

# Pima County



Juvenile Court Center

## ***2004 Annual Report***

“Blueprint for the Future”

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# *A Message From Our Presiding Judge*

**The Pima County Juvenile Court Center has enjoyed a very productive year and has much to celebrate in the way of accomplishments. What follows is a brief recap on the Court's successes of the past year.**

## **Juvenile Justice:**

Our Court embarked upon a determined course to address the issue of the **disproportionate contact of minority children (DMC)** within our juvenile justice system. Towards the goal of redressing DMC:

- May of 2004: Our court hosted a community symposium with nationally recognized experts leading the conversation with over 60 community leaders, agency representatives and court staff.
- Fall of 2004: We established an executive committee comprised of leaders from school districts, the behavioral health authority, the Tucson Police Department, community agencies and other leaders in juvenile justice in Pima County to combat DMC.
- November of 2004: We were awarded a grant from the Annie E. Casey Foundation to become a replication site for the national Juvenile Detention Alternatives Initiative (JDAI).
- December of 2004: We engaged the services of the nation's leading resource on DMC, the Haywood Burns Institute.
- We became the first site in the nation to join the DMC and the JDAI efforts at the inception of the initiatives.
- We conducted a national search to select a coordinator to manage our DMC and JDAI efforts.

## **Detention and Probation Divisions:**

Our juvenile justice functions are continuously being evaluated through data collection and analysis. We are similarly attempting to insure that the services and practices that we offer to families and children within our community are based on best practices.

- Our Court has taken a prominent role in the reform of the Arizona Department of Juvenile Corrections (ADJC). We strengthened our relationship with ADJC by promoting site visits of ADJC facilities with our staff. Judge Gilbert Veliz (ret), our Court's Community Advisory Board chairperson, serves on the statewide commission that was empanelled to monitor the federally mandated changes resulting from the U.S. Department of Justice's determination of civil rights violations of institutionalized youth.
- Our probation division developed specialized 'Pima County' training for newly-appointed probation officers.
- Our detention center was accredited by the National Commission on Correctional Health Care, becoming the first detention center in Arizona to do so.
- Our detention center continues to implement strategies to promote the safety of the community and the rehabilitation of the youth entrusted to its care. The 'Step Up' program piloted for young women is being replicated for all of our detained youth.

- The detention center has decentralized supervision functions to permit supervisors and Juvenile Detention Officers to be grouped together within respective teams within the Center's pods.
- The Juvenile Drug Court was re-established. This now robust program is contributing to the success and sobriety of court-involved youth. The program has partnered with the children's behavioral health networks in Pima County to provide early evaluations and coordinated interventions. So far, the juvenile drug court has enrolled 46 youth since June 8, 2004, and has successfully graduated 6 youth in its brief period of operation.

## Child Welfare:

- Our Child and Family Services Division and our judges continue to effectively manage an increased caseload (14 percent increase in new filings this past calendar year alone). This annual increase represents part of the 63 percent increase in filings that we have shouldered since 1997. Continuing increases are anticipated as a result of the lasting effect of the CPS reform legislation of December 2003. Despite this pressure, our Court remains a model for replication across the nation.
- Our Court has also absorbed the effect of the newly conferred right of parents to a jury trial when CPS seeks the termination of their parental rights. Thus far, nearly 100 parents have requested jury trials and over 20 trials have since proceeded to verdict by jury.
- Our Court has maintained its status from 1997 as one of the original "Model Courts" as designated by the **National Council of Juvenile and Family Court Judges** (NCJFCJ). Our lead model court judge, Stephen Rubin, will become the next national president of the prestigious NCJFCJ.
- Parents of neglected or abused children continue to experience success in their own stability and sobriety in our Family Drug Court.
- Family Drug Court (FDC) has celebrated over 25 graduations and has over 45 current clients. The FDC program was initially limited to parents residing within the 85719 zip code up until March of 2004 when the program became a countywide effort. To date, 61 children have been safely returned to their drug-free parents. An additional 12 children have been born drug free to participating mothers.
- Our Mediation Program continues to offer CPS, parents and others in the child welfare process a reasonable alternative to litigation but has approached its limit in being able to continue to develop this cost effective alternative to litigation.

## Court Wide

- We continue to evaluate any pay equity issues that persist. We have requested additional funds from our Pima County Board of Supervisors to enable us to compensate our Probation officers at the same rate as their counterparts at the Superior Court. The County Administrator has recently released his recommended budget for fiscal year 2005-2006 that if approved will enable the Court to increase our probation officers' compensation to permit parity with adult probation counterparts.

- We commissioned a compensation and classification study for most of our other positions at our Court, in conjunction with the Clerk of the Court and the Superior Court, so that we can evaluate whether salaries and job classifications need to be adjusted in other divisions.
- Our Information Technology (IT) division provides excellent innovations to support our Court's mission and functions. The Arizona Supreme Court, Administrative Office of the Courts (AOC), selected our IT division to develop and implement "JOLTSaz". JOLTSaz is a partnership between our Court and the AOC representing the 13 rural counties in developing a new state-of-the-art management and calendaring system for all juvenile court cases.
- Our electorate approved the bond proposal in May of 2004 that funds the completion of four new courtrooms, the relocation of HR within our main building and the development of a joint training center with the Superior Court.
- Our management team is complete and stable, with the hiring of Louis Lynch as our HR Director and Marcia Rincon-Gallardo as the DMC-JDAI coordinator.
- We recognized the need to support newly appointed supervisors with specialized training developed through our HR Division.

Associate Presiding Judge Escher has spent the last year working closely with me and with Rik Schmidt to assure a successful transition when she becomes our Presiding Judge in June of 2005. She has participated as a full partner in the endeavors that are listed above. Our Court and our community owe her our thanks for the many successes that she has fostered.

On a personal note, I appreciate the honor to have served such a great Court for the past five years. I have, on an almost daily basis, marveled at the quality of work that our extraordinary staff, managers and judges offer our community. I look forward to the continuing development and success of the Pima County Juvenile Court Center.

*Pima County Juvenile Court Presiding Judge  
Hector E. Campoy*

## *A Message From the Associate Presiding Judge*

Anyone who comes to the Pima County Juvenile Court Center can't fail to observe that things are always changing. This will be just as true in 2005 as it has been in prior years. In June, I will succeed Judge Hector Campoy as presiding juvenile court judge. It has been my privilege to work with him this year as associate presiding judge, and it is my intention to continue the good work he has carried on during his tenure.

In July, we will begin construction to complete the build-out of the juvenile court center and provide us with much-needed additional facilities. Each judge will have an assigned courtroom, enabling us to better manage our burgeoning caseloads. The Human Resources division will be reintegrated into the court center building, with enough space to house its growing staff and their files. The lobby and courtroom space in the old court center will be converted into a training facility that we will share with Superior Court.

Equally, if not more important, are the changes that will occur in the work that we do. The profile of the children who come into our Court has changed. While we are fortunately experiencing a sharp decrease in violent crime, we see an increasing number of children who abuse alcohol and drugs, have another mental health diagnosis such as depression or ADHD, and who have special educational needs. A substantial number are also dependent children. Success with these children requires a multi-disciplinary, multi-systemic approach. While we have three major operational divisions – probation, detention, and child and family services – they are not separate silos. We will become increasingly interrelated internally as well as externally. Working with our community partners, we must develop a comprehensive response in each case that identifies each partner's responsibilities and ensures that necessary services are provided to the child and family in a timely manner. Probation officers will serve a key role as conveners and coordinators, both within our court center and out in the community.

