



PIMA COUNTY



JUVENILE COURT
OPERATIONAL REVIEW

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We would like to thank Pima County Juvenile Court for the opportunity to work with a court dedicated to serving its community. You are closing more cases than you open, you are working hard to create judicial processes that can safely reunify families where appropriate, and you are supporting youth in working toward educational and life goals. We appreciate your commitment to service, innovation, and judicious use of public dollars.

We also appreciate your desire to self-examine. As you said, “even an 8-cylinder engine benefits from a tune-up.” We hope that this report gives you the ability to talk as community partners about what is working exceptionally well now, and what will help keep Pima County Juvenile Court running optimally in the future.

Finally, we would like to extend our sincerest appreciation to the State Justice Institute (SJI) for providing funding for this project and for its commitment to improving the quality of justice in state courts, as well as fostering innovative, efficient solutions to common issues faced by all courts.

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Executive Summary

Pima County Superior Court, which houses Pima County Juvenile Court is a court known nationally for innovation and service to families. Named a Model Court in dependency matters in 1996 and delinquency several years later, the Pima County Juvenile Court has sustained energy for innovation that is tangible at all levels of the court.

Pima County leaders from the bench, the court, and the community have continued to reflect on the processes of the court, best practices, family drug court, trauma responsive efforts, evidence-based services to find ways to improve case outcomes for children and families. The Pima County Juvenile Court sought out this operational review of the Juvenile Court by the National Center for State Courts (“NCSC”) to ensure that the Pima County Juvenile Court is operating in a manner that makes the best use of court resources when providing service to the community. Specifically, it asked NCSC to consider:

- how judicial resources impact the quality of outcomes and any potential efficiencies;
- the impact of judicial rotation on the outcomes in court; and
- the Pima County Juvenile Court’s ability to sustain, advance, and achieve the goals of Model Court for both delinquency and dependency.

Judges with experience in court leadership and in Model Court reform efforts formed part of the NCSC team. Since August 2016, NCSC worked with the Pima County Juvenile Court to review documentation including operational reviews, statistics and outcomes data, observe court proceedings and interview a broad array of stakeholders. The NCSC team met with the Pima County Juvenile Court team in August 2017 to review preliminary recommendations and gather additional data.

As a result of this effort, NCSC concludes that the Pima County Juvenile Court is a highly performing court. Statewide data in Arizona shows that Pima meets timeline standards to an exemplary degree. The Pima County Juvenile Court’s judicial programs demonstrate high functioning in terms of efficiency, productivity, and customer satisfaction. The Pima County Juvenile Court has implemented numerous initiatives intended to meet the needs of Pima

County's children and families. These include dependency and delinquency programs such as the Dependency Alternative Program, Family Drug Court, Court Appointed Special Advocates, Family Navigators, Juvenile Delinquency Alternatives Initiative, an active probation department, and Alternative Community Engagement Services among others.

In terms of improvement, the greatest challenge ahead is that of sustainability: how to keep this high functioning court operating optimally now and in the future. Towards this end, NCSC recommends consideration of the following:

The Impact of Judicial Resources on Quality of Outcomes

- The Court and Clerk's Office should engage in a process to expedite the provision of charging documents and orders.
- The Pima County Juvenile Court should work with Arizona's Court Improvement Program Director to make Arizona's *Fostering Court Improvement* data available.

Rotation Policies

Assessment of the Current System:

- The Pima County Juvenile Court should re-establish a committee to consider feedback given regarding the current commissioner rotation schedule and make recommendations. The Pima County Juvenile Court should consider the various viewpoints and some of the ideas suggested to see if they could be piloted in a way that would support judicial expertise across benches, infuse energy into the juvenile bench and prevent burnout.
- The Pima County Juvenile Court should consider how the impact of rotation on committee work can be ameliorated.

Training and Mentoring:

- Court wide, the Pima County Juvenile Court should provide additional mentoring, paying careful attention to the specific nuances of the juvenile court. The Pima County Juvenile Court should consider retooling of the Judge Mentorship Program to allow

for in court observation, and timing rotations to coincide with dependency and delinquency trainings, either with Dependency and Delinquency 101, or one of the many other trainings available from various outlets in Arizona and nationally.

Sustainability

- The Pima County Juvenile Court should prioritize the identification of alternate funding for the continuation of Family Drug Court operations and recovery support specialists.
- The Pima County Juvenile Court should expand the use of data analytics.
- Monthly standardized data reports should be given to judges and commissioners.
- The Pima County Juvenile Court should publish an annual report card to be shared with the community.
- The Pima County Juvenile Court should continue to promote the ACES program in schools and in other community outreach.
- The Pima County Juvenile Court should continue to seek funding and support for CASA while recruiting for CASA volunteers in the community.
- The Pima County Juvenile Court should study the Family Navigators to evaluate their impact and to determine how they can best support parents in navigating processes.
- The Pima County Juvenile Court should continue to study DAP to determine its impact on decreasing the filing of petitions and longer-range outcomes.
- Contract attorneys should have increased access to their cases in AGAVE/AGAVE Web.
- The Pima County Juvenile Court should work to strengthen its relationship with Public Defense Services to accomplish the following goals:
 - Public Defense Services should meet with court-appointed attorneys to consider their role and vision in the future. The Pima County Juvenile Court should assist Public Defense Services by investigating funding for Attorney and

Stakeholder training and mentoring.

- Public Defense Services should adopt a training program where new attorneys shadow experienced attorneys when they have smaller caseloads. Public Defense Services should work with the Pima County Juvenile Court to strengthen the attorney mentorship program.

By considering the recommendations above, the Pima County Juvenile Court is poised to continue to provide excellent service to the children, youth and families in Pima County now and for years to come.

1. Introduction

The Pima County Juvenile Court truly is a model court in delinquency and dependency matters, known nationally for family-centered practices. The *Child Victims Act Model Court Project* focuses on improving the governmental response to children and families in the child welfare system to ensure safe, timely, and permanent homes for children. The Pima County Juvenile Court was formally designated as a “Model Court” through the National Council for Juvenile and Family Court Judges in 1996, dedicated to innovation in improving processes for the benefit of children involved in dependency and neglect matters.

Courts that are active in the Model Courts project may receive individualized assessment, planning, training, technical assistance, and evaluation services as they seek to implement the principles and recommendations set forth in the guidelines and work toward improved practice and outcomes. With multi-year involvement, Model Courts repeat the planning and technical assistance process as court improvement goals are attained. As part of this effort, Model Courts are expected to be “laboratories for change;” meaning they participate in an ongoing critical assessment of their performance and share their results with other sites in order to inform and sustain a larger system improvement effort.

The Pima County Juvenile Court continued to innovate in delinquency matters, and in 2004, Judge Hector Campoy initiated alternatives to detention for youth and worked to overcome racial and cultural disparities, which shepherded the court and probation into a new era not just in Arizona, but nationally. Over the last twenty years, judicial leaders, court leaders, and community leaders have continued to reflect on the processes of the court, best practices in juvenile law, trauma responsive practices, and evidence-based services to find ways to continuously improve outcomes for children and families. The legacy of Model Court status continues, and like a well-oiled machine, Pima County Juvenile Court continues to provide exceptional service to the community.

As a part of this commitment to the community, the Pima County Superior Court leadership sought out this operational review of the Juvenile Court by the National Center for State Courts (“NCSC”) to ensure that the court is operating in a manner that makes the best use of

court resources to provide services to the community. Specifically, the Pima County Juvenile Court asked the NCSC to consider:

- How judicial resources impact the quality of outcomes and any potential efficiencies,
- The impact of judicial rotation on the outcomes in court, and
- The Court's ability to sustain, advance, and achieve the goals of Model Court for both delinquency and dependency.

NCSC and Pima County Juvenile Court leadership met several times to consider the objectives of the study. The Pima County Juvenile Court presented a wealth of information and past operational assessments for NCSC to review and consider. Based on NCSC recommendations, the Pima County Juvenile Court designed two site visits by the NCSC judicial team to collect the information needed upon which to offer findings and recommendations. NCSC and two judicial experts visited April 2-6 and August 28-29, 2017. NCSC engaged in the methodology outlined below to collect the information necessary to inform this report and recommendations.

1.1 Methodology

Upon initiation, the Pima County Juvenile Court requested that in addition to NCSC staff, two judges with experience serving as a presiding judge and in Model Court reform efforts form part of the team. An extensive search was conducted to identify Judge Amy Davenport, with experience having presided over all of Vermont's state courts, a frequent consultant on governance issues with NCSC, and a member of the board of the National Council of Juvenile and Family Court Judges. Also identified was Judge Christine Decker, who presided over the Salt Lake City Model Court and championed several initiatives similar to those in Pima County such as partnerships with education, Family Treatment Court, and various juvenile delinquency alternative initiatives. Both the Salt Lake and the Pima County Model Courts were established at about the same time and Judge Decker also oversaw Salt Lake's transition to Emeritus status, and thus provided support to other Victim's Act Model Courts.

The NCSC project team traveled to Pima County and conducted a one-week initial site visit to interview Court officials, Court staff, attorneys, mediators, Court clerks, detention center staff and community partners. A full list of groups interviewed is included as Appendix A. The NCSC project team solicited information on current data and the current conditions in the Court, and solicited ideas and received feedback on preliminary ideas for new and more effective measures. The NCSC project team then explored how the current use of judicial resources could be more effective. After the onsite visit, the NCSC project team solicited additional comment from court staff and Probation, the wider bench, and other community stakeholders. Several people were interviewed, using the same onsite interview schedule. With this information, NCSC worked with Pima County Juvenile Court representatives to specify the key areas of discussion for the report to allow the NCSC team to formulate conclusions and recommendations. This report presents the final analysis and recommendations provided by the NCSC to the Pima County Juvenile Court for consideration. As is stated throughout this report, the Pima County Juvenile Court could operate in an “as-is” condition for years to come and still provide quality services to the community it serves while remaining one of the best juvenile courts in the country.

1.2 Review of Background Information

Pima County provided a wealth of background information prior to and during the initial site visit including the judge and commissioner rotation schedules, the process for delinquency and dependency cases, and an operational review of Pima County Juvenile Court conducted by the Administrative Office of the Courts (AOC) from 2013-2015. These documents were intended to inform the NCSC Team as to past operational goals, present caseload numbers, and historical judicial functioning.

The following documents were reviewed in advance of the site visits and are appended to this report.

- **Review of the Organization’s Programs (Appendix B)**
- **AOC Operational Review of the Court’s Dependency Cases (Appendix C)**
- **Judicial Workload Brief Completed August 26, 2016 (Appendix D)**
- **Process for Dependency Cases (Appendix E)**

- **Process for Delinquency Cases (Appendix F)**
- **Judge Rotation Schedule (Appendix G)**
- **Commissioner Rotation Schedule (Appendix H)**

2. Analysis

The Pima County Juvenile Court benefits from an exceptionally “networked” court leadership model, as defined by the High-Performance Court Framework:

Networked: Judges and administrators emphasize inclusion and coordination to establish a collaborative work environment and effective court-wide communication. Efforts to build consensus on court policies and practices extend to involving other justice system partners, groups in the community and ideas emerging in society. Judicial expectations concerning the timing of key procedural events are developed and implemented through policy guidelines built on the deliberate involvement and consensus of the entire bench. Court leaders speak of courts being accountable for their performance and the outcomes they achieve.¹

To provide a few examples of a networked court leadership model in action: there are coordinated and frequent opportunities for judicial colleagues to meet to discuss matters of governance, budget, case management, and specific issues. Each judicial officer and staff member interviewed spoke to the cohesiveness and collegiality of the court community and of opportunities for training and mentorship. Additionally, the Pima County Juvenile Court evidenced a desire for self-examination and growth. While reports like this are often sought to solve a problem, court leadership requested this operational review to ensure that the court is operating in a manner that makes the best use of court resources to provide service to the community. As one judge stated when interviewed: “the fact that the Court has requested an evaluation is emblematic of the way that the court operates. They continue to look at themselves and for improvements that can be made to serve the community.” Specifically, the Court asked NCSC to consider:

¹ B. Ostrom, *Achieving High Performance for the Courts: A Framework for Courts* (NCSC, 2010), p. 25

- how judicial resources impact the quality of outcomes and any potential efficiencies,
- the impact of judicial rotation on the outcomes in court, and
- the court’s ability to sustain, advance, and achieve the goals of Model Court and juvenile justice.

We begin with a consideration of the outcomes that the Pima County Juvenile Court seeks to achieve. As stated by Deputy Court Administrator Tina Mattison, “We are mission-driven; that’s how we assess our ultimate effectiveness.” The mission of the Pima County Juvenile Court is *“to ensure children are protected, youth are rehabilitated, and the community is safe by administering timely and impartial justice and providing innovative services.”*² Additionally, the Pima County Juvenile Court is a trauma responsive court, and staff and judicial officers work hard to view their daily operations from the perspective of court visitors who have suffered from multiple traumas. With this basis, we also consider relative customer satisfaction and efficiency when discussing judicial effort and resources.

2.1 How do Judicial Resources Impact and Relate to the Quality of Outcomes?

There are a number of dimensions to this question: Are there enough judicial resources to handle the work? Are those resources used well? Do they translate into better outcomes? Are there available efficiencies that present themselves to the Court while at the same time furthering the mission to support children and youth in the community?

Judicial officers and others were asked in interviews and focus group meetings whether judicial resources were sufficient to address the work required. The surprisingly uniform answers to this question reflect the fact that judges in Pima County Juvenile Court work hard, and that the volume of workload is perhaps higher compared to other assignments within the County. Prior to the addition of a judge two years ago, the workload was perceived by several to be overly strenuous, but interviewees reported that the current workload was presently more manageable. NCSC takes note of two reports that address this issue more comprehensively than the scope of this assignment allows: the Pima County Juvenile Court Judicial Workload Brief (2016) and the AOC Operational Review of the Court (Appendix C).

² <http://www.pcjcc.pima.gov/>

The Pima County Juvenile Court Judicial Workload Brief (2016) shows that Pima’s case-per-judge rate (284) is in the median with other Arizona jurisdictions, and is comparable to similarly sized jurisdictions in other states. Further, the judicial officers of the Pima County Juvenile Court participate in a very broad array of various committees tasked with creating and overseeing youth programs. It is common for juvenile courts and Model Courts to engage in numerous reform initiatives and committees, but the NCSC judicial team noted that Pima’s committees were particularly extensive. A list of these committees can be seen in Appendix I. Several judges interviewed talked about how hard-working the Juvenile Bench was. It was commonly reported that the judicial officers of the Pima County Juvenile Court “have the passion to be there and the willingness to put in the necessary time and effort with the committees.” It would appear that passion and willingness result in effective practice. The table below is drawn from the 2016 Operational Report and shows that the Pima County court scored above 90% on key requirements identified by the AOC for dependency case processing.

Table 1. Percentage of Hearings Held Timely

| | |
|--------------------------------|---------------|
| In-Home Intervention | 100% |
| In-Home Intervention Review | 100% |
| Preliminary Protective Hearing | 99% |
| Review of Temporary Custody | 100% |
| Initial Dependency | 89.75% |
| Settlement Conference | 100% |
| Pre-Trial Conference | 73.75% |
| Adjudication | 96.54% |
| Disposition | 83.66% |

| | |
|---------------------------|--------|
| Review | 87.96% |
| Permanency | 88.41% |
| Initial Guardianship | 81.82% |
| Guardianship Adjudication | 88.89% |
| Initial Termination | 83.70% |
| Termination | 77.45% |

Compliance with these statutory timeframes is a key indicator used in juvenile court to demonstrate productivity and high-functioning as they correlate to timely permanency and reunification, both crucial outcomes for children. This high level of compliance demonstrates that the Pima County Juvenile Court is operating very productively and more productively than many juvenile courts across the country.

