome assessments of community-based and court-based treatment programs; and generally comparing the Arizona juvenile justice system practices with available best practices nationally.

While the audit concluded that “*Arizona has one of the best Juvenile Justice systems in the country,*” it was clear that Arizona can and should do more in the areas of system-wide collaboration, individual program accountability, enhancing statewide automation and expanding prevention and family intervention services. Where possible and practical, these recommendations were incorporated into JJSD’s strategic plan, goals and objectives.

PROTECTING CHILDREN, FAMILIES AND COMMUNITIES

Goal: JJSD will continue efforts to expand and enhance juvenile detention facility resources throughout the state.	Objective: By 2002, the juvenile detention capacity in the state of Arizona will be increased by a minimum of 500 beds.
Goal: JJSD will ensure that juvenile detention facilities in Arizona meet the health and safety needs of juveniles.	Objective: By 2002, Statewide Juvenile Detention Guidelines will be developed, implemented and enforced in every detention facility in Arizona.
Goal: JJSD will ensure that juveniles on probation in Arizona are supervised effectively and successfully.	Objective: Through operational reviews, caseload audits and outcome measurements, JJSD will enforce compliance with relevant statutes, administrative orders, funding agreements and established performance indicators.
Goal: JJSD in partnership with the Information Technology and Dependent Children’s Division will ensure that an automation information infrastructure exists for dependency proceedings statewide.	Objective: By 2000, a statewide JOLTS module will be installed and functioning at an optimal level on all systems. By 2001, statewide data on the first full fiscal year of model court will be produced.
Goal: JJSD will enhance the assessment of delinquent and incorrigible juveniles.	Objective: Implement a re-validated automated Risk Instrument by 2000. Implement a new automated Needs Instrument by 2001. Evaluate additional assessment tools by 2002.

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<p>Goal: JJSD will encourage the effective and appropriate utilization of the State's Juvenile Corrections resources.</p>	<p>Objective: JJSD in cooperation with the Arizona Department of Juvenile Corrections, will review and update the commitment and length of stay guidelines used by the juvenile courts.</p>
<p>Goal: JJSD will continue to develop a full continuum of effective prevention, early intervention, treatment and diversion services statewide.</p>	<p>Objective: To conduct periodic needs assessments to identify service gaps and solicit services to fill identified gaps.</p>
<p>Goal: JJSD will increase collaboration with other child serving state agencies to enhance service delivery for children and families served by multiple state agencies.</p>	<p>Objective: Through participation in various interagency initiatives, identify needs, develop policies, practices and multi-system responses, share resources and exchange information to improve services to children and their families.</p>
<p>Goal: JJSD will prioritize family involvement in service delivery.</p>	<p>Objective: JJSD will take steps to eliminate barriers that prevent families from participating in treatment, to contract with services and programs with established outcomes related to family functioning and to engage the family in all stages of the process.</p>
<p>Goal: JJSD will encourage a balanced approach to supervision of juveniles in the community by stressing juvenile accountability through restitution, community service, educational success and citizen involvement.</p>	<p>JJSD will encourage juvenile courts to establish and meet goals specific to the restorative justice approach. Objective 1: To increase collection of restitution to victims by 5% each year. Objective 2: To increase payment of probation fees and completion of community service work hours by 5% each year. Objective 3: To improve educational competency and job employment potential of probationers.</p>

PROVIDING ACCESS TO SWIFT, FAIR JUSTICE

<p>Goal: JJSD will ensure that diversion eligible youth are interviewed in a timely manner.</p>	<p>Objective: JJSD will require that all juvenile courts conduct an intake interview for diversion eligible youth within 30 days of receipt of referral.</p>
<p>Goal: JJSD will ensure that juvenile courts and probation departments comply with policies, procedures, funding agreements, administrative orders, rules and state statutes.</p>	<p>Objective: JJSD will conduct at least 5 operational reviews annually of juvenile courts and probation departments.</p>
<p>Goal: JJSD will encourage and influence the establishment of clearer processes and procedures for handling juvenile cases within the formal court system.</p>	<p>Objective: JJSD will initiate and coordinate a complete rewrite of the Juvenile Court Rules of Procedure by 2002.</p>