This Court has a well-deserved national reputation for excellence and innovation. In 1997, we were designated a Model Dependency Court by the National Council of Juvenile and Family Court Judges. In 2004, we were designated a Juvenile Detention Alternatives site by the Annie E. Casey Foundation. We may not always have the monetary resources we need, but because of our commitment to improve the lives of the children who come our way, we find ways to do things better and get things done. This will continue to be the case in the coming year, as we expand on our past successes.

Building on the groundwork laid under Judge Campoy's direction and inspiration, we will begin in earnest to tackle the issue of inappropriate use of detention and, in particular, its impact on children of color. The Disproportionate Minority Contact and Juvenile Detention Alternatives Initiatives have already prompted changes in the way we do business and have caused us to reexamine our practices across the juvenile justice spectrum. We are fortunate to have an experienced coordinator and a strong community collaboration whose members are committed to keeping children out of the juvenile justice system to the extent possible by providing earlier interventions and supportive services to at-risk children and their families.

Some children must be detained. But time in detention isn't wasted. We are learning to view detention as a process, not a place: an opportunity to intervene in a child's life and prepare the child to move back into the community with better coping skills, rather than simply putting the child in a holding pattern. We will continue and increase programming that involves detention officers as mentors for children in their custody.

We will continue to use innovative practices to meet the needs of special populations. Both the Juvenile Drug Court and the Family Drug Court have demonstrated successful outcomes with children and parents who abuse drugs and alcohol. The need for these programs will expand in the coming year as we continue to see an increasing number of families adversely affected by alcohol and drug abuse. The core elements of these programs – involving a team approach, the frontloading of services, graduated sanctions and rewards, intensive supervision and frequent judicial review – may produce successful outcomes with other groups as well.

The number of dependency cases continues to increase, as does the number of jury trials requested in severance cases. This will continue to challenge all participants in the process with the increase in hearings and the disruption in the calendar caused by jury trials, which must be conducted in the superior court building. We are attempting to spread the burden by implementing a rotating duty judge system for trying these cases. We will also examine the impact of increased use of alternative dispute resolution in these cases. However, with no increase in staff in the Child and Family Services Division, we face severe challenges to our ability to process these cases in a timely manner, collect and evaluate required data, and expedite permanency for children through mediation services.

It will be my goal to do all that I can to support and encourage Juvenile Court staff. Our work will only be successful if it benefits from the insight and experience of those involved in its everyday implementation. We will increase the opportunities for training and education, building on the probation academy initiated this year. We will solicit and encourage active staff participation in setting the direction of the Court and implementing new initiatives. Most importantly, we will continue to work to ensure that our staff is paid equivalently to their counterparts at other court agencies.

There is an old saying: the more things change, the more they stay the same. Much has changed since I left Juvenile Court in 2000, but one thing remains the same: we have dedicated, intelligent, creative staff who are committed to doing the very best they can to improve the lives of the children and families who come into our Court. It is my great privilege and pleasure to be serving here again, and I look forward to the challenges of the coming year.

*Pima County Juvenile Court Associate Presiding Judge  
Patricia Escher*

# *Introducing Our Judiciary*

Pima County Juvenile Court is fortunate to have an outstanding group of Judges and Commissioners who are all dedicated to the Vision and Mission of the Court and to service to the children and families of this community.

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**Presiding Judge**

**Hector E. Campoy**

**Associate Presiding Judge**

**Patricia Escher**

**Associate Presiding Judge**

**Stephen Villarreal**

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**Judge**

**Terry Chandler**

**Judge**

**Howard Hantman**

**Judge**

**Charles Harrington**

**Judge**

**Michael Miller**

**Commissioner**

**Javier Chon - Lopez**

**Commissioner**

**Suzanna S. Cuneo**

**Commissioner**

**Ted Knuck**

**Commissioner**

**Danelle Liwski**

**Commissioner**

**Elizabeth Peasley-Fimbres**

**Commissioner**

**Kathleen Quigley**

**Commissioner**

**Steven Rubin**

**Commissioner**

**Joan Wagener**



## **The Vision of Pima County Juvenile Court Center**

***An Organization Committed to:***

- ***Community protection***
- ***Restoring victims***
- ***Successful youth and families***

# ***Mission Statement***

***The Pima County Juvenile Court is charged under the Federal and State Constitutions, laws, and rules of the court with jurisdiction over all children under the age of 18 years who are referred for reasons of mental health, incorrigibility, delinquency and for all families involved in dependencies, severances and adoptions.***

***The mission of the Pima County Juvenile Court is to promote the interest and safety of the community, promote the rehabilitation of children and families, facilitate the protection of children who are abused and neglected, and facilitate the provision of services to children and families involved with the court all in accordance with the due process of law.***

***The Juvenile Court will work actively with and provide leadership to the community, public and private agencies to promote justice, education, and the prevention of delinquency and abuse.***

# *A Message From the Court Administrator*

It is my hope that our 2004 Annual Report accurately reflects the growth, in many areas, that the Pima County Juvenile Court has experienced this year. We continue to engage children and families and work toward positive outcomes for them and, ultimately, the community as a whole. While our work is never finished, we are committed to the quality of service and therapeutic engagement that I believe this report reflects.

We have strengthened our philosophical underpinnings by continuing to link visionary concepts with practical, measurable outcomes. We are adapting to a changing environment through structured, intentional activities that consistently support the goals of the Court. The dramatic reduction, once again this year, in the number of children committed to the Arizona Department of Juvenile Corrections (ADJC) is consistent with our intent to provide necessary services and interventions in the least restrictive setting, while supporting public safety and youthful offender accountability. Similar efforts to reduce our detention population through the Juvenile Detention Alternatives Initiative (JDAI) also reflect our belief that community-based interventions are effective alternatives for many children. Only youth who present a high risk to public safety should be detained, certainly for any substantial period of time. Our reduction in the average daily population in detention during 2004 represents a measurable outcome stemming from our philosophical framework.

As our court philosophy evolves, we recognize the importance of opening up our Court to influences and input from the community and stakeholders. We continue to work toward a service model that strengthens partnerships and responsibilities with members of the justice continuum, behavioral health system, community organizations and families. The establishment of the DMC/JDAI executive committee is another example of linking concepts with outcomes. Disproportionate Minority Contact (DMC) is a juvenile justice system reality that has troubled jurisdictions nationally for many years, with few effective interventions being developed. Our Court is committed to working collaboratively to mitigate this serious problem and, combined with the JDAI effort, we believe we will be able to finally impact this system and societal phenomenon. The executive committee will be instrumental in the pursuit of equality of justice, culminating in effective services to those children most vulnerable to system and societal influences.