2.1.1 Comparative Analysis Obstacles

Pima County Juvenile Court leadership seeks to serve as a prudent steward of resources. In requesting this operational review, Pima has asked NCSC to provide comparative data on other jurisdictions in regard to judicial workloads and whether resources utilized are equating to quality outcomes for children and families in Pima County.

National research shows that “equally critical to court improvement [and in this case, quality outcomes] is objectively assessing judicial workload for courts handling abuse and neglect cases. While the availability of sufficient resources does not guarantee good performance or positive outcomes for children, the lack of adequate resources will almost always hamper a court’s performance. Judicial workload improvements are a key component of improving court performance.”³ For Pima County, the best way to determine workload will be an extensive independent analysis. Side-by-side comparisons with other courts, even within

³ Taken from Building a Better Court

<http://www.ncjfcj.org/sites/default/files/Building%20a%20Better%20Court.pdf>

Arizona, could prove misleading because the wide variety of factors impacting each site require extensive study. For example, the Pima County Juvenile Court has one of the most robust mediation programs that the NCSC Team has seen in the country. Use of mediation is intended to improve case processing and outcomes in juvenile dependency cases, as it helps to avoid further litigation.⁴ Pima County Juvenile Court mediation sessions are often so effective that they result in an agreement, which frees up the judge’s previously calendared hearing time. In another county in Arizona, the mediation sessions may not result in any actionable steps, which may show Pima County Juvenile Court judges as hearing fewer cases than those in other jurisdictions, and therefore the Pima County Juvenile Court as being viewed as being “over-resourced” in terms of the number of judicial officers employed. Another area which cannot be easily compared between jurisdictions is that of calendaring cases. The Pima County Juvenile Court uses time-certain calendaring for their cases, whereas another jurisdiction may use “cattle call” style calendaring.

Finally, the Pima County Juvenile Court uses pre-hearing conferences (PHCs) to prepare parties to proceed. During these meetings, the parties are encouraged to speak up and engage in the court process, which breaks down nerves and allows everyone to work together for the benefit of the child involved before immediately meeting with the judge. The direct and intentional impact of the PHC is to reduce issues, prepare parties, and reduce court time. While other courts may have equivalent processes, they don’t necessarily have PHCs, which will be an important distinction when completing a workload study.

Making national comparisons is even harder. Weighted caseload studies must account for attorney representation at different stages in the court process and must also consider what resources, such as mediation or other family support services, are available in different areas and what impact they have on judicial calendaring. If the Pima County Juvenile Court administration does not choose to complete a time-intensive weighted caseload study, however, national comparisons can still be made while keeping in mind that many differences

⁴ Giovannucci, M., and Largent, K. (2009). A guide to effective child protection mediation: Lessons from 25 years of practice. *Family Court Review*, 47, 38-52. As cited in NCJFCG article <https://www.ncjfcj.org/sites/default/files/Outcome%20Evaluation%20Mediation%20in%20Washoe%20Nevada%20Final.pdf>

may prove incompatible, therefore skewing the results obtained. To do this, the Pima County Juvenile Court should view data from child welfare agencies published on *Fostering Court Improvement's* website.⁵ Unfortunately, Arizona data is unavailable on the website and should be requested to be made public for these purposes. The greatest comparison between different states will be time to permanency and will allow the Pima County Juvenile Court to determine whether their innovative programs are decreasing time to permanency for children in dependency cases. Child welfare data from the Fostering Court Improvement website would allow the Pima County Juvenile Court to monitor average time to permanency, rate of reunification and percent of children who come back into the system within a three-year period due to new allegations of abuse and neglect. Although great care and caution would be required to produce a credible comparative analysis (either nationally or within the state), such an undertaking would certainly benefit the Pima County Juvenile Court's self-assessment of program innovation and effectiveness.

Again, the best way to determine how hard a court is working is by conducting a weighted caseload study. These studies have been validated and are commonly used by legislative and funding bodies to establish and allocate resources based on actual demonstrated need. A weighted caseload study cannot, however, measure the quality of court decisions. The court services that are delivered by the Pima County Juvenile Court are intended to provide *quality* outcomes for the families and children served by the Court. Judicial administration experts have demonstrated that high-performance by courts render decisions that provide procedural justice and are thus more effective. A court may be able to complete a wealth of judicial decisions, however, if these decisions do not reflect the needs of the parties, parties will not comply. Parties will then remain unable to rectify the problems that brought them before the court in the first place, thus perpetuating court resources and time. We thus consider the *quality* offered by the Pima County Juvenile Court and how judicial resources translate into better outcomes. Resources to outcomes can be analyzed in many different ways, but the "High-Performance Framework" is a framework used by state courts nationally and in

⁵ http://fosteringcourtimprovement.org/state_websites.php

Arizona that allows for a deeper consideration of the use of resources (Internal Operating Perspective-Efficiency and Productivity) and target outcomes (Customer Satisfaction).

2.1.2 High-Performance Court Framework



This map taken from the High-Performance Court Framework demonstrates all of the different perspectives that a court like Pima must consider in delivering services to the community. Together, each perspective converges to form a composite model of performance outcomes and describe the unique mix of products, services, and relationships that all courts must offer to its community. In evaluating the Pima County Juvenile Court, all dimensions were considered, but we focus here on **Customer Satisfaction** in terms of

Procedural Justice and *Effectiveness* of the processes as well as *Internal Operations*, defined in terms of **Efficiency** and **Productivity**. Pima County Juvenile Court utilizes numerous programs and operations that showcase their internal efficiency and productivity. Examples of these include:

- Time-certain calendaring
- Data driven decision making
- Detention and General Education Development (GED) programs
- Alternative Community Engagement Services (ACES)
- School outreach
- Crossover youth initiatives
- Experienced and participatory Bar

- Pre-hearing conferences
- Family Drug Court
- Family Navigators
- Dependency Alternative Program (DAP)
- Mediation
- Dependency Unit Data Specialists

Additionally, the Pima County Juvenile Court has other programs and operations that exhibit their commitment to achieving procedural justice from a customer perspective. These include:

- Mediation
- Court Appointed Special Advocates (CASA)
- Juvenile Detention Alternatives Initiative (JDAI)
- Disproportionate Minority Contact-Racial and Ethnic Disparities (DMC-RED)

Many programs in the Pima County Juvenile Court do not fit solely into one category and instead satisfy multiple needs of the court and customer. A full list of programs is included in Appendix B.

Internal court operations range from budgetary oversight to recruitment and retention of skilled staff as well as management of a court's caseload. A useful way to categorize how well these activities are being performed is by dividing them into the performance areas of **Efficiency** and **Productivity**. While these two terms are sometimes used interchangeably, they provide different types of information for assessing internal operations. It is important to understand the differences between the concepts of efficiency and productivity when a court is examining the use and allocation of its available resources. In a close-knit community like Pima where many of the processes are supported by tax dollars, the Pima County Juvenile Court must be ever more attentive to prudent stewardship of public dollars while facilitating court processes that support families and keep the community safe and strong. Fair outcomes

are desired by everyone, and taxpayers want this result through a process that is predictable, timely, and cost-effective.

What follows is an overview of Pima County Juvenile Court internal operations which contribute to efficiency and productivity.

2.1.2.1 Internal Operating: Efficiency

Efficiency is a term used to describe the amount of effort or energy that it takes to accomplish a certain task or operation. For an organization like a court that has a large volume of activity underway at all times, a high-performance court will want each activity to be conducted as efficiently as possible. Staff in the clerk's office, for example, will develop a system to be efficient with case files. If they are successful, then a file will be found and retrieved quickly when it is needed and will provide information to the parties (judges, court employees and attorneys of record, etc.) who need it. As set forth below, the Pima County Juvenile Court is quite efficient in meeting timeframes, an indicator of efficiency. Access to court records by court appointed attorneys through the County's AGAVE or AGAVE Web is discussed below as an area that could be strengthened.

2.1.2.1.1 Efficiency – Meeting Timeframes

The Operational Review previously referenced showed that the Pima County Juvenile Court was operating above 90% on key requirements for certain hearings for both past case files reviewed and hearings observed in person in FY14 and FY15 for dependency cases. It also showed that the Court was meeting timeframes in permanency hearings, with hearings held an average of 208 days after the child's removal.⁶ These data illustrate that the court is operating very efficiently with the satisfaction of the customer in mind. As previously stated, additional comparisons can be made between jurisdictions and nationally once Arizona's *Fostering Court Improvement* data is made available to the public and the Court.

Recommendation:

- **The Pima County Juvenile Court should work with Arizona's Court Improvement**

⁶ Pima County Juvenile Court, Operational Review Final Report, Round 6 (2015).

Program Director to make Arizona's *Fostering Court Improvement* data available.*2.1.2.1.2 Efficiency – Time Certain Calendaring*

The Pima County Juvenile Court method of 'time certain' calendaring, as opposed to 'cattle-call' style scheduling, is impressive in that it gives parties and attorneys the correct impression that their time is valued equally to the Courts. When discussing the 'time certain' calendaring system with Court staff and attorneys, the NCSC Team was told that the judges generally stay on track with the schedule unless a unique case presents itself, in which case other coverage in a different courtroom is generally arranged. The operational review conducted by the AOC from 2013-2015 showed that hearings took place within 4-8 minutes of the scheduled time, a great showing of both efficiency and effectiveness.

2.1.2.1.3 Efficiency -- Collaboration with the Clerk's Office

Because the Clerk's Office and the Court are separate entities, both endeavor to work together to achieve maximum efficiency. The Clerk's Office, Presiding Juvenile Court Judge, and Associate Presiding Juvenile Court Judge meet monthly to discuss operations, which is well-advised. Even so, when courts in any given jurisdiction and the clerk's office are responding to different mandates, it is common for inefficiencies to result. We set forth a few that were brought to our attention for consideration and continued discussion between the Pima County Juvenile Court and Clerk's Office.

Sometimes documents from the clerk's office do not arrive timely to the parties and judges. In one instance, the NCSC Team witnessed an attorney representing a child in a delinquency case who had not yet seen paperwork that was filed the morning of their appearance. In this particular instance, the judge borrowed the paperwork from the prosecutor. There is a serious due process problem when the attorney for the juvenile does not have the charge and the affidavit to review with his/her client prior to a hearing on whether the juvenile should be detained. The issue of documents and access by attorneys is also addressed in Section 2.5.1.3.

Another issue caused by the division between the clerk's office and the Court is the creation of minute orders. There are often differing viewpoints between the judicial officers and the clerk's office regarding the language required by statute. It would be wise to implement the

use of form orders that would be understood by litigants and would include the necessary language, such as those shared from the Vermont courts with court leadership. This would lead to greater internal efficiency and produce a sense of procedural satisfaction from the customer's perspective.

Recommendation:

- **The Court and Pima County Clerk's Office should engage in a process to expedite the provision of charging documents and orders.**
 - The Pima County Juvenile Court should consider template orders in use in other jurisdictions (such as walk-out orders; these could also be projected on a screen during the hearing so the parties can see the judge typing).
 - Current business flow may also contribute to delay, but it is unclear if the root of the issue lies in Court or clerical functioning. By engaging in a collaborative business process mapping between the Court, Clerk's Office, and County Attorney's Office, Pima County officials can consider transit of documents and potential hang-ups in order to design solutions that facilitate the work of all involved. Any resulting process changes would help ensure that the judge and parties (and their attorneys) have access to necessary documents before the hearing.

2.1.2.2 Internal Operating: Productivity

Productivity is a measure of how much work is done in a certain amount of time. Two commonly cited examples of productivity are found in NCSC's *CourTools* Measure 2: Clearance Rates (examines court productivity in keeping current with the incoming flow of cases) and Measure 3: Time to Disposition (calculates the length of elapsed time from the filing of the petition to a case-processing time standard, such as "time to permanency")⁷. On average, a dependency case in Pima County takes one and a half to two years to achieve case resolution. This is in keeping with federal requirements that encourage permanency within a year of case initiation and require filing of a petition for termination of parental rights if the

⁷ <http://www.courtools.org/Trial-Court-Performance-Measures.aspx>

child or youth is outside of the caretaker's care for 18 out of 22 months. As a Model Court in both juvenile delinquency and juvenile dependency, Pima County Juvenile Court is encouraged to continue to monitor and track time to permanency and to present this information to the community to demonstrate the Court's significant productivity.

2.1.2.3 Customer Satisfaction: A Court Dedicated to Helping Families Achieve Procedural Justice

In considering the effectiveness of the court in meeting its mission and in providing service to the community, **customer satisfaction** captures both *procedural justice* and *effectiveness* clearly as the Pima County Juvenile Court maintains a strong and clear commitment to serving the community. Customer satisfaction focuses on the end-user—the people who directly receive court services. Built into customer satisfaction is *effectiveness* which emphasizes values such as court events occurring when scheduled (e.g., hearing date certainty) and *procedural justice*, including the customer's impression and the court's actual enforcement of orders (e.g., require that services ordered are provided and completed).

The Pima County Juvenile Court has a long history of innovation and vision in both delinquency and dependency matters, as evidenced by the Victims Act Model Court and Delinquency Model Court initiatives. Model Court initiatives address the customer perspective in a number of ways. For one, they demonstrate reasonable public stewardship and interface with community partners. The court serves the community as a whole: schools, citizens who wish to live in a safe community, and taxpayers who want to see a return on their investment.

Additionally, Pima County Juvenile Court demonstrates a commitment to the community (and thus procedural justice) through the court's outreach to the community. Stakeholders and judges interviewed spoke about how the Model Courts for both delinquency and dependency created and fostered a relationship with County partners including schools and the County Board.

Here are other programs and aspects of the court that demonstrate attention to customer satisfaction, particularly of the children, youth, and families that find themselves working with the court to reunify families or restore youth to the community.

2.1.2.3.1 Family-Friendly Court Design

From the visual perspective of the customer, the Pima County Juvenile Court presents a warm and inviting environment, that stands in contrast to the traditional court experience of families and children. Many different facets of the courthouse design - from the open floor plan and the colorful and plentiful seating options, to the clearly labeled courtrooms and the abundance of light in the main gathering area – promote this. The lobby was decorated, painted, and lighted based on a “trauma audit” conducted at the Courthouse by a team led by Dr. Shawn Marsh from the National Council of Juvenile and Family Court Judges (NCJFCJ) in 2012 and 2013. Unique, decorative elements are an impressive addition that help children feel like they are in a safe space; including book cases with “free book” labels throughout the first floor and various stuffed animals laying around the courthouse. The courtrooms have also been decorated with stickers, children’s paintings and drawings, and other colorful wall art to appeal to children and to make families feel more comfortable there.

From the emotional perspective, Pima County Juvenile Court presents itself to the court user as a place that fosters relationships between children and families and acts as a vessel for reunification whenever possible. The counsel tables in the courtrooms are horseshoe-shaped to promote a collaborative approach to meetings, rather than a confrontational approach.

2.1.2.3.2 Hearing Date Certainty

The Pima County Juvenile Court’s calendaring practices are an example of efficiency, as they allow all court staff to follow schedules that rarely require last minute adjustments. Attorneys reported that scheduled hearing dates and times were adhered to, absent unusual circumstances. Due to the experienced attorneys working in the court, continuances were not noted to be overly burdensome in Pima County. Additionally, mediations are scheduled far enough in advance of calendared trials, that when they are successful, there is enough time to remove trials from the calendar and fill open spaces with other hearings.