CONNECTING WITH THE COMMUNITY

<p>Goal: JJSD in partnership with Information Technology will continue efforts to make information on juveniles available to other agencies.</p>	<p>Objective: JJSD will work with the Governor's No Wrong Door Initiative to facilitate data sharing among state agencies. By 2000, implement data sharing with the Arizona Department of Juvenile Corrections. By 2001, provide information to criminal justice agencies through ACJIS. By 2002, begin implementation of data access by treatment providers.</p>
<p>Goal: JJSD will continue efforts to make statewide juvenile data available to the community.</p>	<p>Objective: By 2000, provide access to the Juveniles Processed Report via the Internet. By 2002, provide monthly statistics on the Internet.</p>

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<p>Goal: JJSD will provide information via an interactive website on a variety of youth-related issues to juveniles and their families.</p>	<p>Objective: Through the Law for Kids website, JJSD will partner with the Bar Foundation to provide current information on legal issues for youth and families.</p>
<p>Goal: JJSD will continue to collaborate on initiatives that involve state agencies, local units of government, the business sector and communities regarding juvenile issues.</p>	<p>Objective: Through initiatives such as the Governor’s ACTION Initiative, JJSD will provide leadership and financial assistance to develop and implement community-based programs.</p>
<p>Goal: JJSD will involve the community in determining the consequences for status offenders and minor misdemeanors.</p>	<p>Objective: Through periodic needs assessment, JJSD will identify and solicit services and programs which include community involvement, such as community-based alternative programs, community alternative centers and teen court.</p>
<p>Goal: JJSD will continue to encourage the development and maintenance of a juvenile court citizen advisory groups in every county.</p>	<p>Objective: JJSD will increase citizen involvement in the juvenile justice system by providing technical assistance and financial incentives for community advisory group training and projects.</p>
<p>Goal: JJSD will involve the local community in the operation and decision making processes of the juvenile court.</p>	<p>Objective: JJSD will encourage local courts to: Establish local community advisory boards; Create local community hearing boards the function of which is to decide consequences for juvenile offenders; Decentralize probation departments through the placement of juvenile probation offices within the physical boundaries of local communities.</p>

BEING ACCOUNTABLE

<p>Goal: JJSD will initiate efforts to increase access to automated information by the Juvenile Probation Departments.</p>	<p>Objective: By 2000, county Juvenile Probation Departments will have access to all juvenile profiles statewide. By 2000, key information and manuals will be available to all departments via the Internet. By 2001, Desktop Integration will be achieved on JOLTS. By 2001, departments will have access to a single statewide profile. By 2002, departments will have access to a “Dashboard” for statistics.</p>
<p>Goal: JJSD, in partnership with the Information Technology Division, will make the most cost effective use of automation and automation related resources.</p>	<p>Objective: By 2001, develop a Master Plan for JOLTS which will assess the degree of commonality among the three JOLTS and the user interface which would be most cost effective. By 2002, initiate implementation of the Master Plan.</p>
<p>Goal: JJSD will evaluate the performance and outcomes of juvenile justice programs and/or practices.</p>	<p>Objective: At least one research project or program evaluation will be conducted annually.</p>
<p>Goal: JJSD will ensure that prevention, early intervention and treatment providers are producing positive outcomes for youth referred for services.</p>	<p>Objective 1: JJSD will increase the number of performance-based treatment contracts with incentives for positive outcomes.</p> <p>Objective 2: JJSD will develop outcomes for youth in various prevention, early intervention and treatment programs.</p>
<p>Goal: JJSD will monitor treatment and diversion services for compliance with contract standards.</p>	<p>Objective: JJSD will increase the number of contractors in satisfactory compliance with established contract standards.</p>

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Goal: JJSD will ensure youth are held accountable for their assessed financial obligations.	Objective: JJSD will increase the number of diversion youth assessed restitution, fines or diversion fees who pay.
Goal: JJSD will ensure youth are held accountable for their offenses.	Objective: JJSD will increase the number of youth who successfully complete assigned consequences.
Goal: JJSD will establish parameters and guidelines which will set benchmarks for the management and operation of juvenile probation departments.	Objective: JJSD will rewrite the administrative rules for juvenile probation and formulate and publish a Desktop Guide for Intensive and Standard Probation.
Goal: JJSD will ensure that the operations of the juvenile courts and probation departments are being conducted in accordance with statutory mandates, court rules, administrative orders, funding agreements and policies/procedures.	Objective: In conjunction with Dependent Children's Services, JJSD will conduct an in-depth operational review of juvenile court operations, probation, detention, diversion, treatment and JCRF programs in each county every three years.