We also recognize the importance of engaging staff at all levels within our Court in the decision-making processes. While court administration has a very clear responsibility to help set direction and organize strategic planning, the concept of strategic plans will be most effectively operationalized and measured by specific outcomes when there is a high level of understanding, ownership, and common effort by all staff. To that end, court administration is committed to involving staff in a number of planning sessions and ad hoc committees that will continue to develop the mechanisms and programs for achieving our philosophical intent. Again, using our DMC/JDAI initiatives as the example, we have provided a common information base to many staff throughout our Court, in many different divisions and work units. However, this is the beginning, not the end of the communication and engagement process. The next step is to engage our staff in helping determine direction, strengths and challenges, and program development intended to link philosophy with outcomes. I view this as an exciting process and look forward to hearing the next "best idea" that will strengthen our Court.

I also want to acknowledge the transition of presiding judges that will occur in June 2005. The Honorable Judge Hector E. Campoy has guided our Juvenile Court for three years, leading us from a period of disruption and philosophical uncertainty to an environment of stability, integrity, and collaboration. Through his leadership, we have improved service efficiency and effectiveness; maintained fiscal responsibility; and most importantly, challenged ourselves and our Court to be even better through hard work, commonality of purpose, and demonstrated professional and ethical standards. He has been an inspiration to our Court, our staff, and our community. Fortunately, his successor as presiding judge, the Honorable Patricia Escher, will lead us to even higher standards of service delivery and continue to build and shape our philosophical foundation. She has been serving as associate presiding judge for the past ten months, and her impact has been immediate and far-reaching. I'm certain she will build on the existing strengths of the Juvenile Court and stimulate and reinforce creativity, passion for our work and a best practices approach to court operations. Our course for the future is steady and we are limited only by our own creativity and energy. The children and families of Pima County are deserving of the best we can offer, and I am confident we are headed in the right direction.

*Rik Schmidt*

# Success Stories

Annual Report 2004

## Paula: A Family Drug Court Success Story

Paula was born in 1977. She never knew nor had contact with her biological father. Her first stepfather committed suicide by shooting himself when she was three. It was about this time that her biological mother began beating her with spatulas, sticks and paddles. Her mother was also drinking heavily during this period. Several years later, Paula's mother remarried. Around the age of nine, Paula's new stepfather began sexually molesting her. This continued for two years, at which time he began raping her on a regular basis. Paula endured this for another two years, until her stepfather left the home.

Paula learned early in her life that it was easier to mask her feelings than to deal with them. She began drinking alcohol at the age of 12. She would drink until she became sick. When she was 13, she discovered marijuana. When she was 15, she was arrested for selling a joint to an undercover officer. When she was 16, she began using crystal methamphetamine (Meth) for the first time. Initially, she would snort the meth. It was only a matter of time before Paula was injecting the meth intravenously.

Paula gave birth to a son in 1996. In 2001, Paula gave birth to a daughter. In both instances, the fathers of the children chose to not be involved in either their or Paula's lives. In July of 2003, Paula had her two children removed from her home while she was at her job as a stripper. She was alleged to have abandoned and neglected the children. They were placed together in foster care. For several months, Paula continued to live the lifestyle of an addict. Eventually, in October 2003, she checked herself into a residential treatment facility. Seven days later, she relapsed and went to jail. In late November 2003, she entered a different residential program.

It was at this time that Paula decided to join Family Drug Court at Pima County Juvenile Court. While her life was improving in general, staying sober was still a great struggle for Paula. On many occasions, she was confronted with situations that previously had "triggered" her using drugs to cope with the stress.

While in Family Drug Court, Paula received intensive Case Management from Dean Rody, one of four Family Drug Court Case Specialists. Dean saw Paula in person once or twice each week and talked to her almost daily by phone. He collaborated with the assigned Child Protective Services worker and all treatment providers, frequently scheduling "staffings," where everyone involved in Paula's case came together to make sure she and her children were getting all available help to become a healthy family again.

Paula appeared before the Family Drug Court judge weekly until she was found to be “in compliance” at least eight times. To be compliant, Paula had to call daily to see if she had to provide a random urinalysis drug screen (“drop”), she had to “drop” on the required days. These had to be negative screens, and she had to attend every session of treatment required and demonstrate adequate progress. After this first phase, Paula moved to Level II of Family Drug Court, appearing every two weeks in court. After another two months of compliance, she moved to Level III, appearing monthly. Each time she was non-compliant, Paula risked sanctions such as community service or even a few days in jail. Sometimes she received small incentives, like sobriety coins or gift cards. Paula also received wraparound services such as parenting classes, job search training, and additional supervised visits with her children.

In June of 2004, Paula’s work paid off when her children were able to come home and live with her. It was also around this time that she finished her GED class and obtained a driver’s license for the first time in many years. Life finally appeared to be good for Paula. She had another baby, her first child born drug-free. The father was responsible and involved in Paula’s recovery, sometimes working two jobs to care for the whole family.

Paula was able to maintain her sobriety until September 2004, when she relapsed on cocaine and crystal meth. On the surface, all of her accomplishments seemed to have been for nothing. But instead of perpetuating her mistake and falling back into her former life, Paula chose to be honest about her relapse. She was willing to admit her mistake and accept the help that was offered. She moved out of her home, where she relapsed, and started attending substance abuse treatment daily. She also began, for the first time ever, to explore the trauma she had suffered as a child and young adult. She committed to working through all of those issues that she had struggled to keep below the surface as she made her way through the painful treatment process.

During the five months since her relapse, Paula has struggled to stay afloat. She is confronted with her past on a regular basis. The opportunity to relapse is ever-present. Every day, she must dig deep into her toolbox of life and use her knowledge and skills to not only keep herself safe, but also her children. Today, Paula is an unabashed success. She continues to maintain her sobriety. She lives in her own apartment, free from any subsidies or assistance. She completed her GED and is currently carrying a 4.0 grade point average in college. She is giving back to her community by mentoring those who are going through all that she went through. She is as much inspiration as she is success.

Paula was the 25<sup>th</sup> graduate of Pima County Family Drug Court. She held her children in her lap as 100 people (lawyers, CPS staff, judges, and family members) gave her a standing ovation. To date, only one graduate has come back into the dependency system, saving countless dollars in foster care, court costs, incarceration, public benefits and treatment costs. More importantly, Paula and the other parents who voluntarily enter Family Drug Court have been given the tools to put their families back together, affecting generations to come.

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## CASA Volunteer

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Elaine Flaherty has been a volunteer advocate since September 2001, working on five cases involving nine individual children. In addition to getting to know each child well, she has developed close relationships with parents, caseworkers, therapists and teachers.

When it seems the mother mentioned at left was about to lose her child forever, Elaine rolled up her sleeves and figured out what it would take to turn things around.

“After getting to know the mother and the child, I was able to see that there was true love and connection. The mother had been abused and out of her own home since she was 8 years old. She hadn’t had anyone to be a role model for her. My frustration came from agencies that had already made up their minds to terminate parental rights.”

The mother spent countless hours learning basic parenting skills – including how to use a laundromat. With Elaine’s support and encouragement, the mother has obtained a job and secured housing and medical care for her child’s chronic illness.

“It’s amazing how often people say ‘I could never do what you do.’ What I try to explain is that CASA advocates are there to think about what’s going to be best for a child who’s had a hard time. The learning of *what to do* becomes manageable if you *care* what happens to the child.”