2.1.2.3.3 Compliance with Court Orders

Pima County Juvenile Court effectively enforces court orders. While the NCSC Team was on site, judges held the parties accountable for completing their mental health or substance

abuse services and would work with the parties and service providers to overcome financial or timing obstacles. Additionally, the judges regularly provided reasoning behind their orders, and made it known that the services required are always assigned with the goal of achieving reunification (dependency) or obtaining a solid foundation for moving forward in life (delinquency). Judges often praised the parties for adhering to the court orders and did not take for granted the time and effort placed into completing the requirements.

2.1.2.3.4 Crossover Youth Initiatives

The Court demonstrates a strong awareness of serving the crossover youth population. Probation staff, court staff, and judicial officers recognize that children who have been removed from their families have likely suffered significant trauma and that the consequences may manifest themselves in behavioral and mental health issues later on. Being “trauma responsive” helps the Court provide more effective treatment choices for these children. Because probation officers work so closely with the judicial branch, they can screen and direct youth to the services that are most appropriate for their needs while also ensuring compliance with court orders.

The Court also keeps a wealth of data regarding programs that help crossover youth, and runs several programs intended to assess the needs of youth at intake to provide appropriate services when most needed. The Pima County Juvenile Court’s delinquency programs are described below with respect to customer satisfaction, effectiveness, and productivity.

2.2 Delinquency Programs

2.2.1 Juvenile Probation Department

The Pima County Juvenile Probation Department “supervises and rehabilitates youth, restores victims, and protects the community through innovative and effective programs and services.” The probation department employs over 150 staff members and works with 475 youth under daily supervision. The probation department participates in numerous community outreach programs, such as:

- Juvenile Justice Community Collaborative: A quarterly community building meeting where information and program updates are shared with community

- members; currently with a focus on RED-Racial and Ethnic Disparities in court.
- Youth Success Center at Higher Ground: A night-reporting center for children where they can learn cognitive skills and interact with probation officers, mental health workers, and judges.
 - Organizing Tucson/YMCA Community Forums: Community organization meetings.
 - Community Justice Boards: Restorative justice boards that handle diversion cases.
 - VOMP: Victim-Offender Mediation Program.

The probation department also participates in different special initiatives, such as the previously mentioned RED and JDAI programs, and the sex trafficking regional task force known as “SATURN”-Southern Arizona Anti-Trafficking Response Network. SATURN allows for collaboration between service providers and federal prosecutors and helps trafficking survivors navigate the scarce resources available. The probation department also runs programs such as CREW-Community Response Through Engagement and Work. CREW has five surveillance officers that help kids give back to the community after completing diversion. This work is often done in conjunction with the Restitution Accountability Program (RAP) where hours of community service are converted into dollars paid to the victim after the child has completed work in the community through the upkeep of parks and recreation centers and the removal of graffiti, among other service options.

2.2.2 Detention Facility

Unlike many detention facilities across the country, the Pima County Juvenile Court has undergone significant renovations to support rehabilitation and distinguish itself from a traditional jail setting. These have included the conversion of many former cells to family meeting rooms with couches or classrooms where children can attend classes according to the Pima County Accommodation School District calendar. The only children who are not in school daily are those with special mental health needs, who stay together as a group and often attend counseling or otherwise remain productive throughout the day. If the children are older and able to obtain their GED while in detention, the staff throws the child a

graduation party where parents and friends are invited to attend, a great achievement for the child.

Finally, the detention facility houses other impressive elements within the facility; such as the garden and the library which provide a nurturing atmosphere. The garden is kept up by the children and provides fresh fruit and vegetables for the children's meals. The library is a branch of Tucson's public library system, and new books are rotated continually into the selection. There are also program incentives for positive behavior. Coco, the guinea pig in one of the living units, provides the children with a chance to care for a pet as a reward for good behavior and a therapeutic aid. Staff also carry reward vouchers to acknowledge good behavior which can be redeemed for rewards ranging from snacks to face to face visits with family members. The teachers in the school and GED programs seem to be able to provide more one-on-one attention to the students in their classes, and they are able to tailor their learning plans to the children in class.

The detention facility has decreased their average population to 50-60 children, down from a past daily average of 150. Not only does this represent a reduced expense for detention, but it reinforces rehabilitation and re-entry into the population, both strong demonstrations of effectiveness and procedural justice resulting in customer satisfaction. Additionally, the decline in population has in turn freed up space, which has permitted the renovations and development of innovative programs.

2.2.3 Juvenile Detention Alternatives Initiative

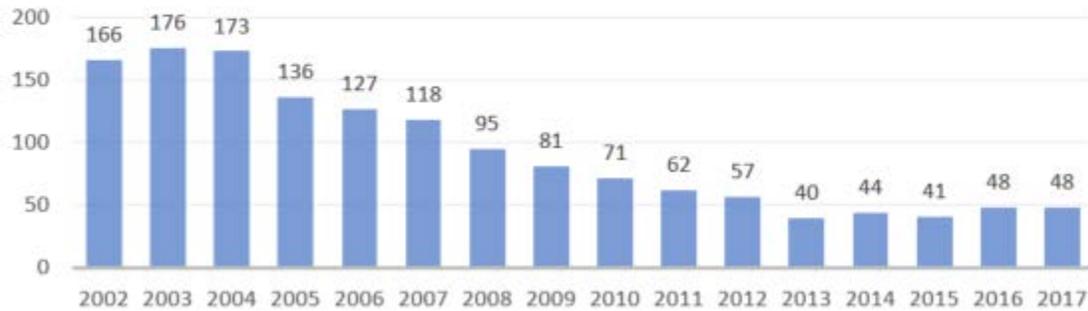
In 2004, the Pima County Juvenile Court became the first replication site in Arizona for the Annie E. Casey Foundation Juvenile Detention Alternatives Initiative (JDAI). JDAI seeks to eliminate the unnecessary and inappropriate use of juvenile secure detention and to reduce racial disparities. JDAI uses eight core strategies for system reform:

- Collaboration
- Data Driven Decisions
- Objective Admissions
- Alternatives to Detention

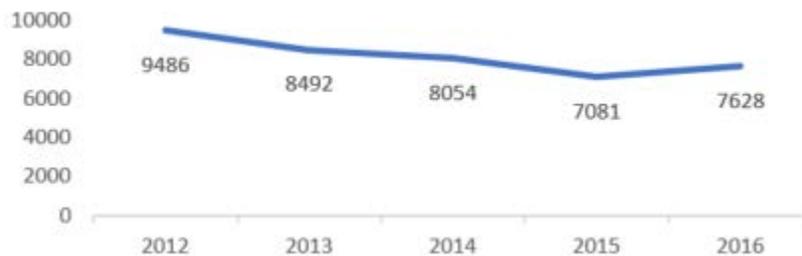
- Expedited Case Processing
- Special Detention Cases
- Reducing Racial Disparity
- Conditions of Confinement

Data analysis and implementation of JDAI core strategies allowed Pima County to safely and effectively reduce the daily youth population as demonstrated below with the significant decrease of referrals and detained children since 2002, where a 70% reduction in the detention population has occurred since the inception of JDAI ⁸.

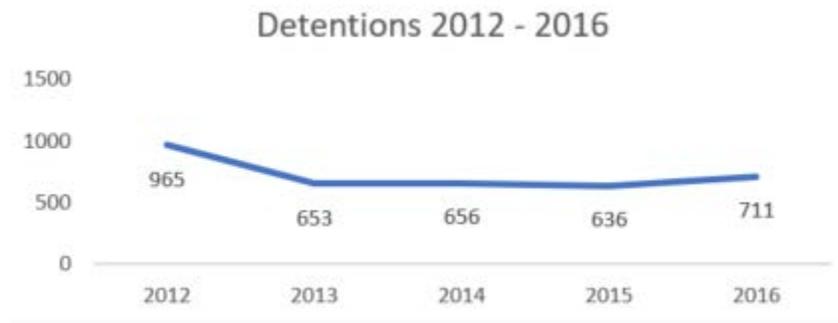
Average Daily Detention Population
Pima County Juvenile Court



Referrals 2012 - 2016



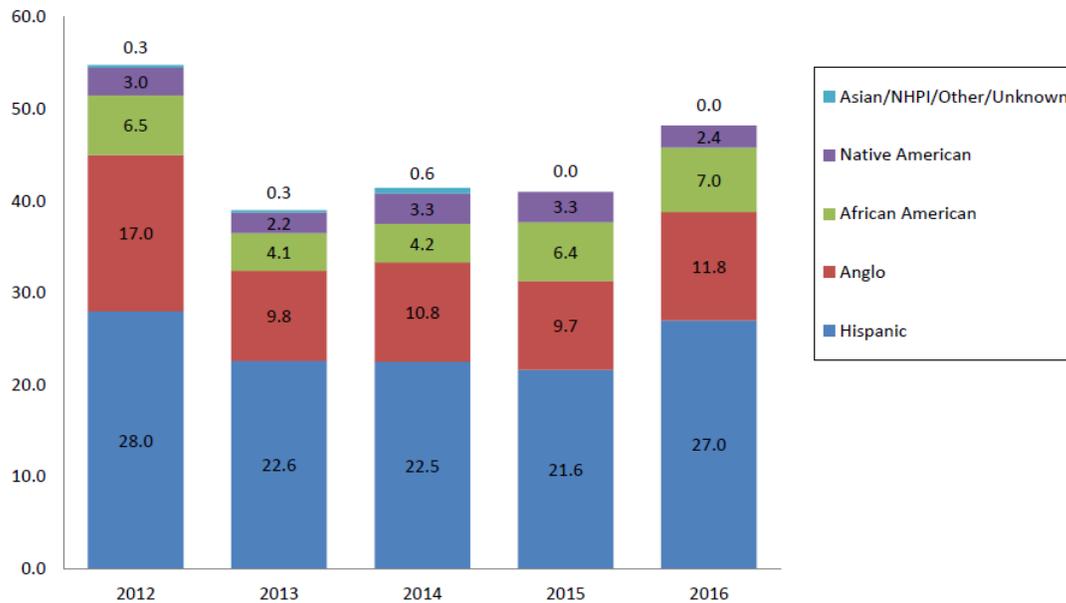
⁸ 2017 'Juvenile Alternatives Initiatives (JDAI)' publication by Sheila Kembel, Pima County Juvenile Court JDAI Coordinator



2.2.3.1 DMC-RED

The DMC-RED initiative, which stands for Disproportionate Minority Contact-Racial and Ethnic Disparities, is a subcommittee of the JDAI which aims to combat the disproportionate representation of racial and ethnic minority children in delinquency cases and in detention when compared to the number of minority children in the population. Law enforcement officers pick up children who are minorities more often than their Caucasian counterparts, which leads to the disproportion. The DMC-RED initiative is part of the probation department's attempt to remedy this problem, by providing solutions to community members through their quarterly "Community Collaborative" meetings. As shown in the chart below, Pima County Juvenile Court has impressively managed to significantly decrease the number of children detained from *almost* all races over the past four years, only recently having experienced a small increase in the number of all children detained, which may be explained by Pima's steadily growing population.

Daily Detention Average* by Race and Ethnicity



*Average Daily Population in Detention

National trends show that the numbers of Caucasian (anglo) children are rapidly decreasing while those of children of other races are decreasing at a much slower rate, and the numbers in Pima County reveal similar decreases from 2012 to 2016.

The DMC-RED initiative is important because it works to reduce racial bias in the court, another example of the Pima County Juvenile Court’s focus on procedural justice.

Pima County Juvenile Court has been engaged with JDAI since 2004 and continues to work on alternatives to detention that treat youth detained with respect and fairness to promote better outcomes.

2.2.4 Alternative Community Engagement Services

The Alternative Community Engagement Services (ACES) program, which opened in August of 2016 serves to divert youth referred for misdemeanor domestic conflict from being processed through the formal intake unit. ACES is housed in a space converted from the vacant detention facilities. In addition to serving youth and families who are referred for domestic violence, ACES is open to members of the community. ACES is a 24/7/365

operation and provides a safe space for youth. It has a main room with toys, board games, a TV, and video games, where kids can come if they need a break from stressful or conflictual situations at home. A child who comes into the ACES facility can stay for up to 23 hours in the facility and is welcome to respite while the ACES staff triages their case and works to find appropriate and safe release options for the child.

ACES serves the community by helping youth to develop coping skills and effective strategies for dealing with interfamilial conflict and it also prevents youth from committing a status offense, such as running away. ACES also may lead to decreased delinquency filings and other charges due to the youth's diversion from the formal intake unit, which is far more effective from a taxpayer perspective as well as a procedural justice perspective. The goal and mission of ACES is to serve as a community resource, designed to enhance public safety and reduce the need for, and use of, secure detention by providing youth and families with timely intervention and referrals to community supports. These services have been developed with an overall goal of reducing recidivism and providing Pima County youth and families with assistance in locating needed community resources, regardless of court status. Currently, information about ACES is spread through word of mouth.

Recommendation:

- **Continue to promote the ACES program in schools and in other community outreach.**

To summarize, Pima County Juvenile Court utilizes resources in a way that demonstrably improves outcomes, specifically through increased customer satisfaction, procedural justice, effectiveness of the processes, and internal operations, defined as efficiency and productivity.

2.3 Dependency Programs

2.3.1 Pre-Hearing Conferences

Pima County Juvenile Court facilitators hold pre-hearing conferences (PHC) immediately before the parents meet with the judge in dependency cases. These conferences incorporate the parties, including the parents, the child or child's attorney, DCS, the child's current placement representative, CASA volunteers, and social workers. The PHC provides an

informal setting where parties have an opportunity to tell their stories and discuss their positions before going before the judge. It also allows the attorneys, the DCS caseworker, and the parties to develop a parent-child contact plan if the child is placed outside of the home and to identify and frontload services for the parents while the case is pending. The number of services that will be discussed at this early stage is limited to prevent the parent from feeling overwhelmed. The facilitator provides the judge with a document which outlines the PHC discussion points and also saves the parties time from having to repeat their stories twice.

The PHC also introduces parents to the dependency case process in a more relaxed setting from the courtroom to support them obtaining a full understanding of their case and what may happen in the courtroom after the conference. Because of the PHC, parents are likely to feel more empowered to advocate for themselves for the resources needed to achieve timely reunification. Evidence has shown that early parental involvement in the court process, such as the PHC immediately preceding the court hearing, will often lead to improved outcomes. The NCSC team observed attorneys working with greater ease and communication with their clients during their PHCs. Parties appeared to understand the proceedings and asked important procedural questions. This process appeared to be uniquely equipped to provide procedural justice as families are able to gain a full understanding of their case, the services available, and the potential outcomes that may result.

PHCs also help the court from an internal efficiency perspective as the time required of judicial officers in court for the initial hearing has decreased significantly.

2.3.2 'What is a Dependency?' Class

Pima County Juvenile Court's 'What is a Dependency?' class is available to all parents, family members, and placement family members who are going through a dependency case and is held every other week, or twenty-six times per year. The class outlines a typical dependency case from start to finish, and lets the parents know what alternatives may present themselves based on their case characteristics and works to motivate parents to do whatever they can to reunite with their children promptly. The 'What is a Dependency?' class again reaffirms the Court's commitment to supporting reunification between families and assists parents in engaging effectively with the legal processes.

2.3.3 Family Navigators

Family Navigators are relatively new positions intended to increase permanency rates, increase parental engagement, and decrease time to closure. They reach out to parents to discuss the ‘What is a Dependency?’ class, and make themselves available to parents going through the case to “navigate” the court process and obtain necessary services. For example, if a parent is struggling to find a parenting class offered that accommodates their work schedule, the Navigators can research and help connect parents to the services they need. The Family Navigators focus on particularly vulnerable populations such as 0-3 cases as well as fathers who may need additional outreach and support.

From a customer perspective, Family Navigators help connect parties with information, to understand the court process (customer satisfaction) as well as the resources needed (effectiveness).

Recommendation:

- **A promising new program, the Family Navigators, should be studied to evaluate their impact and to determine how they can best support parents in navigating the court process.**

2.3.4 Court Appointed Special Advocates

The Pima County Juvenile Court’s Court Appointed Special Advocates (CASA) program has grown considerably since its inception, serving 280 children in CY 2016 and currently handling 20 new referrals each month. CASAs are only appointed in about 7% of cases, though if they were more readily available, some judges interviewed said that CASAs would ideally be available for all youth. The CASA program is supported by five program coordinators who oversee 20 peer support coordinators and 210 CASA volunteers. There is minimal turnover of CASA volunteers. One main concern of the program is the lack of sustainable funding. The CASA program is funded by 30% of the state of Arizona’s unclaimed lottery winnings and through VOCA (Victims of Crime Act) grant funds. Another concern is the underrepresentation of Hispanic CASA volunteers - around 25% of dependency children who may use CASA advocates are Hispanic, but a minimal percentage of CASA

advocates are Hispanic. Retaining a diverse staff of CASA advocates is important when helping children involved in the court process. The CASA program has done an excellent job recruiting and supporting volunteers in the community, and a grant is currently being used to recruit diverse and community representative CASA advocates. From a procedural justice standpoint, CASAs help give children and youth a voice in court, and they are able to identify solutions that will be more effective in providing for the children's needs and reuniting them with their families.

Recommendation:

- **Continue to seek funding and support for CASA while recruiting for CASA volunteers in the community.**

2.3.5 Mediation

The Pima County Juvenile Court Mediation program started in the late 1990's and has grown in size since inception, with 2016 seeing just shy of 2000 cases sent to mediation. All the mediators must have an advanced degree and participate in mediation training before working for the court to ensure that the mediator has knowledge of both the negotiation aspects of mediation as well as the legal portion of the case. Referrals for mediation come from the judge or from the party through a self-referral to mediation. Mediation is deemed inappropriate if issues of domestic violence or an imbalance of power are raised during the screening process.

The mediation team works closely with the judges every day. Currently, the mediation team is working on one new mediation program regarding pretrial actions in severance cases, and another special program targets cases involving children who are under the age of three; which is also part of Pima's "Building Blocks to Reunification" Model Court subcommittee discussed in this report. These cases involving vulnerable populations are a strong example of Pima's commitment to procedural justice. Additionally, the mediators are extremely productive in their sessions as they give the parties an exhaustive overview of the different tracks their case may take, and they also contribute to procedural justice because parties participating in mediation are able to express themselves fully.

Finally, the mediation calendaring system is effective because established guidelines indicate the length of time for which each type of mediation session should be scheduled, there are enough mediators to prevent untimely delay, and the mediators are housed at the courthouse making the sessions readily accessible.

2.3.6 Family Drug Court

Pima County's Family Drug Court is a program that allows mothers and fathers who are parties in a dependency case to voluntarily participate in an intensive series of court and treatment sessions, where they are publicly praised by the judge and their peers for their accomplishments and are given access to resources or other assistance throughout the program, even when their efforts fall short of expectations. Parties have up to four months to join the program after the removal, and if they choose to join the program, they are set up with recovery support specialists, who are described as the "backbone" of the program. The recovery support specialists and other Family Drug Court staff will meet with the parents before they officially join the program and will provide assistance with filling out the required paperwork and explain the program while also sharing their own stories, as many of the specialists were once in recovery themselves. Currently, these recovery support specialists are grant-funded positions.

Arizona Department of Child Safety (DCS) has a case manager unit in the courthouse co-located with Family Drug Court staff. Recovery support specialists and DCS case workers are all grouped in one area which allows for the court to conduct family focused planning and coordination of services.

All in all, the Family Drug Court had an 84% reunification rate for all participants, and a low 4% reactivation rate in 2016, a remarkable demonstration of productivity. The Family Drug Court currently serves 60 parents and 90 children and is an integral component of Pima's Juvenile Court. However as noted in Section 2.5, sustainability of this productive program needs to be reinforced as the SAMHSA grant that funds the program is set to expire in less than two years.

Recommendations:

- **County funding should be allocated for the permanent employment of recovery support specialists.**
- **At the earliest possible time, alternate funding options should be sought for the continuation of Family Drug Court operations.** This could include budgeting County funding for the program, looking toward outside funders, or applying for new grants.

2.3.7 Dependency Alternative Program

In response to a 50% increase of children in out-of-home care in 2012, the Pima County Juvenile Court created the Dependency Alternative Program (DAP) in 2015, a unified case management approach in a siloed court system. The original goals of the DAP were to divert dependency cases in a protective manner while conserving time, money and resources. The DAP led to an increase in assistance for self-represented litigants and eventually 20% of dependency filings were dismissed pre-adjudication, many with alternative orders established to protect the child.

The DAP is a voluntary program that allows families the opportunity to make informed decisions, have input regarding the best interest of the child, communicate and reach consensus, and have accessibility to the court to obtain orders the same day. Private petitions are screened for eligibility; nearly all are filed by self-represented litigants. DCS refers families prior to filing a petition. Families meet with an attorney who explain the process, answer legal questions, and review legal options. The family, petitioner, attorney, and interested persons participate in a settlement conference with a mediator to negotiate a resolution. When agreement is reached, the attorney and mediator prepare and file necessary documents on behalf of the parties.

The DAP has proven to be a tremendously successful and cost-saving program, and the Pima County Juvenile Court expects to increase the number of families served in the near future.

The DAP is a program that further shows the Court's commitment to sustaining the relationship between families before a petition is even filed, which allows for the families to save time and money while learning how to best keep their case out of court. The services

utilized in the DAP program are like those utilized after a petition has been filed, but the goal is that through early intervention families will be enabled to repair their relationships before the court officially becomes involved. The DAP is a great example of both procedural justice and effectiveness⁹.

Recommendation:

- **As a new program, DAP should continue to be studied for its impacts on decreasing the filing of petitions and longer-range outcomes.**

2.4 What is the Impact of Judicial Rotation on the Outcomes in Court?

The issue of judicial rotation is a hot topic in almost every jurisdiction, and particularly in juvenile and family law. Those favoring judicial rotation argue that it gives judges a better grounding in all areas of law, from evidentiary matters to social sciences.

In Pima County, there is a difference between rotation for judges and commissioners. Judges rotate between criminal, civil, and family divisions, with a required two-year rotation onto the family bench during the first ten years of the judge's career. The rotation in family can be to probate, juvenile, or domestic relations court. The rotation preferences of individual judges are taken into consideration by the Presiding Judge when making assignments.

In the past, commissioners were appointed to either the juvenile, domestic relations, or probate courts for the duration of the career. More recently, based on the recommendations of a committee made up of judges and commissioners, the Presiding Judge adopted a rotation schedule where commissioners would rotate between juvenile, domestic relations, probate, and IV-D (child support) cases for fixed periods of time. The purpose of implementing rotation for commissioners was to help them become better judges and gain a broader understanding of family dynamics. The Presiding Judge began following the commissioner rotation schedule four years ago, which can be seen in Appendix H.

The NCSC reviewed judicial and commissioner rotation schedules and interviewed judges both during and after the site visit and heard several perspectives, including the following:

⁹ Retrieved from Tina Mattison, Deputy Court Administrator, August 28, 2017

- Having an understanding of family and juvenile law helps a court officer to understand family dynamics better. Rotation was not entered into lightly, but in consultation with judges who had served in both courts. It was intended to bring in new blood while at the same time also bringing in experienced people. After the rotation was first implemented, some modifications were made. People that have rotated through have uniformly been thrilled to have exposure to the various areas of law, and to have the privilege to serve in juvenile court.
- Judicial rotation can impact the outcomes in court, especially when detention or severance is at issue. When a judge that has been working on a case long enough to warrant a severance trial is forced to rotate to a different division and a new judge comes onto the case, the new judge may be hesitant to hold the severance trial so soon after taking over the case. While this decision proves judicious because severing a parent's rights cannot be easily undone, it also prolongs the placement of a child who has already been through many traumatic events and needs stability. Judicial rotation can also impact detention sentences. During the NCSC site visit, the team was made aware of instances where newly rotated judges may hand down harsher sentences, i.e. sending children to detention for seemingly minor offenses, where tenured judges may have let the child go with a family member until their next trial.
- One community representative stated that there are benefits to rotation, such as when a new judge comes into the juvenile rotation and is enthusiastic and engages in community efforts, such as with the educational reform work. But reform efforts which target intractable social problems will usually take longer than three years to gauge the effects. When the judges rotate, their new assignments make it impractical for them to remain involved in the community work and the reform effort not only "loses all that momentum, but the work flatlines, and we have to start all over again at square one." Other community representatives uniformly talked about the importance of the juvenile judge's role in the community, that their participation in committees is what truly marks the judicial officers as "dedicated and visible community leaders." Community partners expressed appreciation for numerous

initiatives that benefitted from judicial involvement. While one community representative was supportive of rotation policies, the others were not, and several expressed the sentiment that if the judges had to rotate, they should rotate perhaps every five to ten years.

- One judicial officer spoke out against rotation because it frustrates some of the purposes of “One Family, One Judge.” “These kids need one person in their lives that cares for them, and you hear that from them when they talk [about] ‘My Judge.’”
- One judge remarked that he did not want to be rotated out, but once he was out, he realized how taxing the juvenile court rotation could be, and the toll that it was taking on him. It is a high stress, high tension rotation, and he did not realize how much he needed a break. Each rotation gives you more skills for the next; it serves as great interdisciplinary training for each bench. That said, the court might do well to avail itself of the significant expertise and dedication of those judges who wish to serve the juvenile court beyond the average rotation length.
- Several judges explained that they were not opposed to rotation, but have great concern regarding the impact of rotation on juvenile committee work and structure. Much of the strength of the Pima County Juvenile Court has been derived from committee work. Examples include the education initiatives, JDAI, DAP and Model Courts.
- Many judges noted that the judicial rotation policy must be flexible to benefit the community served.

Those interviewed acknowledged that there were varying and equally justifiable viewpoints and it would be impossible to satisfy everyone. Interviewees noted that the Presiding Judge and court leadership are charged with overseeing the court which requires the assignment of judicial resources to meet the needs of the entire community. Judicial officers and community members alike offered several ideas for Pima County leadership to consider:

- Extend the amount of time per rotation to a minimum of five years, and consider 10 year rotations.

- Keep a similar rotation schedule, but allow for rotation back into Juvenile Court sooner than every seven years under the current schedule.
- If rotation is going to exist, rotate Juvenile to Probate for a two-year assignment, with a Juvenile assignment of seven years, along with one year in IV-D matters.
- Allow Commissioners to stay on the juvenile bench permanently to establish a knowledgeable and experienced “juvenile core,” while having judges rotate on and off the bench. Several persons opined that the commissioner rotation of every three years presented the most challenges within rotation. Perhaps more flexibility, akin to that offered with judicial rotations, could be extended to the commissioners’ rotations.
- “There is a middle ground, but people won’t like it: conduct periodic judicial performance reviews. If you have people that are passionate about their work in juvenile court and they are doing it well, you shouldn’t rotate them. You will also have people that don’t want to be there or others that aren’t doing their job and they should be rotated.”
- Committee work could operate more like Task Forces, or a charter could be established such that initiatives could be timed to be substantially implemented within a rotation term. Prior to a judicial officer leaving the rotation and the committee, an assessment of the effort could be conducted and perhaps sunset in order to pave the way for a new judicial officer and new initiatives.

Recommendations based on the assessment of the current system:

- **Consider re-establishing a committee to assess the current commissioner rotation schedule and make recommendations regarding any modifications.**
- **Conduct an assessment to determine the impact of the current rotation schedule.** Now that the rotation schedule has been in effect for over four years, a review of the schedule will allow those who have rotated in and out of juvenile court to share their experiences. It is suggested that a survey be administered to those who are currently on the bench and those who have rotated off the bench over last four years. After completing the survey, focus groups should also be conducted so that participants can

speaking freely and voice their successes and challenges relating to the rotation schedule.

- **Consider how the impact of rotation on committee work can be ameliorated.** After being rotated onto a different bench, possibilities should include Presiding Judge encouragement to participate, attend virtual or remote meetings, participate in time-limited or task-specific committees, or permission/time to attend committee meetings.

Integral to a discussion of rotation is consideration of the steps taken to prepare judges and commissioners to assume a new area of law. Currently, the Presiding Juvenile Court Judge works with incoming judges and commissioners to prepare them for their juvenile rotation by inviting them to attend committee meetings, bench meetings, and to observe court proceedings in the months leading up to their rotation. During the first two weeks of their assignment, they meet with juvenile division directors to obtain an overview of Juvenile Court. They maintain a minimal caseload and observe other court proceedings. Concern was expressed by a number of internal and external stakeholders regarding newly rotated judges not having adequate training before taking cases. This request for implementing more extensive training requirements for newly rotated judges was made because the current rotation period of three to four years often results in two years of “learning” the ways of the juvenile bench, followed by one-two years of showcasing the judge’s experience before being rotated out shortly after having finally “understood” their role in juvenile cases.

Despite this comprehensive training process, several interviewees stated that two weeks training prior to assuming a juvenile caseload was not sufficient. It was recommended that perhaps the juvenile rotation could coincide with the Judicial College or another Juvenile Court training so that when the new judges came on, they would have a full understanding of the legal and social issues that exist in juvenile law. Training involving a mock trial would be particularly helpful. It was also recommended that the mentorship program be more formalized and perhaps more incentivized. As it stands, judges are assigned a mentor, and that mentor may or may not be available. Even though it is a collegial bench all the way around, it could be helpful to have mentors be more available especially in the beginning of a judge’s rotation.

Recommendation:

- **In terms of helping to overcome any challenges posed by judicial rotation, the NCSC Team recommends providing additional training and mentoring to new judges in alignment with the recommendations presented on training below.**

2.4.1 Benchbook

The Benchbook given to newly rotated judges contains a wealth of written material and serves as an excellent primer for juvenile court practice. Judges said it aided them greatly and would be even more useful if it were available electronically and was thus searchable or if a tabulated index could be added to the written version so that the judge could easily access the documents needed at a moment's notice.

2.4.2 Judicial Training Processes

The Pima County Juvenile Court has an impressive core curriculum for Juvenile Court. Currently, newly rotated judges attend Dependency and Delinquency 101 as required training sessions and meet with representatives from internal programs before taking cases from the bench. These courses provide an excellent overview of the myriad juvenile issues the judges will be facing, but do not have a moot court or practice-based component, which a couple of judges opined could be helpful. As noted above, a few judicial officers also stated that two weeks' training was insufficient.

2.4.3 Mentoring

Collegiality among Pima judicial officers was frequently cited as a system strength. Additionally, there is a mentorship program in which a sitting juvenile judge is assigned to the new judge. The new judge is invited to reach out at any time, and some do. One judge recommended that mentorship activities be more formalized because new judges may be less likely to reach out. Establishing a court observation schedule by the mentor would be extremely informative. Regular meetings, perhaps even structured around the modules presented in Dependency and Delinquency 101, both offered by the Administrative Office of the Courts, could strengthen mentorship to an even greater degree.

Recommendations regarding training and mentoring:

- **Consider the various viewpoints and some of the ideas suggested to see if they could be piloted in a way that would support judicial expertise across benches, which would infuse energy into the juvenile bench and prevent burnout.**
- **Consider timing rotations to coincide with dependency and delinquency trainings, either with Dependency and Delinquency 101, or one of the many other trainings available from various outlets in Arizona and nationally.** These outlets include the National Judicial College,¹⁰ NCSC including ICM (distance-learning) courses,¹¹ NCJFCJ (CANI),¹² ABA Center for Children and the Law,¹³ Arizona State and National CIP trainings, and OJJDP¹⁴ offerings. There are also several retired and nationally recognized judges currently residing in Pima County. These judges train on juvenile issues across the country and represent an underutilized treasure to the community.
- **Finally, consider retooling of the Judge Mentorship program to allow for in court observation.** This would allow the experienced judge to provide the newly rotated judge with achievable goals for improvement, while also infusing Model Court principles back into the Court.