In addition to being a CASA volunteer and board president of the program’s funding arm, Elaine was a member of a state committee to review and make suggestions for changes to Child Protective Services. She has since been asked to continue to serve as a member of the implementation subcommittee.

“The CASA program is so important to the welfare of these children. It provides safety, security and oversight to their cases – but most of all, it provides stability and a person who is with that child and for that child every step of the way. It is both an honor and a privilege to be part of the CASA program.”

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## Pima County Juvenile Court Center Detention Division 2004

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The Detention Division in 2004 continued to deploy its plan of implementing and facilitating the Court’s philosophy of Therapeutic Engagement for increased Youth Skill Development for the youth placed in detention.

**Step Up Detention Mentoring Pilot Program:** The Girls Living Units Team continued its further implementation of the Step Up Mentoring Pilot Program that was started in November of 2003. In order to publicly introduce the skill development program to the community an open house was held. It was well attended by local officials (including Pima County Supervisors) and other professionals working with youth on May 21, 2004. The girls themselves presented their program to visitors and guests. The Open House was well received and the girls felt their experience was successful and uplifting. Some of the positive effects of the Step Up Mentoring

have already been evidenced. Often girls that have left the program make phone calls back to their Mentors asking for advise or just reporting progress. Even at times of relapse, girls who are released but later need to be returned to Detention, often come back recognizing their mistakes and identifying how they failed. With an increased competency of knowing how they failed, more sophisticated relapse prevention plans have been made to help the girls from continued relapse. These steps of progress will assist many girls to achieve more success experiences in their futures.

**Boys' Intensive Risk and Needs Living Unit:** In 2004, the Detention Division reorganized its staff in a new deployment in order to improve the delivery of services for the boys in detention. The Boys' Intensive Risk and Needs Living Unit Team's deployed. Its goal was to develop effective working relationships and living unit program structures which would help the boys stabilize their out of control, overly aggressive, or disruptive behaviors and prepare them to return to their regular living units. Unit staff, Mental Health, and Detention Administration have developed more regular and effective staffings and behavior planning. By Summer, the team had made significant progress evidenced by a significant reduction of physical restraints needed. By Fall, over 95 percent of the most troubled youth desired and were able to return to their regular living units within a few days.

**Reorganization of Central Control and Regular Boys Living Units:** In August of 2004, the remainder of the Juvenile Detention Officers (JDOs) were formed into smaller teams organized in Living Units or Central Control Units. Detention Supervisors were given responsibility for providing leadership for one or more living units or one Central Control Team. Senior Detention Officers (SJDOs) were assigned to each team for additional support. Central Control and Living Unit Supervisors worked together. The Central Control Teams worked diligently to keep the "breath" of Detention Operations working across teams in effective processes while the Living Unit Teams worked with a group of youth on a more consistent basis than before. This process has driven a "depth" of service delivery for the youth that has increased their stabilization and ability to progress.

**Consistency of Mentoring Relationships for Boys:** Through the New Deployment, the Division also discontinued its practice of moving the boys we serve from an initial classification unit, to a transition unit, and then to a general population unit as a boy advanced in the program. Each change required the boy to get to know and learn how to work with another group of detention officers. The new model has boys staying with the same group of detention staff throughout their detention stay. (Except for a boy who's acting out requires their short placement in the Boys' Intensive Risk and Needs Living.) If a boy had to return to detention after release, he would return to his original living unit. There, he and staff would already know each other. His former staff would know his strengths and issues more thoroughly than if he returned to a new living unit and new staff.

**NCCHC Accreditation:** In 2004, the Court Center, Pima County's Department of Institutional Health, and our Medical and Mental Health Services Provider continued our efforts to provide effective and efficient health care for our detained youth. New policies and procedures were developed and implemented. An application for an accreditation of the Detention's Health Care Services was made to the National Commission on Correction Health Care (NCCHC). After an extensive audit, the Commission gave its official accreditation on October 29, 2004. The Court's Detention Center is the only Juvenile Detention Center in the State of Arizona to be officially accredited by NCCHC.

**The 2005 Future:** In 2005 the Detention Division has set a goal to have its skill development and performance based Step Up Detention Program fully functioning in all its living units for all of the youth served. This level of service delivery will offer the Juvenile Court Judges the option of issuing performance based detention stays. The youth will have the opportunity to demonstrate they are stable, they recognize what they need to change, and they are prepared to leave detention for home or next placement. Their release from detention can be achieved through their performance and not through their serving time. It is projected that youth will be able to reduce their time in detention because of their positive performance and skill development. Performance based releases will reduce the average length of stay of detained youth. This planned outcome will facilitate the Court Center's Juvenile Detention Alternatives Initiative work.

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## Three Marks of Success for Minors involved with Juvenile Intensive Probation Supervision (JIPS)

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- **Adam**

Adam has exemplified the positive change that many youth can aspire to after making bad choices in their lives. Adam was addicted to heroin for nearly one year but overcame his addiction to successfully complete JIPS early.

Additionally, Adam was able to gain early acceptance to the University of Arizona Computer Engineering Program and California Polytechnic Institute, while completing over 20 semester hours of coursework (3.8 GPA) at Pima Community College and maintaining honors status at ACE Charter School.

Adam has shown that despite the terrible of addictions or adversity, youth can attain success and sobriety with appropriate support. Adam and his family present an entirely different dynamic from one year ago. The interactions between Adam and his family are positive and have a formerly absent element of trust and respect. Adam has shown that he is appreciative of his family's help during his darkest hours, and his family has shown Adam the extraordinary lengths they are willing to go to support him.

Adam has prepared himself to be a positive contributor to society, rather than a drain on its tight resources.

- **Lucas**

Lucas was placed on JIPS in October 2002 due to anger and substance abuse issues. Although he was reluctant in the beginning, he soon realized that Probation was put in place to assist him with the issues that brought him to the attention of the court. Unfortunately, Lucas' father had his own serious issues that sometimes lead to more disruption and negativity within the family unit. Lucas impressed JIPS officers with his maturity and showed that he had the power to make positive changes. He successfully completed La Canada (inpatient drug treatment facility) in early 2003 and sustained a drug-free lifestyle until his successful termination from probation in October 2004.

Lucas' positive energy not only gave him the self-confidence to excel as a 12th grader at Amphi High School and the ability to stay healthy in football and wrestling, but it also inspired his mother to be stronger and more positive. She recently wrote us a letter reporting that she and her son were still doing very well. She reported that Lucas finished 2nd place in regional wrestling competition and would be traveling with the school to Carnegie Hall in New York City for a singing event. Lucas and his mother are very good examples of a successful family involved with PCJCC.

- **Steven**

Despite numerous obstacles, Steven was able to identify his past mistakes and strive for a positive future. He was able to decrease his level of probation from Juvenile Intensive Probation to standard probation within a seven month time frame and was terminated successfully from standard probation six months later. Steven began with addressing his issues from the past such as negative peers, substance abuse, and misuse of a firearm. He completed The Mark program successfully, was able to navigate his life by avoiding negative peers, and attended a FAST (Firearms Safety) class.