2.5 What is the Ability of Pima County Juvenile Court to Sustain, Advance and Achieve the Goals of Model Court and Juvenile Justice Now and in the Future?

As noted in the beginning of this report, a “High-Performing” court is one optimally equipped to sustain, advance and achieve its goals. It is characterized by a networked and collaborative judicial culture that seeks to continually self-examine, learn, and implement change. This is evidenced in Pima County in the very request for this report, and was echoed by every single

¹⁰ <http://www.judges.org/>

¹¹ National Center for State Courts Institute for Court Management; <http://www.ncsc.org/Education-and-Careers/ICM-Courses.aspx>

¹² National Council of Juvenile and Family Court Judges Child Abuse and Neglect Institute; <https://www.ncjfcj.org/our-work/child-abuse-and-neglect-institute-cani>

¹³ American Bar Association; https://www.americanbar.org/groups/child_law/what_we_do.html

¹⁴ Office of Juvenile Justice and Delinquency Prevention; <https://www.ojjdp.gov/programs/tta.html>

judicial officer and staff member who all mentioned the collaborative environment of the Pima County Juvenile Court. It is also demonstrated by reactivation of the Model Court meetings and by a host of reform efforts including Education for children in foster care; the use of evidence-based practices, and Building Blocks for Reunification.

The High-Performance Court Framework then encourages courts to evaluate performance in terms of customer satisfaction, efficiency, and productivity. *Effectiveness* relates to a court's ability to achieve its goals in successfully completing and following through on activities that matter to customers. *Procedural satisfaction* is the extent to which court customers perceive the court as providing fair and accessible service to all who enter the courthouse doors. When evaluating the numerous programs and initiatives in Pima County, the NCSC Team observed that *effectiveness* and *procedural satisfaction* were not easily distinguished, as many programs could be favorably seen from both perspectives. As has been referenced in this report previously, the term "*customer satisfaction*" has been used to envelop both *effectiveness* and *procedural justice*.

Additionally, *efficiency* concerns the relationship between planned processes and actual processes that a court uses to resolve cases. *Productivity* focuses on whether court processes make the best use of judge and staff time.

As Pima County seeks to focus specifically on how judicial resources translate into outcomes, consideration of the use of resources (internal operating perspective) and target outcomes (customer satisfaction) have been presented above along with some considerations for further study and ideas of how these elements can be documented.

2.5.1 Sustaining an Experienced and Participatory Bar

The attorneys who work for Pima County's Public Defense Services (PDS) are a group of experienced, knowledgeable professionals who have dedicated their careers to representing children and families. The NCSC Team met with representatives from the public defender's office, county attorneys, and contract attorneys who represented children and families in both delinquency and dependency cases. All attorneys in attendance stated that there was an extremely strong local attorney Bar in Pima County, and the collaboration between the attorneys and the Court was beneficial. Pima has a tremendous group of experienced

attorneys, but recent changes in the delivery of representation services have placed the previously strong relationship between the Bar and the Court under strain. The ability to retain more experienced attorneys while simultaneously getting the newer attorneys up to speed are the main reasons behind the NCSC Team's belief that the attorneys represent the biggest threat to the sustainability of the court.

Historically, the attorneys of the Pima County Juvenile Court have enjoyed close communication with the Bench and involvement in court improvement committees. There have however been recent changes in the structure of attorney administration and assignments put in place by the County through Public Defense Services.¹⁵ PDS currently oversees the Office of Court Appointed Counsel, Office of Children's Counsel (made up of attorneys who exclusively represent children), and Public Defender's Office (made up of attorneys who represent parents). PDS' Public Defender's Office is partially based on the Washington State Office of Public Defense model which is intended to balance cost control with effective representation and social work integration; however, the Pima model does not include an equivalent salary structure for attorneys or social workers to support attorneys. The result in Pima County is that some of the most experienced attorneys are not part of the mentioned offices and are now only assigned to cases in the event of a conflict. When the NCSC Team met with some of the more experienced attorneys, they expressed concern that they may not be able to continue to do juvenile work due to the lower caseloads and payment policies. Loss of these experienced attorneys would present a significant detriment to the Court's functioning. They are the backbone of court programming. These attorneys understand the balance between that must be struck between collaborative and adversarial representation. They understand and support the mission of the Pima County Juvenile Court, and they have significantly contributed to the development of the Model Court.

From a customer service perspective, an experienced and participatory local attorney Bar provides parties with better access to justice and more effective representation, therefore increasing the likelihood of better court outcomes for families. From an internal operating perspective, well-prepared attorneys help the court operate more efficiently by avoiding

¹⁵ https://webcms.pima.gov/government/public_defender/ (accessed August 29, 2017).

continuances and assisting in more timely dispositions. The recent caseload and payment policy changes with the attorneys should be evaluated carefully to ensure that they do not encourage experienced, professional attorneys to leave juvenile court in favor of better pay, as this could negatively impact overall court processing and court efficiencies.

2.5.1.1 Communication

There have been a number of recently changed attorney contract provisions, and open conversation is likely to encourage attorneys to remain available for court appointments. The Court, PDS, and attorneys should work to enhance communication regarding issues of mutual concern, including court calendaring, payment, training, access to records, etc. As occurs in Utah and other jurisdictions, Pima County could establish an agenda between the court and attorneys to work on together and meet on a periodic basis to resolve issues that arise from both the attorneys and the court. The attorneys expressed that judges and court administration had been supportive of attorney's concerns and were open to hearing suggestions for improvement.

2.5.1.2 Training

The attorneys shared their desire to participate in more extensive training and mentoring for their colleagues. There is a need for more experience in dependency and delinquency cases, defined as years of experience, variety of party representation (i.e., children v. parent), ability to understand the difference between collusion and the adversarial process, and passion for representing children and families. This will allow for the attorneys to best serve the children and families in delinquency and dependency cases because they will know what the consequences of their suggestions and defenses are for both parties, and will take a holistic view of each case-seeing all cases as chances for reunification (if dependency) or returning the child back to a wholesome life outside of detention (if delinquency).

2.5.1.3 Access to Court Records

There are concerns with access to case files both physically and online. Attorneys must physically present themselves downtown at the Clerk's Office to gain access to printed copies of their cases, for which they are charged, and they are not allowed to save files to a USB

drive. Contract attorneys do not have access to AGAVE. These issues present due process and fairness concerns because equal access cannot be ensured when all attorneys do not have access to the same records. This lack of access also breaks down the unification of family cases, as a parent of a juvenile may have a pending criminal case which could be of significance in the juvenile's case. It is of vital importance that the Court and PDS work with the County to consider how these barriers can be removed.

Recommendations:

- **As a matter of equal justice, it is recommended that contract attorneys be granted greater access to AGAVE or AGAVE web.** Security requirements can be established through a memorandum of agreement. Possibilities for granting access include the use of attorney numbers to determine which cases can be seen in AGAVE (web).
- **Strengthen the attorney mentorship program.** Experienced attorneys should be given opportunities to mentor new attorneys, and new attorneys should be able to experience or observe their mentors serving on both delinquency and dependency cases, as well as representing both parents and children. As the attorneys do not work directly for the Court, these opportunities should be provided by Public Defense Services (PDS) and the attorneys should be paid for their services, whether through PDS or statewide IVE funding or CIP funding is possible. The Court should work with the PDS and the attorneys to figure out who the best mentors may be.
- **The Court should meet with court appointed attorneys to consider their role and vision in the future.** Agenda items could include attorney mentoring, records access and other administrative matters.
- **The Court should investigate funding for Attorney and Stakeholder training and mentoring.** It may be possible to access either statewide IVE funding or CIP funding to provide new and seasoned attorneys with more training opportunities.

2.5.2 Data-Informed Sustainability Planning

The ability of Pima County to sustain and advance its goals now and in the future, according to the High-Performance Framework, depends upon the sharing of performance results, and this is an area that presents itself for consideration:

A [presiding] judge or a court's leadership team can build broader support among the justice system community by circulating results. Because customer satisfaction is a focal point of performance, the sharing of performance results among judges and managers is paralleled by conversations between court leaders and customers, particularly attorneys. This dialogue serves to provide information and a rationale for planned refinements, to gain feedback helpful in interpreting past performance results, and to learn what additional concerns customers have about administrative practices.¹⁶

Currently and by choice, individual judges do not receive weekly or monthly case management reports that show the degree to which their cases are in compliance of recommended dependency or delinquency timelines. The Pima County Juvenile Court used to distribute data including the age of cases to the judges, but the judges requested that they not receive data regarding cases that had not originated in their respective caseloads and requested that more data on monthly caseloads, as opposed to annual caseloads, be presented. Individual judges are still able to ask their assigned data specialists to provide an analysis of their current dockets and staffing, but court wide reports are not received.

Recommendation:

- **Monthly standardized data reports should be given to judges and commissioners.** This should not be dependent upon which judge or commissioner initially started the case.

The areas of performance in the first two perspectives are measurable and can ultimately be documented with systematic data, such as the performance measures promulgated by NCSC's *CourTools*, e.g., clearance rates, or OJJDP measures related to delinquency (See Appendix K).

¹⁶ Ibid at 66

As discussed earlier, *Fostering Court Improvement*,¹⁷ is a non-profit which provides data from Dependency Court and Child Welfare Agencies, such as time to permanency or percentage of cases that result in reunification. Arizona is on the *Fostering Court Improvement's* website, but their data is not accessible. If the data were accessible, the Pima County Juvenile Court could compare its performance to that of other states that are on the website. When interpreted appropriately, such data would provide concrete information on how well a court is doing its job. Once Arizona does obtain that data, the Pima County Juvenile Court can compare itself to courts regionally or nationally. Further, courts can gain the trust and confidence of members of the public and policy makers when they share this information and demonstrate a willingness to receive and act on feedback.

Recommendation:

- **The Pima County Juvenile Court should work with Arizona's Court Improvement Program Director to make Arizona's *Fostering Court Improvement* data available.** Such access will give Arizona courts an opportunity to assess their performance.

The Pima County Juvenile Court has great data capacity. The community at large should have greater access to data demonstrating the benefit of court programs. NCSC recommends publishing a type of "Community Report Card" like the below to monitor performance internally and to demonstrate the court's contribution to the community. Such measures are relevant to court managers, judges, funders, and members of the community.

¹⁷ <http://fosteringcourtimprovement.org/index.php>

Figure 1: Sample Community Report Card

| | |
|--|---|
| <p>Effectiveness</p> <p>Recidivism Rates</p> | <p>Procedural Fairness</p> <p>Client and Attorney Services</p> |
| <p>Efficiency</p> <p>Timely Case Processing</p> | <p>Productivity</p> <p>Reunification Graduation Rates</p> |

See also Utah’s Juvenile Court Report Card to the community in Appendix L.

Because the Pima County Juvenile Court is already adept at collecting data, this is only a matter of thinking through the specific measures that are most relevant for 1) program management internally; 2) communicating with the community externally. These are ideas that were also promoted within the Court’s 2016 Strategic Plan. Pima County has been both active and successful in following through on earlier strategic planning endeavors and is encouraged to continue its work in this area.

Recommendation:

- **The Pima County Juvenile Court should publish an annual report card to be shared with the community.** Once the performance measures are established and made public, court leadership should be prepared to use the results as the basis for ongoing court improvement.
- **Expand the collection of data analytics.** The Pima County Juvenile Court should figure out what should be measured to determine effectiveness and then how each program contributes to each decided upon dimension. Some promising programs that would likely demonstrate return on investment include the Recovery Support Specialists, Family Navigators, DAP, Family Drug Court Program, ACES and CASA.

2.5.3 Ongoing Committee Work

Committee work is particularly important in the Pima County Juvenile Court. Its judges and commissioners contribute to committee work to continue to ensure that the programming is progressing and supporting the goals of reunification (dependency) and restoration to the community (delinquency). A full list of the Pima County Juvenile Court committees and subcommittees can be found in Appendix I.

The Pima County Juvenile Bench is currently working to obtain maximum representation on many different committees. With the current rotation schedule, certain committees have found themselves without Pima County Juvenile Court representation during the transition period of judges from the bench. As stated above, it may be beneficial to consider shorter, or task-specific, judicial assignments to committees. Also, Other ideas include that any judge who rotates out or retires from the bench ask their replacement mentee judges to accompany them to a couple of committee meetings and assist with committee work during the time of transition.

2.5.3.1 Model Court Dependency Collaborative Subcommittees

The Pima County Juvenile Court used to have regular model court steering committee meetings when they were still operating under a “Model Court” status but later stopped holding meetings. Recently, the meetings were revived due to a court-wide desire to improve court operations and find new ways to help children and families. The mission of the Model Court Dependency Collaborative Subcommittee is that “strong, healthy families will be created and supported by enhancing and improving the dependency court process through collaboration with families, professionals, organizations, and the community.” The Court currently has three subcommittees working on Education for Children in Foster Care, Building Blocks for Reunification, and Evidence-Based Services and Treatment, discussed below.

2.5.3.2 Education for Children in Foster Care Subcommittee

Pima County Juvenile Court’s Education for Children in Foster Care subcommittee focuses on providing education to and regarding children in foster care throughout Pima County and

the state with help from the “Every Student Succeeds Act,” which supports local and national education programs through grants. The education subcommittee recently celebrated the expansion of “FosterEd” to a statewide program, and is working to provide education to the community using Every Student Succeeds Act funds. The education subcommittee is also working to increase awareness within the behavioral health, court, and DCS worlds regarding the connection between educational stability and academic success. The subcommittee is focusing on raising the number of placements available in the school districts where children are initially enrolled at the time of removal so that the children can stay in their respective school district.

The education subcommittee work represents Pima’s commitment to customer satisfaction and effectiveness. The desire to keep children in their own school district shows that Pima aims to minimally disturb the child during an already stressful time in their lives, while recognizing that academic stability leads to success in school and in the future.

[2.5.3.3 Building Blocks for Reunification Subcommittee](#)

Pima County Juvenile Court’s “Building Blocks for Reunification” subcommittee focuses on increasing permanency for children under three years old, increasing the reunification rate and expediting permanency for children from birth to five years old, improving case compliance with statutory timelines, and improving the flow of information between DCS and behavioral health providers. The Building Blocks subcommittee recently completed a logic model for a pilot study on reunification progress mediation, which can be seen in Appendix M. The Building Blocks subcommittee’s goals emphasize the Pima County Juvenile Court’s commitment to reunification, specifically with those populations who are most vulnerable.

[2.5.3.4 Evidence-Based Services/Treatment Subcommittee](#)

Pima County Juvenile Court’s Evidence-Based Services/Treatment (EBT) subcommittee was recently tasked with compiling a list of available evidence-based and informed services in the Tucson area so that they could be used to improve the quality of treatment and service

provided to children and families in child welfare cases.¹⁸ To determine which treatment options were evidence-based, the EBT sub-committee used the following definition:

“Programs for which multiple, high-quality, randomized controlled trials (studies) have been conducted with a child welfare population that resulted in consistent positive findings. These programs are highly rated in the research and should be selected whenever possible.”

Pima County currently utilizes nine evidence-based programs, seen in Appendix N.

Using the indicators established by this committee, the Pima County Juvenile Court’s services and treatments have been demonstrated effective for juvenile. The efforts of this committee also demonstrate the court’s commitment to reunification and re-entry into the youth population.

2.5.4 Family Drug Court

Pima County’s Family Drug Court and the mentioned recovery support specialists make a marked difference in the lives of the participants. This is evident by the low recidivism rate of the Family Drug Court. The NCSC Team also heard from several mothers who shared their stories about their victories with sobriety and reunifying with their children while participating in Family Drug Court.

However, under-utilization and funding issues are obstacles to sustainability. As previously discussed, the Family Drug Court currently serves 60 parents and 90 children but has the capacity to serve 90 parents and 130 children. Some type of “marketing” may be effective in allowing the Family Drug Court to operate at full capacity.

The Family Drug Court is funded through a SAMHSA grant that is due to expire in a year and the Recovery Support Specialists are also grant funding. Loss of either resource would negatively impact the community.

Recommendations:

- **County funding should be allocated for the permanent employment of recovery**

¹⁸ April 7, 2017 Memo re: Evidence-Based Parenting Programs.

support specialists.

- **At the earliest possible time, alternate funding options should be sought for the continuation of Family Drug Court operations.** This could include budgeting County funding for the program, looking toward outside funders, or applying for new grants to sustain the program.

3. Conclusion

This report is intended to document and reflect what was evident to judges and court management experts that have visited courts across the country: The Pima County Juvenile Court is exemplary. This was evident in the collegial and networked working relationship among judges, administration, community members and staff. The NCSC Team was truly encouraged to see such innovative practices such as the DAP, PHC and JDAI, an effort to decrease minority over-representation in detention. These are issues that trouble courts nationally, but that Pima County is actually addressing. The Pima County Juvenile Court regularly searches for innovative practices that will advance the provision of services to children and families in Pima County, and has implemented numerous programs that have contributed to the efficient processes seen in the Court's daily operations. This culture of self-assessment continues in Pima County, as evidenced by a willingness to review the use of judicial resources in juvenile court, including judicial officer rotation, and to determine the sustainability of the current programs in place. The recommendations in this report are meant for the Pima County Juvenile Court leadership and Court staff to consider in current and future programming and court administration decisions. It is also anticipated that other courts can reflect on the great work of Pima County so that court leadership across the nation can benefit from having knowledge of the range of impressive services offered by the Pima County Juvenile Court in years ahead.

4. Appendices

A. Groups Interviewed During the Initial Site Visit

- Hon. Kyle Bryson, Presiding Judge, Superior Court
- Ron Overholt, Court Administrator, Superior Court
- Hon. Kathleen Quigley, Presiding Judge, Juvenile Court
- Hon. Peter Hochuli, Associate Presiding Judge, Juvenile Court
- Tina Mattison, Deputy Court Administrator, Juvenile Court
- John Schow, Director, Juvenile Court Services
- Stacey Brady, Supervisor, Mediation Programs
- Krissa Ericson, Supervisor, CASA
- Chris Swenson-Smith, Division Director, Children & Family Services
- Rebecca Manoleas, Assistant Division Director, Children & Family Services
- Maureen Accurso, FDC Supervisor, Family Drug Court
- Bob Heslinga, Executive Director, AVIVA
- Angelica Elias, Parent Support Program Coordinator, AVIVA
- Ed Casillas, Parent Support Program Coordinator, AVIVA
- Chris Vogler, Division Director, Probation
- John Jackson, Assistant Division Director, Probation
- Sheila Pessingua, Supervisor/Trainings & Programs, Probation
- Jennifer Torchia, Division Director, Detention
- Rachael Long, Assistant Division Director, Detention
- Various attorneys, County Attorney's Office
- Various attorneys, Public Defenders Office
- Various attorneys, Office of Children's Council
- Various attorneys, Office of Court Appointed Council
- Ray Rivas, Division Director, Clerk's Office
- Barb Thomas, Supervisor of Courtroom Clerks, Clerk's Office
- Anizza Alvarez, Dependency Supervisor

B. Review of the Organization's Programs

List of Programs in Pima County Juvenile Court

Detention:

- PBIS (Positive Behavior Interventions and Supports)
- Dog Therapy
- Yoga
- Spiritual Services
- Girl Scouts
- Law Students Program
- Make A Change – Treatment Readiness Program
- Crossroads (cognitive behavioral program)
- Teen Clinic
- Master Gardeners
- JTED - Culinary Program
- University of Arizona Psych Feasibility Study
- Independent Library Branch that teaches children in detention how to use the public library and issue cards.

CAPE School Programs in Detention:

- UnJammed Grant Projects (computer coding & card board projects)
G.E.D.

Children & Family Services Programs:

- Adoption Program
- Court Appointed Special Advocates
- Dependency Unit
- Dependency Alternative Program
- Family Drug Court
- Family Navigators
- Mediation

Probation Programs:

- YSC-Youth Success Center
- CREW
- Crossroads (cognitive behavior training)

- ACES
- GPS Monitoring
- Carey Guides
- DV Education
- Parenting Wisely
- Strengthening Families

C. Administrative Office of the Courts Operational Review

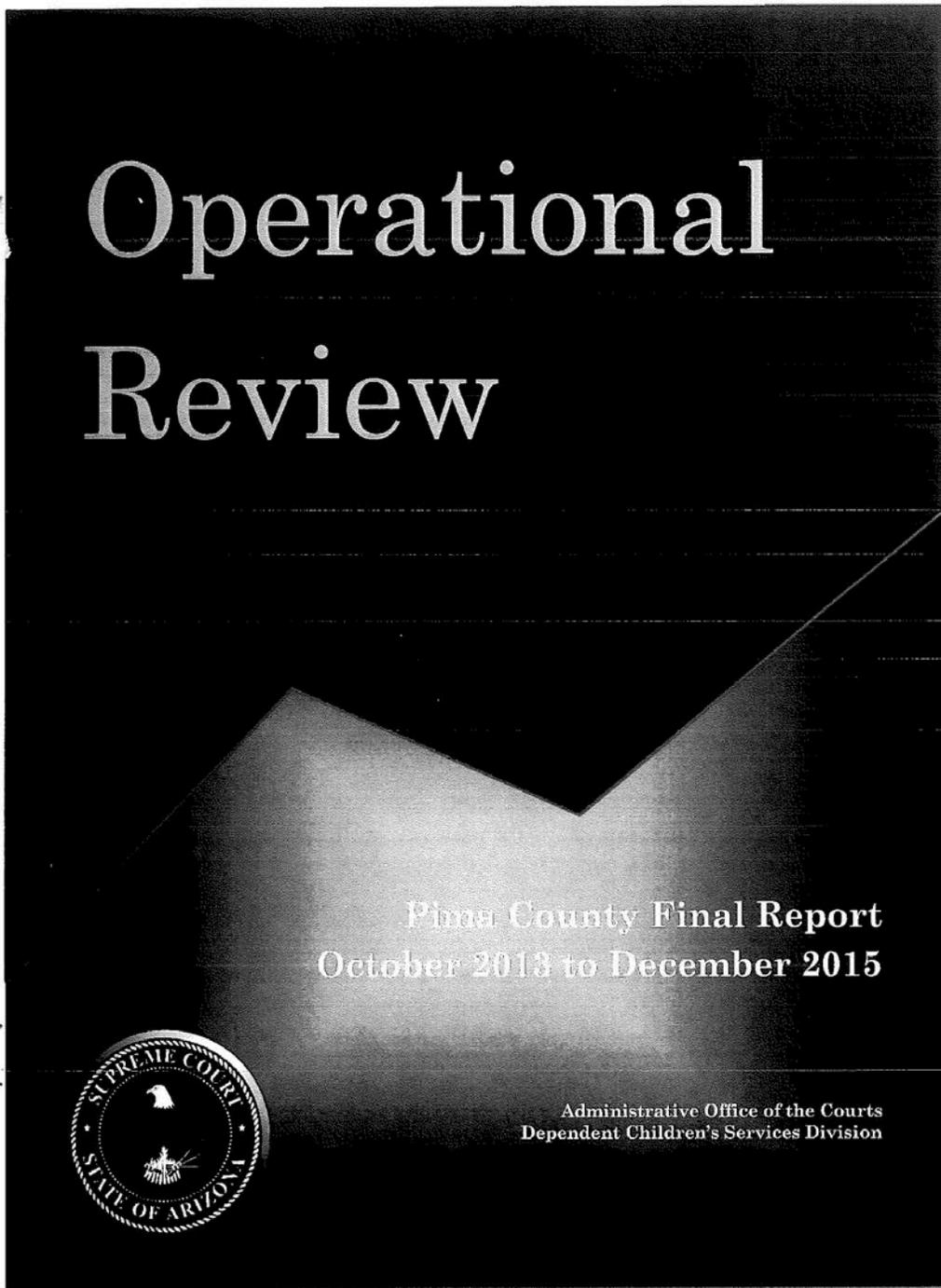


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INTRODUCTION

In accordance with Article VI, Section 3 of the Arizona Constitution, the Administrative Office of the Courts (AOC) has implemented a process for conducting operational reviews to maintain accountability throughout the state's court system. The Dependent Children's Services Division (DCSD) within the AOC conducts operational reviews for all of the juvenile courts throughout the state and all of the county CASA programs.

The review of the Pima County Juvenile Court focused on the court's processing of dependency cases, the collection of information on dependency cases, and the administrative oversight of funds distributed through the program. LaDonna Haile and Rob Shelley, the DCSD Operational Review team, began the Pima County Juvenile Court Operational Review in January 2016. Preliminary information for this operational review was acquired from the Initial Information Request (IIR) which was completed by the Court prior to the on-site portion of the review. The review team considered both administrative and operational procedures relating to the dependency process.

In addition to the court, the review team also focused on administrative and operational compliance of the county's CASA program. This process included the completion of an IIR and the review of both CASA Advocate and child case files currently maintained at the county program office. A summary of the findings follows.

Executive Summary

Court Improvement

1. For the case files reviewed, the court scored above 90% on **key requirements** for the Preliminary Protective, Adjudication, Disposition, Review and Permanency Hearings.
2. For the hearings observed, the court scored above 90% on **key requirements** for the Preliminary Protective, Initial Dependency, Adjudication, Disposition, Review, Permanency, Initial Guardianship, Initial Termination and Termination Adjudication Hearings.
3. The court held the Permanency Hearing an average of 208 days from removal for the case files reviewed.
4. Court hearings started an average of 4 minutes after the scheduled time for the case files reviewed and 8 minutes for those cases observed in court.
5. Of Attorneys reporting on last contact with client, they reported contact with their child client prior to the hearing in 100% of the Preliminary Protective, Initial Dependency, Disposition, Review and Permanency hearings.
6. The court provided information regarding the Attorneys/Guardians ad Litem contracted to represent children in dependency matters required training for calendar years 2014 and 2015.
7. The court reported that the dependency case flow management team has resumed, with the first meeting to take place on 1/26/2016, and every other month thereafter. A Model Court Steering Committee will meet during the alternate months.
8. The court shared the following regarding the challenge of addressing all required findings and orders during each hearing: *When a hearing runs long, it is easy to forget one of the many required findings. To address this, the court created a script for the bench to follow for each hearing type. There are times, however, when courtroom clerks do not capture and record some details in the findings and orders. Additionally, not only are the judges overwhelmed with the requirements, but also with the facts of the case. Much of the case preparation and work on rulings under advisement is completed by the judge before 8am, over lunch, after 5pm, and on weekends.*
9. The Court submitted the *Semi Annual Report* for FY15 and the *Closing Financial Statements* for FY14 and FY15 by the required dates; however, the *Semi Annual Report* for FY14 was not received by the required date.
10. Court staff attended all of the Dependency Users Group meetings for CY14 and CY15.
11. Summary of hearing compliance for the case files reviewed:
 - In-Home Intervention – 100.00%

- In-Home Intervention Review – 100.00%
- Preliminary Protective – 99.09%;
- Review of Temporary Custody – 100.00%;
- Initial Dependency – 89.75%;
- Settlement Conference – 100.00%
- Pre Trial Conference – 73.75%;
- Adjudication – 96.54%;
- Disposition – 83.66%;
- Review – 87.96%;
- Permanency – 88.41%;
- Initial Guardianship – 81.82%
- Guardianship Adjudication – 88.89%
- Initial Termination – 83.70%;
- Termination – 77.45%.

12. In July 2015, Pima County Juvenile Court began the Dependency Alternative Program or DAP. The mission is to provide an alternative process for resolving potential dependency cases without filing a formal dependency petition. The reduction in dependency petitions will result in fewer court hearings, decreased family stress and increased satisfaction with legal processes and ultimately increased cost savings for the court and Pima County over the long-term as compared to regular court processing.

The court has a Trauma Responsive Court committee that meets regularly and has implemented a number of recommendations that resulted from a trauma audit completed by the National Child Traumatic Stress Network and National Council of Juvenile and Family Court Judges in 2014.

Court Appointed Special Advocate

1. The County CASA Program submitted to the State CASA Program the required annual budget request and program plan.
2. The County CASA Program provides to the State CASA Program all additional financial reports as requested.
3. The County CASA advocates completed and submitted the required contact logs in 95.88% of the assigned cases.
4. The County CASA Program submitted the *Semi Annual Report and Financial Statement* by the required dates for FY14 and FY15.
5. Annual training requirements were met by 95.31% of the County CASA Advocates in CY14 and 96.13% in CY15.
6. The County CASA Program reports the following activities since the last review:

- The County CASA Program has provided in-service training on topics such as Court Report writing; Human/Sex Trafficking; LGBTQ Awareness; Educational Advocacy-Surrogate Parent Training; Foster Care Information/Adoption/Guardianship; Gang Awareness; AYAP Information; CASA Communication and Vicarious Trauma.
- The Court and the CASA Program are working to be trauma responsive in their approaches and recommendations.
- The CASA Program is in year one of the transition to the Peer Coordinator model.
- The CASA Program has been using the online case management system six months provided by CASA of Arizona.
- Recently, the CASA Program was awarded a grant that will fund media and other outreach efforts. The program will begin to target recruitment to address disparity issues between advocates and the CASA children with particular attention to recruitment of male and Hispanic advocates.