There have been several instances where Steven utilized his cognitive skills and took a leadership role. For example, while at a city recreation center, Steven was able to diffuse a potentially physical confrontation among peers by convincing them to talk about the problem first. Another example was when he was offered re-employment at his former job. Steven, declined the position because alcohol was being served there, and he felt he had not fully addressed his substance abuse issues. Finally, another example was his dedication to complete his education in a timely matter despite the fact he was behind in high school credits.

Steven came to JIPS on a Felony 4 offense of unlawful discharge of a firearm. He was able to identify his deficiencies and make efforts to positively enhance his life through substance abuse counseling, understanding about the responsibilities of handling a firearm, dedication to education, and being able to communicate better with his family.

While on JIPS, Steven had aspirations of completing his high school education, addressing his substance abuse issues, communicating better with his family, and becoming a leader instead of a follower. His short-term goal was to join the military. I believe his understanding of his past and his dedication to his future will benefit him in the years to come. His family will benefit from Steven's ability to depend on his critical thinking skills and cognitive reasoning abilities learned from these past experiences.



# Budget Review

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The Court receives funding from a variety of sources including Pima County, the State of Arizona, federal grants and special revenue funds. Last year another source of funding was added when the Court was awarded funding from the Annie E. Casey Foundation. This grant will provide \$250,000 over two years in support of Juvenile Detention Alternatives Initiative (JDAI). Total revenue increased from \$32.6 million in Fiscal Year 2003 to \$33.2 million in Fiscal Year 2004. The Pima County general fund remained the largest single source of the funding and provided the majority of the funding for the administrative, detention and judicial services divisions.

The second largest funding source was the State of Arizona. The majority of the state funding came through the Administrative Office of the Courts (AOC) and supported a variety of probation functions including intensive probation, standard probation, diversion, family counseling and treatment for court involved youth. The Court also received funding indirectly from the Arizona Department of Education via a collaborative effort with five school districts. This contract allowed 27 probation officers to work directly in local schools under the Safe Schools program. The State also funded victim services thorough the Juvenile Victims' Rights Program. In total, these state grants provided 60 percent of the Probation Division's annual funding.

The Child and Family Services Division also derived a large percentage of its funding from grants. The AOC provided funding for the Court Appointed Special Advocate (CASA) program and the Court Improvement Project. Federal funds provided by the Substance Abuse Mental Health Services Administration (SAMHSA) have been foundational in establishing and maintaining the Family Drug Court program.

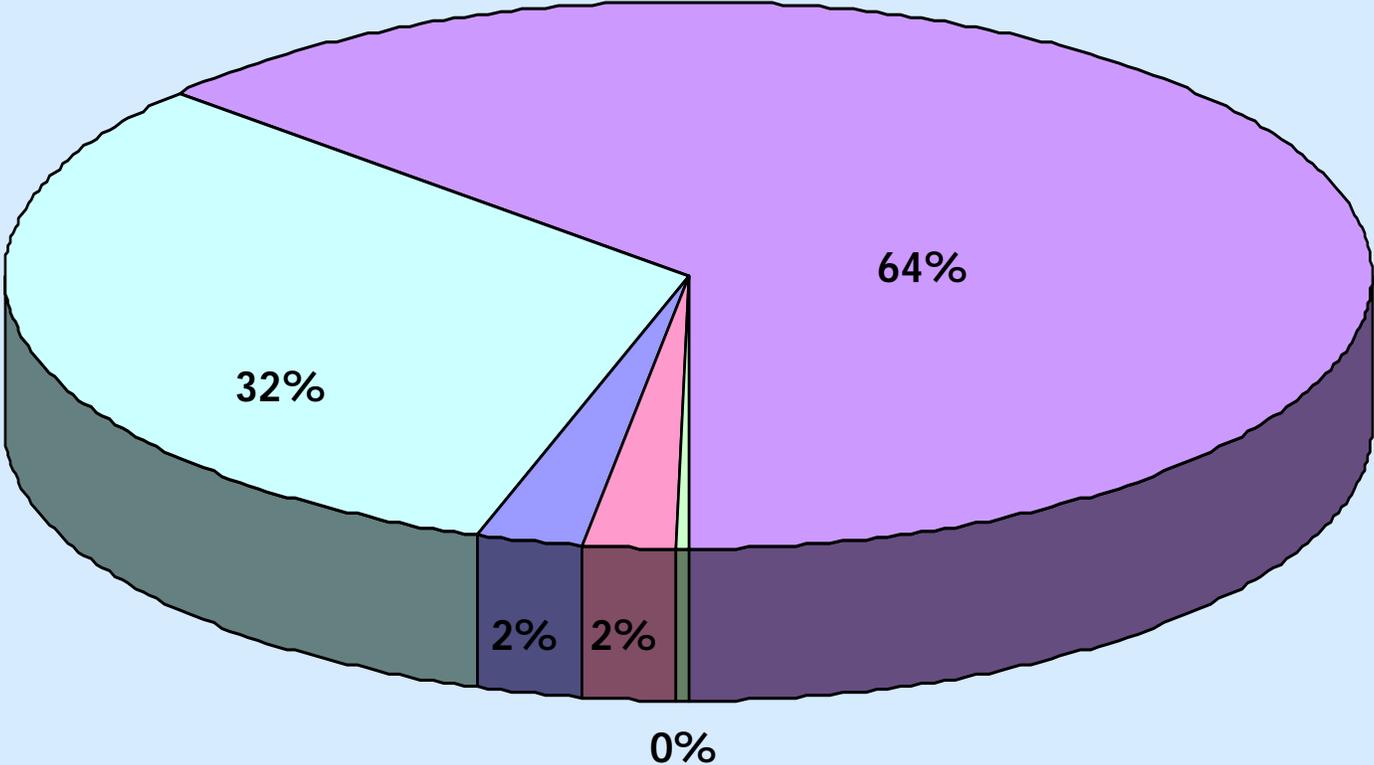
Special revenue funds are comprised of probation and diversion fees as well as a separate fund for victim restitution. The probation and diversion fees were used to enhance the operations of the probation department. The victim restitution fund provided resources for the Restitution Accountability Program (RAP). This program allows youth who are too young to work an opportunity to earn money towards restitution they owe while performing valuable services, such as graffiti abatement, to the community.

The Court with the leadership of the management team and the diligent efforts of all its employees, remains committed to making both efficient and effective use of its financial resources to provide quality services to the children and families of Pima County.

The following charts show a breakdown of funding by source and functional area.