COURT IMPROVEMENT PROGRAM

| Area of Consideration | Key Requirements ¹ | All Requirements |
|--|-------------------------------|------------------|
| Budgetary Considerations | 100.00% | 100.00% |
| Reporting and Record Retention | 95.83% | 95.83% |
| Information Tracking System | 100.00% | 90.00% |
| Court Operations and Procedures | 100.00% | 100.00% |
| Case File Review | 93.62% | 89.96% |
| Courtroom Observation | 99.30% | 94.67% |
| Overall Compliance (current review) | 98.12% | 95.08% |
| Overall Compliance (previous round) | 96.0% | 96.0% |

Budgetary Considerations

Upon approval of the annual Funding Agreement (FA), monies are disbursed to the court throughout the fiscal year. This funding process is intended to support the court’s efforts to successfully process dependency cases. The court’s efforts were assessed for FY14 and FY15.

| Findings | |
|---|--------|
| 1. Grantee shall not shift funds from, to, or within budgeted categories described in Addendum A without prior written authorization from the AOC. | 100.00 |
| 2. Funds disbursed to the Grantee shall be deposited into a special revenue account that corresponds to the funding sources as indicated in the funding agreement. | 100.00 |
| 3. Funds unencumbered as of June 30 and unexpended (including unexpended interest) as of July 31 st , shall be transmitted to AOC according to the funding agreement. | 100.00 |
| 4. Equipment purchased with funds pursuant to the FA shall become the property of the Grantee and the Grantee shall maintain a written inventory and property control policies and procedures covering the equipment. | NA |

Reporting and Record Retention

The court is required to provide progress reports to the state office on a regular basis. The court is also to follow requirements regarding its retention of records and ensure that subcontractors follow retention requirements. The court’s efforts were assessed for FY14 and FY15.

| Findings | |
|--|--------|
| 1. A semi-annual financial statement and progress report shall be submitted by Grantee to the AOC by the date determined in the funding agreement. | 87.50 |
| 2. A final financial statement and progress report shall be submitted by the Grantee to the AOC by the date determined in the funding agreement. | 100.00 |

¹ Those identified as crucial to the successful completion of the court proceeding.

| Findings | |
|--|--------|
| 3. The Grantee shall maintain and provide to the AOC reports, data, and statistics as required. The Grantee shall retain all financial records, applicable program records, and data related to the approved plan for a period of at least five years. | 100.00 |
| 4. All subcontracts shall include a provision acknowledging the authority of the AOC to conduct an operational review and program evaluation activities. | NA |

Information Tracking System

The FA contains requirements relating to the use of the juvenile information tracking system. The Court is also subject to requirements for all equipment that was purchased by Court Improvement monies, including relevant computer equipment utilized for data entry.

| Findings | |
|--|--------|
| 1. The appropriate tracking system must be installed in the court and must be accessible to all appropriate court personnel. | 100.00 |
| 2. The Grantee shall establish a security matrix to determine who is to be granted access/use of the juvenile information tracking system. | 50.00 |
| 3. Monthly dependency data entry must be completed by the date identified in the individual funding agreements. | 100.00 |
| 4. An individual must be identified to collect and input dependency case data. | 100.00 |
| 5. Key individuals involved in the data collection process should participate in quarterly Dependency Users Group meetings sponsored by the AOC. | 100.00 |

Court Operations and Procedures

In the Funding Agreement signed by the court prior to the start of each fiscal year, the court agrees to address key requirements related to the successful implementation of dependency case processing.

| Findings | |
|--|--------|
| 1. Before a judicial hearing officer assumes a new assignment that involves dependency cases, or within the first twelve months of assuming this assignment, they must complete the specialized dependency training program approved by COJET. | 100.00 |
| 2. Grantee must have an individual responsible for the facilitation of the Pre-hearing Conference. | 100.00 |
| 3. Grantee must have an individual responsible to handle mediations. | 100.00 |
| 4. The court will identify members of a Court Improvement Implementation Team and will schedule meetings on a regular basis or by need as determined by the court in order to ensure efficiency in the dependency process. | 100.00 |
| 5. Attorneys/Guardian ad Litem assigned to represent children in juvenile dependency matters will provide the required training documentation to the court. | 100.00 |

Juvenile Court Data Reporting

Through utilization of dependency case information entered by each court into the juvenile court data tracking system, several dependency data reports are available for court users. Data from several of these reports are displayed in the tables below. While this statistical reporting was not included in the calculation of compliance, the information from these measures should prove useful to the court in an assessment of its efforts to meet the needs of dependent children.

| Statistical Reporting | | FY2014 | FY2015 | | | | | | | | | | | | | | | | | | | | | | | | |
|-----------------------|---|---|--------------------|-----------|-----------------------------|-----------|--------------------|---------|---------|-----------|-----------|-----------|--------|--------|--------|-------|-------|-------|--------|--------|--------|--------|-------|-------|-------|-------|--------|
| 1. | Number of Children with Open Dependency Petitions – the number of children who are subject to an open dependency petition. (SRPDEP004) | 3,907 | 3,744 | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. | Average Length of Stay in System – based on the date that the child was removed from the home and the date that their case was closed. (SRPDEP005) | 577 | 612 | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. | Petitions Filed for a Period – the number of petitions filed. (SRPDEP008) | 1,388 | 1,387 | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. | Average Number of Days to First Dependency Finding – considering the time elapsed between the child’s removal from the home to dependency being found as to the first parent. (SRPDEP001) | 55 | 54 | | | | | | | | | | | | | | | | | | | | | | | | |
| 5. | Permanency Hearing was held Within Statutory Timeframes – The percentage of petitions and average days in which the Permanency Hearing was held timely for children under 3 years of age (6 months from removal) and for children 3 years of age and older (12 months from removal). (SRPDEP003) | <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Required Time to Permanency</th> <th colspan="2">Days to Permanency</th> </tr> <tr> <th>Under 3</th> <th>3 & Older</th> <th>Under 3</th> <th>3 & Older</th> </tr> </thead> <tbody> <tr> <td>FY14</td> <td>69.01%</td> <td>80.29%</td> <td>191</td> <td>343</td> </tr> <tr> <td>FY15</td> <td>66.30%</td> <td>82.75%</td> <td>200</td> <td>342</td> </tr> </tbody> </table> | | | Required Time to Permanency | | Days to Permanency | | Under 3 | 3 & Older | Under 3 | 3 & Older | FY14 | 69.01% | 80.29% | 191 | 343 | FY15 | 66.30% | 82.75% | 200 | 342 | | | | | |
| | Required Time to Permanency | | Days to Permanency | | | | | | | | | | | | | | | | | | | | | | | | |
| | Under 3 | 3 & Older | Under 3 | 3 & Older | | | | | | | | | | | | | | | | | | | | | | | |
| FY14 | 69.01% | 80.29% | 191 | 343 | | | | | | | | | | | | | | | | | | | | | | | |
| FY15 | 66.30% | 82.75% | 200 | 342 | | | | | | | | | | | | | | | | | | | | | | | |
| 6. | Percent of Petitions in which a PPH is held within 12 Days from Removal – hearings held within the statutorily required time frame. (SRPDEP002) | <table border="1"> <thead> <tr> <th></th> <th>5 – 7 Days</th> <th>8 Days</th> <th>9 Days</th> <th>10 Days</th> <th>11 Days</th> <th>12 + Days</th> <th>13 + Days</th> </tr> </thead> <tbody> <tr> <td>FY14</td> <td>32.76%</td> <td>21.58%</td> <td>10.69%</td> <td>8.13%</td> <td>6.90%</td> <td>2.56%</td> <td>17.39%</td> </tr> <tr> <td>FY15</td> <td>49.47%</td> <td>17.97%</td> <td>9.04%</td> <td>6.66%</td> <td>6.42%</td> <td>3.03%</td> <td>16.60%</td> </tr> </tbody> </table> | | | 5 – 7 Days | 8 Days | 9 Days | 10 Days | 11 Days | 12 + Days | 13 + Days | FY14 | 32.76% | 21.58% | 10.69% | 8.13% | 6.90% | 2.56% | 17.39% | FY15 | 49.47% | 17.97% | 9.04% | 6.66% | 6.42% | 3.03% | 16.60% |
| | 5 – 7 Days | 8 Days | 9 Days | 10 Days | 11 Days | 12 + Days | 13 + Days | | | | | | | | | | | | | | | | | | | | |
| FY14 | 32.76% | 21.58% | 10.69% | 8.13% | 6.90% | 2.56% | 17.39% | | | | | | | | | | | | | | | | | | | | |
| FY15 | 49.47% | 17.97% | 9.04% | 6.66% | 6.42% | 3.03% | 16.60% | | | | | | | | | | | | | | | | | | | | |

Court Improvement Survey

The Court Improvement Program conducted a survey of participants in the dependency process, including judges, court personnel, attorneys, child welfare professionals, and Advocates from the CASA and FCRB Programs. The surveys provided an opportunity for respondents to evaluate the Court, CASA and FCRB programs with respect to their responsibilities to dependent children and their families in Pima County. One hundred and fourteen respondents completed the survey. Respondents include judges, court appointed attorneys, case managers, CASAs, FCRB volunteers and court staff. The results of the survey are intended to be informational and do not affect the Court’s compliance scores for this review.

| Survey Item | Very True | Mostly True | Seldom True | Never True | Don't Know |
|---|-----------|-------------|-------------|------------|------------|
| 1. Attorney/GAL for children has contact with their clients before each substantive hearing. | 21.0% | 42.9% | 5.2% | 0.0% | 30.7% |
| 2. Agency court reports are timely and thorough. | 9.6% | 60.5% | 22.8% | 0.0% | 7.0% |
| 3. Adequate legal representation is available to parents. | 38.6% | 34.2% | 2.6% | 0.8% | 23.6% |
| 4. Children’s educational needs are sufficiently addressed | 18.5% | 61.9% | 11.5% | 0.0% | 7.9% |
| 5. Adequate and timely mental health services are available for children and parents in need. | 7.9% | 53.1% | 30.9% | 1.7% | 6.1% |
| 6. Cases involving American Indian children are handled appropriately according to the Indian Child Welfare Act (ICWA). | 44.7% | 28.0% | 3.5% | 0.8% | 22.8% |
| 7. Hearings start at the scheduled time. | 20.0% | 49.0% | 4.5% | 0.0% | 26.3% |
| 8. Parties are notified of Court hearings in a timely manner. | 37.7% | 28.9% | 3.5% | 0.0% | 29.8% |
| 9. Permanency for children is reached in an acceptable time frame. | 3.5% | 50.8% | 38.6% | 0.8% | 6.1% |
| 10. Children receive legal counsel (attorney or Guardian ad Litem) in advance of the Preliminary Protective Hearing. | 29.4% | 22.3% | 2.6% | 0.8% | 44.6% |
| 11. The information available in the CASA report is adequate and of good quality. | 55.7% | 35.4% | 1.7% | 0.8% | 6.1% |
| 12. CASA reports are available in a timely manner for consideration prior to the scheduled hearing. | 47.3% | 40.1% | 0.8% | 0.8% | 10.7% |
| 13. CASA Advocates openly advocate for their assigned children. | 68.1% | 25.6% | 1.7% | 0.8% | 3.5% |
| 14. CASA Advocates make impactful differences in cases for which they are assigned (compared to cases with no CASA assignment). | 57.5% | 23.0% | 4.4% | 0.8% | 14.1% |
| 15. FCRB reports are available for consideration before Court hearings. | 53.9% | 23.8% | 2.6% | 0.0% | 19.4% |
| 16. FCRB findings and recommendations address safety, well-being and permanency for children in foster care. | 68.4% | 23.6% | 3.5% | 0.0% | 4.3% |
| 17. FCRB reports are useful and contain quality information. | 58.7% | 26.3% | 9.6% | 0.8% | 4.3% |

Survey participants were also asked the following open ended questions, the responses to which are attached to this report as **Appendix A - Additional Survey Questions and Comments**.

- Have you seen any differences in child representation since the adoption of the standards? Please explain.
- What positive things regarding the handling of dependency cases do you see in your county?
- How do you think that the handling of dependency cases in your county could be improved?
- Additional Comments.

Case File Review

During the previous operational review in August 2013, the review team considered 115 files in which the child was removed from the home on or after January 1, 2011. For the current review, the review team considered 92 case files in which the child in question was removed from the home on or after October 1, 2013.

| | |
|--------------------------------|--------|
| Number of files reviewed | 92 |
| Number of hearings reviewed | 554 |
| Compliance on key requirements | 93.62% |
| Compliance on all requirements | 89.96% |

The court’s compliance is noted in two ways for each of the dependency hearing types:

- Success in addressing “key” requirements;
- Success in addressing the remainder of the requirements.

In considering the percentage of compliance for a specific hearing type, straight calculations were used; however, in presenting the overall compliance in case file review on all items, the calculation was weighted to account for the number of hearing types reviewed. The findings include measures rating compliance for each of the different hearing types reviewed.

In-Home Intervention Initial Hearing – 100.00%

| | |
|--|----|
| Number of hearings reviewed | 1 |
| Percentage of cases child attorney present | NA |

| Findings | |
|---|--------|
| 1. Did the court inquire whether the parent/guardian/Indian custodian wished to participate in in-home intervention and agree to a case plan and participation in services? Rule 48.1(C)(1) | 100.00 |
| 2. Did the court find that the child(ren) had not been removed? Rule 48.1(C)(2)(a) | 100.00 |
| 3. Did the court find that IHI appears likely to resolve the risk described? Rule 48.1(C)(2)(b) | 100.00 |
| 4. Did the court find that parent agreed to case plan and participation in services? Rule 48.1(C)(2)(c) | 100.00 |
| 5A. Did the court find that the parent/guardian/Indian custodian is unable to provide proper care, control and supervision of the child. Rule 48.1(C)(2)(d) | 100.00 |
| 5B. Did the court find that the child is at risk of harm due to the inability or unwillingness of the parent to provide food, clothing, shelter or medical care? Rule 48.1(C)(2)(d) | 100.0 |
| 6. Did the court order a specific time for completion of in-home intervention? Rule 48.1(C)(3) | 100.00 |

In-Home Intervention Review Hearing – 100%

| | |
|--|----|
| Number of hearings reviewed | 1 |
| Percentage of cases child attorney present | NA |

| Findings | |
|---|--------|
| 1. Did the hearing occur within one year of Initial In-Home Intervention Hearing? Rule 48.1(C)(3) | 100.00 |
| 2. If the time ordered for in-home intervention expired without being extended by the court, did the court dismiss the dependency petition? Rule 48.1(C)(3) | NA |

Preliminary Protective Hearing – 99.09%

| | |
|--|---------|
| Number of hearings reviewed | 92 |
| Percentage of cases child attorney present | 100.00% |
| Average number of court days after removal | 6 |

| Findings | |
|--|--------|
| 1A. Was the hearing held within 5 – 7 working days from the child’s removal? ARS 8-824(A) | 99.59 |
| 1B. Was the hearing continued for no more than five days? ARS 8-824(A) | 100.00 |
| 2A. Did the court Inquire regarding ICWA? ARS 8-815(A), Rule 50(B)(1) | 98.90 |
| 2B. Did the court make findings pursuant to the ICWA standards and burdens of proof, including whether placement was in accord with in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? Rule 50(C)(6) | 100.00 |
| 3. Did the court appoint counsel? Rule 50(B)(2) | 100.00 |
| 4. Did the court review the PPC agreements/stipulations? ARS 8-824 E(1), Rule 50(B)(5) | 100.00 |
| 5. Did the court determine whether proposed case plan was submitted/appropriate? Rule 50(B)(8) | 98.88 |
| 6. Did court determine whether DCS made arrangements for assembly of child’s medical records, a medical assessment, implemented referrals, & communicated recommendations. Rule 50(B)(9) | 97.80 |
| 7. If no agreement was reached on placement, did the court conduct a review of temporary custody? If so, use the Review of Temporary Custody Tool as well. Rule 50(B)(6) | 83.33 |
| 8A. Did the court conduct the IDH for any party who is present and has been served? Rule 50(B)(7) | 100.00 |

| Findings | |
|---|--------|
| 8B. Did the court set a continued IDH for any party not served/appearing? Rule 50(B)(7) | 100.00 |
| 9A. Did the court determine if DCS identified & assessed placement with grandparent, other family member, or a person with a significant relationship with the child? ARS 8-829(A)(2), 8-824(E)(10) | 100.00 |
| 9B. Did the court enter the factual basis for this determination? ARS 8-829(B) | 100.00 |
| 10. Did the court advise the parent or guardian of their rights to counsel, to cross-examine all witnesses, to trial by court on the allegations in the petition? ARS 8-829(D) | 98.84 |
| 11. Did the court inform the parent(s)/guardian that the hearing may result in further proceedings to terminate parental rights? ARS 8-824(E)(6) | 100.00 |
| 12. Did the court order the parent to provide, now and in the future, names and information needed to locate persons related/significant relationship with the child. ARS 8-824(E)(7), Rule 50(C)(7) | 100.00 |
| 13. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings? ARS 8-824(E)(8), Rule 50(C)(5) | 100.00 |
| 14. If parent(s) admitted or did not contest, did the court determine that the parent understood their rights and that they knowingly, intelligently and voluntarily waived these rights? ARS 8-824(H) | 100.00 |
| 15. Did court determine if temp custody was clearly necessary to prevent abuse/neglect? ARS 8-825(C) | 100.00 |
| 16. Did the court enter orders regarding placement and visitation pending the determination of the dependency petition? ARS 8-824(I)(1) | 99.64 |
| 17. Did the court make a determination as to whether the tasks set forth in the case plan were reasonable and necessary to carry out the case plan goal? ARS 8-824(I)(3) | 99.25 |
| 18A. Did the court determine if reasonable efforts / reasonable to make no efforts to prevent removal or eliminate the need for removal of the child and if services are available that would eliminate the need for continued removal? ARS 8-825(D), 8-829(A)(3) | 100.00 |
| 18B. Did the court enter the factual basis for this determination? ARS 8-829(B) | 100.00 |
| 19. If in DCS custody, did the court order DCS to make reasonable efforts to provide services to the child and parent(s) to facilitate reunification? ARS 8-825(D)(1) | 100.00 |
| 20A. If the parents denied the allegations, did the court set date for settlement conference, pretrial conference or mediation? ARS 8-826 | 100.00 |
| 20B. If the parents denied the allegations, did the court admonish the parent(s) regarding their failure to appear and/or participate in future hearings? ARS 8-826 | 100.00 |