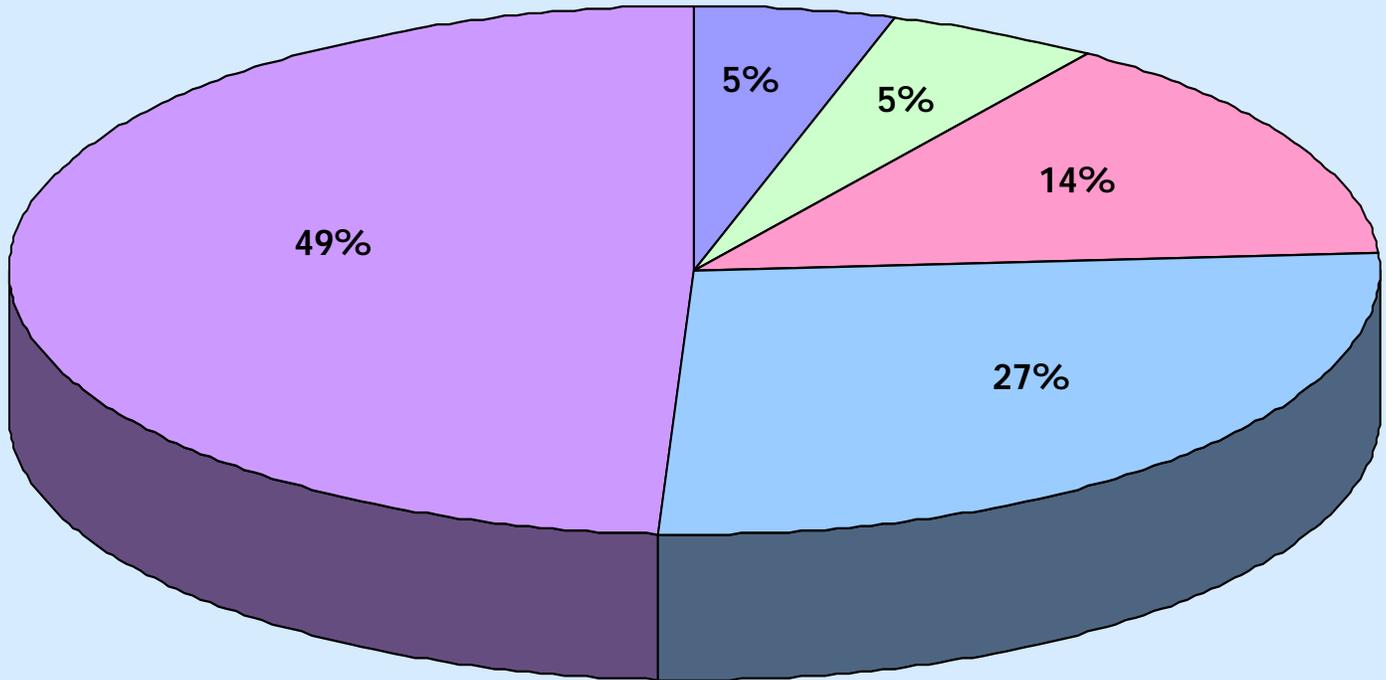
*Funding by Source*

<b>General Fund</b>	21,059,573
<b>State Grants</b>	10,482,526
<b>Federal Grants</b>	826,956
<b>Fees</b>	691,046
<b>Other</b>	<u>125,000</u>
<b>Total</b>	33,185,101



### *Funding by Division*

<b>Child &amp; Family Services</b>	1,563,596
<b>Judicial Services</b>	1,694,599
<b>Administrative Services</b>	4,675,957
<b>Detention Services</b>	8,892,851
<b>Probation Services</b>	16,358,098
<b>Total</b>	<u>33,185,101</u>



<input type="checkbox"/> Child & Family Services	<input type="checkbox"/> Judicial Services	<input type="checkbox"/> Administrative Services
<input type="checkbox"/> Detention Services	<input type="checkbox"/> Probation Services	

# Court Activity

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## *Total Dependency Petitions Filed 1997 - 2004*

	1997	1998	1999	2000	2001	2002	2003	2004
<b>January</b>	43	43	47	61	55	62	78	76
<b>February</b>	34	40	37	67	56	46	62	85
<b>March</b>	59	69	54	75	52	64	62	96
<b>April</b>	41	51	57	41	45	72	73	82
<b>May</b>	59	45	49	62	49	69	59	56
<b>June</b>	38	48	47	48	57	55	68	74
<b>July</b>	40	49	45	35	52	58	68	71
<b>August</b>	46	63	52	44	59	80	64	67
<b>September</b>	40	60	58	48	51	64	86	84
<b>October</b>	49	55	38	59	53	64	79	75
<b>November</b>	39	43	41	50	63	56	67	60
<b>December</b>	41	60	25	37	51	63	82	81
<b>Totals</b>	529	626	550	627	643	753	848	907

## *Alternative Dispute Resolution (ADR) Activity Information*

Mediation, facilitated settlement conferences, and facilitated case conferences are all ADR processes offered to child welfare participants. Calendar year 2004 showed a tremendous increase in the use of ADR from the previous year. In April 2004 an additional half-time mediator was hired to provide more resources for this valuable service. This hiring will not only increase the availability of services but will also facilitate the setting of sessions in a timelier manner. While settlement rates are only one measure of the success of an ADR program, the 2004 outcome data were reflective of the averages for prior years showing a 76 percent Full Agreement rate, 7 percent reaching a Partial Agreement, and 18 percent reaching No Agreement on any issue. Another statistic of note: 81 hours of trial time was saved from the court calendar when issues were resolved in facilitated settlement conferences.

### *Number of Cases Referred to Mediation or Facilitated Settlement/Case Conference*

2000	2001	2002	2003	2004
259	220	230	256	358

## *CASA Statistics*

### Mission

The Pima County CASA program creates awareness of child abuse and neglect in our community. The program recruits, trains, guides, and supports volunteers in their advocacy for children involved in the juvenile court system.

### Vision: *Every child who needs a CASA, has a CASA*

Court Appointed Special Advocates (CASA) are citizens making significant contributions to the community by becoming actively involved in protecting the rights of abused, neglected and abandoned children.

Appointed by a juvenile court judge, CASA volunteers are specially trained to speak up for these vulnerable children and to make sure their calls for help are being heard.

CASA volunteers research the case, assess the facts, identify key problems, and submit court reports that summarize crucial information. They attend court hearings, provide insight to the judge and recommend actions in the best interest of the child.

Number of Active CASA's	178
Number of Children Served	367
Number of Hours Served by CASA's	2,123 /month
Number of Miles driven by CASA's	17,493/month

## *Adoptions/Guardianship Statistics*

Families in the community can seek adoption services through the Pima County Juvenile Court Center. For related families, a sliding scale fee is assessed. Non-related families whose income exceeds \$50,000 must contract services through a private attorney or agency to process their adoption. Achieving permanency for children and families is our goal, and money should not be a barrier to accomplishing an adoption. The most common adoption is a stepparent who wishes to adopt their spouse's children or guardians who want to adopt the children they have been caring for.

Certifications for adoptions are also a service the Pima County Juvenile Court Center provides. Certifications allow for those wishing to adopt a child at some future point, to be ready for an adoptions process.

	2002	2003	2004
Adoptions	127	136	113
Certifications	11	17	10
Guardianships	26	36	35
Total	164	189	158

Guardianship reviews are conducted on cases where the Pima County Juvenile Court desires to continue reviewing placement of children.

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## *Family Drug Court (FDC) Statistics*

For Family Drug Court, 2004 was a year of change and growth . Based on an evaluation of the first three years of this grant-funded program, the FDC stakeholders (PCJCC, CPS, Attorney General, and adult RBHA network agencies), agreed to restructure the program and then expand it from one zip code to all zip codes under PCJCC jurisdiction. Judge Joan Wagener volunteered to take over as FDC judge for Judge Hector Campoy, and clients appear before her every 1-4 weeks for immediate accountability for their treatment attendance and progress and their compliance with random drug screens. Four FDC Case Specialists and two Case Aides provide intensive case management to parents in dependency cases whose children have been removed due to the parents' drug or alcohol addiction.

A staggering 85 percent of the 891 new families who came into the PCJCC dependency system in 2004 presented with parental substance abuse problems. FDC has established a comprehensive network of collaborators to provide the continuum of treatment and wraparound services necessary to get these parents in recovery and enable them to be safe parents again.

All but one of the FDC graduates have had their children returned to their home; only one has had a subsequent dependency petition. Even more significantly, all FDC graduates have successfully completed substance abuse treatment, and even those who do not graduate have at least been given the knowledge and skills to seek treatment once they're ready to try again. This year we saw another increase in the percentage of clients who use methamphetamine, which is now the drug of choice in 50 percent of FDC cases.

2004 Family Drug Court Participants	2004 Family Drug Court Graduates	Drug Free Babies Born to FDC Parents in 2004
68	12	9

## *Jury Trial Information*

Since the passage of HB2024 on December 18, 2003, the Pima County Juvenile Court has experienced a high number of jury trial requests as compared to other jurisdictions in the state. In cases where a motion or petition to terminate parental rights has been brought, parents have a right to request a trial by jury. By far, Pima County has recorded more requests for jury trials than the total number for all other counties combined. Although there were many requests, very few cases actually proceeded with a jury trial. Only 25 percent of those requesting jury trials actually resulted in an impaneled jury.

Many cases were returned to the Juvenile Court for further disposition due to default by the requesting party (failure to show on critical trial dates), relinquishment prior to the trial, or withdrawal of request for jury trial.

The implication of jury trials for severance matters has strained resources for all parties in a dependency case. Juggling court calendars, continuing other court hearings, and preparation for a jury trial only to have the jury trial not proceed, resulted in much expended time and resources.

<b>Number of Trials Completed</b>	<b>19</b>
<b>Number still pending</b>	<b>6</b>
<b>Severed</b>	<b>13</b>
<b>Not severed</b>	<b>1</b>
<b>Relinquished during trial</b>	<b>4</b>
<b>Severed/not severed*</b>	<b>1</b>

\* In one case two sets of twins were involved. One set was severed, the other was not.

<b>Month</b>	<b>Number Assigned</b>	<b>Jury Trials</b>
Jan	2	2
Feb	14	6
Mar	5	3
Apr	6	2
May	1	0
Jun	7	2
Jul	6	1
Aug	10	2
Sep	12	2 (2 pending)
Oct	9	1
Nov	2	0 (2 pending)
Dec	5	0 (2 pending)

## *DELINQUENCY HISTORY 1999 - 2004*

	1999	2000	2001	2002	2003	2004
<b>Pima County Population of Juveniles Ages 8 to 17 *</b>	109879	117399	121137	123884	126750	129569
<b>Total Number of Referrals</b>	17216	16538	16801	15477	15237	15948
<b>Total Number of Juveniles Referred</b>	9,693	9,514	9,689	9,280	9372	9673
<b>Violent Crimes Against Persons Plus Percent of Yearly Totals</b>	512 3.0%	409 2.5%	413 2.46%	383 2.48%	338 2.22%	372 2.33%
<b>Grand Theft and Crimes Against Property plus Percent of Yearly Totals</b>	980 5.7%	913 5.5%	1021 6.08%	798 5.16%	853 5.6%	847 5.31%
<b>Obstruction of Justice Probation Violations plus Percent of Yearly Total</b>	1810 10.5%	2118 12.8%	2250 13.39%	2037 13.16%	1831 12.02%	1891 11.86%
<b>Fights, Including Assault &amp; Domestic Violence plus Percent of Yearly Total</b>	1826 10.6%	1862 11.3%	1921 11.43%	1726 11.15%	1689 11.08%	1700 10.66%
<b>Drug Offenses plus Percent of Yearly Total</b>	1817 10.6%	1948 11.8%	2009 11.96%	1925 12.44%	1992 13.07%	2050 12.85%
<b>Peace Offenses, Including Disturbing the Peace, etc. plus Percent of Yearly Total</b>	4178 24.3%	3661 22.1%	3738 22.25%	3422 22.11%	3495 22.94%	3575 22.42%
<b>Misdemeanor Theft plus Percent of Yearly Total</b>	1757 10.2%	1870 11.3%	1875 11.16%	2069 13.37%	1999 13.12%	2066 12.95%
<b>Status Offense plus Percent of Yearly Total</b>	4336 25.2%	3755 22.7%	3572 21.26%	3114 20.12%	3036 19.93%	3445 21.60%
<b>City Ordinance plus Percent of Yearly Total</b>	0	2	2	3	4	2
<b>Transferred to Adult Court</b>	18	19	17	9	9	14
<b>Mandatory Adult Filing**</b>	81	85	84	65	54	49

\* Population based on estimated census information

\*\* Based on Disposition Date of Case

## Delinquency Trends

### Delinquency Referrals 1998 - 2004



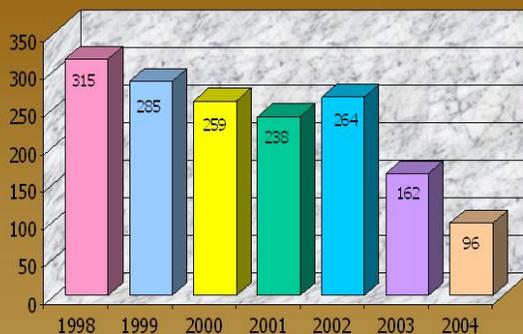
↓ 11.6%

### Violent Felonies Against Person 1998 - 2004



↓ 24%

### Youth Committed to ADOJC 1998 - 2004



↓ 69.52%

# Employee Recognition

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The Pima County Juvenile Court Center (PCJCC) has a total of almost 600 employees who every day - and in so many ways - perform outstanding work on behalf of the community that we all serve. Without these daily and often unrecognized efforts, the PCJCC could not fulfill its function and community obligations to the same standards of excellence; a standard created by the employees of the PCJCC.

Therefore, the employees listed below are representative of the exceptional PCJCC staff and were award recipients for the year 2004:

### *Employees of the Month:*

<b>Jan</b>	Carol Catalan, Toni Dwyer & Carol Casebier	<b>Feb</b>	Chris Vogler
<b>Mar</b>	Marsha Bennett & Tom Nazzaro	<b>Apr</b>	Courtney Haymore
<b>May</b>	Wade Danser	<b>Jun</b>	Alice Lopez
<b>Jul</b>	Sal Calabrese	<b>Aug</b>	Sarah Davis
<b>Sep</b>	Edith Hurley, Chris Skipworth & Becky Jorgenson	<b>Oct</b>	Geno Valadez
<b>Nov</b>	Connie Corcoran	<b>Dec</b>	Art Corral, Louie Estrella & Wanda Payne

### *The Pima Foundation For Youth – Youth Workers of the Year*

**Aaron Rulewicz**--Detention Officer Of The Year  
**Becky Jorgenson**-- Behind The Scenes Worker Of The Year  
**Jeanne Kirchner**--Youth Worker Of The Year

### *The Arizona Chief Probation Officers Association (ACPOA) Awards* The following staff were nominated to represent Pima County Juvenile Court in the statewide competition.

<b>Sal Calabrese</b>	Line Officer of the Year	<b>Courtney Haymore</b>	Detention Officer of the Year
<b>Geno Valadez</b>	Employee of the Year	<b>Christine Swenson-Lugo</b>	Supervisor/Manager of the Year



# Challenges for 2005

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## Dually Involved Children in Pima County Juvenile Court Center

Recent Pima County data reflects a decline in violent juvenile crime with overall juvenile delinquency activity remaining flat or showing a slight decrease. In the past five years, 1999-2004, juvenile violent crime **decreased by 27 percent**. Total referrals **decreased by 7 percent**. The youth population presented for detention has **decreased by 9 percent**. The data also points out an alarming trend: the number of abused, or neglected children continues to increase. From 1997-2004, the number of Dependency Petitions filed in Juvenile Court **increased by 63 percent**. The number of Dependency Hearings increased by a mind numbing **177.0 percent**, Severance Hearings **increased by 155.0 percent**.

These statistics in juvenile delinquency and child abuse are paradoxical: they are both good news and sad news. While Pima County Juvenile Court Center and many other key stakeholders have done an admirable task of reducing delinquency through focused and effective programs, we must now show the same focus and attention to abused children.

Over the past quarter century, child abuse and juvenile delinquency researchers and stakeholders have been increasingly aware of the relationship of early childhood trauma and the increased risk of becoming involved in the juvenile justice system. The research does not point to one particular factor for later delinquent behavior, but instead it indicates that early childhood victimization does increase the risk for delinquency.

During the past twelve months, The Pima County Juvenile Court Center made a commitment to increase collaboration among the three divisions responsible for services to children and families involved in both the juvenile justice and child welfare system. Examples of efforts include weekly meetings involving three division directors, the court director, and the deputy court director. In addition, several workgroups were established to recommend changes to increase the efficiency of case management of children involved in both systems. This work will be driven by the wise use of data, participation of other key stakeholders, review of other jurisdictions' efforts to address dually involved youth, and implementing an appropriate process to maximize services to these youth and their families.

In addition, the National Center for Juvenile Justice (NCJJ) is conducting a study of dual jurisdiction youth (i.e., juveniles who have simultaneous court involvement as dependency and delinquency cases) in Arizona. Pima County Juvenile Court Center is an active participant in this study, which will provide data on these children's involvement in the juvenile justice and child welfare systems and will assist to formulate policy, procedure, and implement best practices.

Pima County Juvenile Court Center continues to be committed to engaging a variety of internal strategies to mobilize key divisions to implement prevention and effective interventions for children and families involved in both the delinquency and child welfare systems.

# Key Community Partnerships 2004

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**The Pima County Juvenile Court Center could not help the children and families of this community without strong collaboration. Our sincere appreciation goes out to those governmental and community organizations whose partnerships are key to our success:**

Administrative Office of the Courts (AOC) Juvenile Justice Services & Dependent Children's Services	Arizona Children's Association (ACA)
Anne E. Casey Foundation (AECF)	Arizona Department of Education (ADOE) Pima County Public Schools
Arizona Department of Juvenile Corrections (ADJC)	Arizona Juvenile Justice Commission
Attorney General's Office	Ashford Disbrow, Inc.
AVIVA	Cactus Counseling Services
CAPE for Educational Services / Superintendent of Education, Pima County	Chicanos Por La Causa
Child & Family Resources	Child Protection Services (CPS)
Children's Action Alliance	Center for Juvenile Alternatives (CJA)
CODAC	Community Food Bank
Community Justice Boards - in cooperation with Pima County Attorney's Office	Community Partnership of Southern Arizona (CPSA)
Compass	COPE
Community Partnership of Southern Arizona (CPSA)	Crime Reduction Task Force
First Correctional Medical	Governor's Division for Children
Governor's Community Policy Office	Graffiti Abatement Program in Tucson (GAPIT)
JDAI/DMC Executive Committee	La Frontera
National Council of Juvenile and Family Court Judges (NCJFCJ)	New Beginnings
Old Pueblo Community Foundation	Pima Community College
Pima County Administrator	Pima County Attorney's Office (PCAO)
Pima County Board of Supervisors (BOS)	Pima County Clerk of the Court
Pima County Facilities Management	Pima County Fleet Services
Pima County Juvenile Court Community Advisory Board (CAB)	Pima County Parks and Recreation Dept
Pima County Public Library	Pima County Sheriff's Office (PCSO)
Pima County Youth Opportunity (Project YO)	Pima Foundation for Youth
The Partnership (formerly known as Pima Prevention Partnership)	Providence
Public Defender	Superior Court Adult Probation
Superior Court Administrator's Office	SMART Programs - School, County Attorney, Law Enforcement, Probation collaborations
Substance Abuse Mental Health Service Administration (SAMHSA)	Sunnyside Unified School District
Treatment Alternatives for Safe Communities (TASC)	Tucson Police Department (TPD)
Tucson Indian Center (TIC)	Tucson Metropolitan Ministries (TMM)
Tucson Urban League (TUL)	Tucson Unified School District (TUSD)
University of Arizona	University of Phoenix
Victim Offender Mediation Program (VOMP)	W. Haywood Burns Institute
World Care	Zuni Bike Club

# Community Advisory Board (CAB) 2004

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The purpose of the (CAB) is to enhance the effectiveness of the Court by communicating the community's needs, providing feedback on the effectiveness of programs and policies, and advocating on behalf of the court. This is accomplished by educating the community on the importance of prevention and intervention in addressing juvenile crime and by promoting the creation of community partnerships.

<b>Karen Abman, Director</b> Division for Children Juvenile Justice Programs Governor's Office for Children, Youth and Families	<b>Deanna Coultas, Lieutenant</b> <i>Pima County Sheriff's Office</i>
<b>Ruth Canada, Development Director</b> <i>St. Augustine Catholic High School</i>	<b>Ray Clarke, CEO</b> <i>Tucson Urban League</i>
<b>Hector Estrada</b> <i>Attorney at Law</i>	<b>Richard Fimbres, Director</b> <i>Governor's Office of Highway</i>
<b>Larry Haynes, Director, African American Studies</b> <i>Tucson Unified School District</i>	<b>Pete Hochuli, Supervising Attorney</b> <i>Pima County Attorney's Office</i>
<b>John Leavitt, Assistant Chief</b> Tucson Police Department	<b>Ricardo Jasso, CEO</b> Luz Social Services
<b>Arnold Palacios</b> Pima County One Stop Adult/Youth Services	<b>Esther Sharif</b> Community Organizer/Activist
<b>Clint Stinson</b> Private Attorney	<b>Dr. Alan Storm</b> Asst Superintendent of Student Srv. Sunnyside School District
<b>Bob Tucker, Liaison</b> AZ Dept of Juvenile Corrections (ADJC)	<b>Hon. Gilbert Veliz (Retired)</b> Board Chair
<b>Karen Wilson</b> Probation Supervisor (Retired)	