Review of Temporary Custody – 100.00%

| | |
|--|---------|
| Number of hearings reviewed | 4 |
| Percentage of cases child attorney present | 100.00% |

| Findings | |
|--|--------|
| 1. Evidence presented in support or to rebut temp custody finding? Rule 51(C)(1) | 100.00 |
| 2. Was evidence relating only to placement, visitation or services permitted as it related to the issue of continued temporary custody? Rule 51(C)(2) | 100.00 |
| 3. Was the parent(s)/guardian allowed, at conclusion of petitioner’s case, to present evidence in support of child’s return? Rule 51(C)(3) | 100.00 |
| 4. Did the court determined whether there was probable cause to believe that temporary custody was clearly necessary to prevent further abuse or neglect? Rule 51(D) | 100.00 |
| 5. If ICWA, did the court determine, by clear and convincing evidence, including testimony from a qualified expert witness, whether continued custody by the parent / Indian custodian was likely to result in serious emotional or physical damage to the child? Rule 51(D) | NA |
| 6. If the petitioner failed to meet the burden of proof, did the court order the return of the child to the parent, guardian or Indian custodian? Rule 51(D) | 100.00 |

Initial Dependency Hearing – 89.75%

| | |
|--|--------|
| Number of hearings reviewed | 92 |
| Percentage of cases child attorney present | 80.00% |
| Average number of calendar days after petition filed | 7 |

| Findings | |
|--|---------------|
| 1A. Was the hearing held at the time of the PPH? ARS 8-842(A), Rule 52(B) | 100.00 |
| 1B. Was the hearing held within 21 days of the filing of the petition? ARS 8-842(A), Rule 52B | 0.00 |
| 1C. Was hearing held no sooner than 10 days following service by publication? ARS 8-842(A), Rule 52B | 100.00 |
| 2A. Did the court order the parent to provide the court the names, type of relationship and all available information necessary to locate those related to the child or with a significant relationship to the child? ARS 8-842(B)(1), Rule 52(D)(10) (9/30/09) | NA |
| 2B. Did the court order the parent to inform CPS immediately if they become aware of information re the location of a relative or person with a significant relationship with the child? ARS 8-842(B)(1), Rule 52(D)(10) (9/30/09) | NA |
| 3. Did the court determine that the department is attempting to identify and assess placement of the child with a grandparent or another member of the child's extended family including a person who has a significant relationship with the child? ARS 8-842(B)(2) (9/30/09) | 0.00 |
| 4A. Did the court inquire regarding the ICWA status? ARS 8-815(A), Rule 52(C)(1) | 100.00 |
| 4B. If there is reason to believe the child is an Indian child, order the petitioner to obtain verification of the child's Indian status? Rule 52(D)(3) | NA |
| 4C. Did the court make findings pursuant to the ICWA standards and burdens of proof as required, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? Rule 52(D)(9) | NA |
| 5. Did the court appoint counsel? Rule 52(C)(2) | NA |
| 6. Did the court determine if service completed or waived as to each party? Rule 52(C)(3) | 100.00 |
| 7. Did the court advise the parent/guardian of right to counsel, trial, cross examine witnesses, and compel attendance of witnesses, to TPR jury trial? ARS 8-843(B), Rule 52(C)(4) | NA |
| 8A. Did the court determine whether paternity has been established and take testimony from the mother concerning identity and location of any potential father? Rule 52(C)(5) | 100.00 |
| 8B. Did the court order that paternity be established through paternity testing or authorize the execution of affidavits of paternity, as to any alleged father? Rule 52(D)(4) | 97.22 |
| 9. Did the court inquire of the parent, guardian or Indian custodian whether they wish to admit, deny or not contest the allegations contained in the dependency petition. Rule 52(C)(6) | 100.00 |
| 10. If admission/no contest, did the court determine that the parent/guardian understood rights and knowingly, voluntarily and intelligently waived these rights? ARS 8-843(C) | 100.00 |
| 11. If admission/no contest, did the court proceed to the Adjudication hearing and set or conduct a Disposition hearing? If so, use Adjudication Hearing Tool. Rule 52(C)(6)(a) | 100.00 |
| 12. If denial, did the court set a Settlement Conf., a PTC or order the parties to attend Mediation and continue the child as a temporary ward? ARS 8-843(D), Rule 52(C)(6)(b) | 100.00 |
| 13A. Did the court enter findings as to notification/service upon parties? Rule 52(D)(1) | 98.86 |
| 13B. Did the court address the court's jurisdiction? Rule 52(D)(1) | 98.91 |
| 14. Did the court order the petitioner to effectuate service by publication if requirements have been established and the party cannot be reasonably be located? Rule 52(D)(2) | 100.00 |
| 15. Did the court set a continued IDH for any party not served/not appearing? Rule 52(D)(5) | 100.00 |
| 16. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 52(D)(8) | 100.00 |
| 17A. Did the court determine if reasonable efforts made to prevent/eliminate need for removal and if services? ARS 8-843(E) | 100.00 |

| Findings | |
|---|--------|
| 17B. Did the court enter the factual basis for this finding? ARS 8-829(B) | 100.00 |
| 18. If in DCS custody, did the court order DCS to make reasonable efforts to provide services to the child and parent(s) to facilitate reunification? ARS 8-843(E)(1) | 100.00 |

Settlement Conference – 100.00%

| | |
|--|----|
| Number of hearings reviewed | 1 |
| Percentage of cases child attorney present | NA |

| Findings | |
|---|--------|
| 1. If admission/no contest, did court hold ADJ and set/conduct DIS? Rule 53(D)(1,2) | 100.00 |
| 2. If the parties could not reach agreement, did the court set the date for ADJ? Rule 53(D)(3) | NA |
| 3. If the parent failed to appear without good cause shown, had notice, was properly serviced, and was previously admonished regarding the consequences of failure to appear, did the court adjudicate the child dependent, enter findings/orders and set or conduct DIS? Rule 53(D)(2) | NA |
| 4. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 53(D)(4) | NA |
| 5. Did court make findings pursuant to the ICWA standards and burdens of proof, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? ARS 8-815(A), Rule 52(D)(5) | NA |

Pretrial Conference – 73.75%

| | |
|--|--------|
| Number of hearings reviewed | 19 |
| Percentage of cases child attorney present | 94.74% |

| Findings | |
|--|--------|
| 1A. If admission/no contest, did court conduct the Adjudication Hearing & conduct or set the Disposition Hearing? Rule 54(C)(1) | 100.00 |
| 1B. If agreement not reached, did the court set the Adjudication Hearing? Rule 54(C)(2)(a) | 100.00 |
| 1C. If the court finds that parent failed to appear without good cause shown, had notice, was properly served, and was previously admonished regarding the consequences of failure to appear, did the court adjudicate the child dependent, enter findings/orders, and set or conduct the Disposition Hearing? Rule 54(C)(2) | 100.00 |
| 2. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 54(C)(2)(b) | 68.75 |
| 3. Did the court make findings pursuant to the standards and burdens of proof as required by ICWA, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? Rule 54(C)(2)(c) | 0.00 |

Dependency Adjudication Hearing – 96.54%

| | |
|--|--------|
| Number of hearings reviewed | 86 |
| Percentage of cases child attorney present | 88.89% |
| Average number of court days from removal | 56 |

| Findings | |
|--|--------|
| 1. If contested, hold a SET, PTC, or MED prior to adjudication? ARS 8-844(A) | 100.00 |
| 2A. Was the hearing held within 90 days of service of the dependency petition? Rule 55(B) | 99.55 |
| 2B. If the hearing was continued beyond 90 days, did the court find extraordinary circumstances and set forth a factual basis for the continuance in writing? Rule 55(B) | 100.00 |
| 3A. If admission/no contest, determine whether party understood their rights? Rule 55(D)(1)(a) | 99.38 |
| 3B. Did court determine if admission was knowing, intelligent & voluntary? Rule 55(D)(1)(b) | 99.38 |
| 3C. Did the court determine factual basis to support a finding of dependency? Rule 55(D)(1)(c) | 99.39 |
| 4. If parent failed to appear without good cause did the court find they had notice, were properly served and was previously admonished? Rule 55(D)(2) | 100.00 |
| 5A. If allegations found true, did court find jurisdiction? ARS 8-844(C)(1)(a), Rule 55(E)(3) | 99.70 |
| 5B. Did court enter factual basis for finding of dependency? ARS 8-844(C)(1)(a), Rule 55(E)(3) | 99.42 |
| 5C. Did the court find that the child was dependent? ARS 8-844(C)(1)(a), Rule 55(E)(3) | 100.00 |
| 6A. If the child found dependent, did court enter orders pending disposition regarding placement? | 79.27 |
| 6B. If the child found dependent, did court enter custody orders pending disposition? Rule 55(E)(5) | 95.35 |
| 7. If the allegations not found true by a preponderance of the evidence, did the court dismiss the dependency petition? ARS 8-844(C)(2), Rule 55(E)(2) | 100.00 |
| 8. Did the court conduct a disposition hearing or set it within 30 days? Rule 55(E)(4) | 100.00 |
| 9. Did the court make findings pursuant to the standards and burdens of proof as required by ICWA, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? ARS 8-815(A), Rule 55(E)(7) | 100.00 |
| 10. Did the court make specific findings that it advised the parent of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 55(E)(6) | 74.19 |

Disposition Hearing – 83.66%

| | |
|--|---------|
| Number of hearings reviewed | 85 |
| Percentage of cases child attorney present | 100.00% |
| Hearings held at ADJ or within 30 days | 98.80% |

| Findings | |
|--|-------|
| 1. Was the hearing held within 30 days of adjudication or in conjunction with another hearing? Rule 56(B) | 98.80 |
| 2. Did the court determine the appropriate case plan? Rule 56(E) | 98.80 |
| 3. Did the court enter orders regarding services required to achieve case plan? Rule 56(E)(1) | 99.60 |
| 4A. Did the court enter orders on placement? Rule 56(E)(2) | 83.33 |
| 4B. Did the court enter orders on the custody of the child? Rule 56(E)(2) | 83.33 |
| 5A. No reunification if reasonable search had failed to locate parent. ARS 8-846(B)(1)(a) | NA |
| 5B. No reunification if the parent's mental illness of such magnitude they would not benefit from reunification efforts. ARS 8-846(B)(1)(b) | NA |
| 5C. No reunification if the child previously removed and adjudicated dependent for physical/sexual abuse within the last 18 months. ARS 8-846(B)(1)(c) | NA |

| Findings | |
|---|--------|
| 5D. No reunification if the parent conspired or convicted of murder/manslaughter of another of their children. ARS 8-846(B)(2) | NA |
| 5E. No reunification if the child suffered serious physical/emotional injury. ARS 8-846(B)(1)(d) | NA |
| 5F. No reunification if the parent's rights to another child terminated and parent has not addressed relevant issues. ARS 8-846(B)(1)(e) | NA |
| 5G. No reunification after finding of dependency and if the child was removed on at least two previous occasions, reunification services were provided, and the parents were unable to discharge parental responsibilities? ARS 8-846(B)(1)(f) | NA |
| 5H. No reunification if the parent or guardian has been convicted of aiding or abetting or attempting, conspiring or soliciting to commit any of the crimes listed above. ARS 8-846(B)(3) | NA |
| 6. If no reunification, court ordered plan of adoption, other permanent plan? ARS 8-845(C) | 100.00 |
| 7. If reunification efforts to continue, did the court order the agency to make reasonable efforts to provide reunification services? ARS 8-846(A) | 98.70 |
| 8. Did the court set a review within 6 months of disposition? Rule 56(E)(3) | 95.06 |
| 9. Did the court set the Permanency hearing? Rule 56(E)(3) | 57.89 |
| 10. Did the court advise the parties present at the hearing of their right to participate in periodic review hearings? Rule 56(E)(8) | 33.33 |
| 11. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 56(E)(5) | 71.43 |
| 12. Did the court make findings pursuant to standards and burdens of proof as required by ICWA, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? ARS 8-815(A), Rule 56(E)(6) | NA |

Periodic Review Hearing – 87.96%

| | |
|---|--------|
| Number of hearings reviewed | 74 |
| Percentage of cases child attorney present | 97.14% |
| Percentage of hearings held within six months | 97.50% |

| Findings | |
|--|--------|
| 1. Are periodic reviews occurring at least once every six months? ARS 8-847(A) | 97.50 |
| 2. Did the court address the recommendations of FCRB on the record? Rule 58(E)(3) | 76.47 |
| 3. Did the court determine whether the department identified/assessed placement with a relative or person who has a significant relationship with the child? ARS 8-847 (E)(1), Rule 47.1(C)(1) | 78.33 |
| 4. Did the court make the finding of fact that child continue to be dependent? Rule 58 (F)(2) | 99.55 |
| 5A. Did the court enter orders regarding custody? Rule 58(F)(3) | 100.00 |
| 5B. Did the court enter orders regarding placement? Rule 58(F)(3) | 100.00 |
| 5C. Did the court enter orders regarding services? Rule 58(F)(3) | 98.67 |
| 6. Did the court set a review hearing within six months? Rule 58(F)(4) | 77.03 |
| 7. Did the court set Permanency Hearing not more than 12 months from removal? Rule 58(F)(5) | 75.00 |
| 8. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 58(F)(6) | 62.50 |
| 9. Did court make findings per ICWA, including whether placement in accordance with Section 1915 or good cause to deviate from the preferences? ARS 8-815(A), Rule 58(F)(7) | 100.00 |
| 10. If the court found the child(ren) not to be dependent, did the court dismiss the petition and return the child to the parent, guardian or Indian custodian? Rule 58 (F)(1) | NA |

Permanency Hearing – 88.41%

| | |
|--|---------|
| Number of hearings reviewed | 57 |
| Percentage of cases child attorney present | 100.00% |
| Average days from removal | 208 |

| Findings | |
|---|--------|
| 1A. Was the hearing held within 30 days of DIS (no reunification ordered)? ARS 8-862(1) | 100.00 |
| 1B. Was the hearing held within six months (child under three)? ARS 8-862(A), Rule 60(c) | 98.51 |
| 1C. Was the hearing held within 12 months after removal? ARS 8-862(A)(1)(3), Rule 60(C) | 100.00 |
| 2A. Did court determine the appropriate permanent plan? ARS 8-862(B), Rule 60(E)(1) | 100.00 |
| 2B. Did court order the plan accomplished in certain time? ARS 8-862(B), Rule 60(E)(1) | 73.64 |
| 3. Did the court set a review within six months? Rule 60(E)(2) | 83.46 |
| 4A. If termination/guardianship, did the court order the petition be filed within ten days and appoint counsel for the parent? ARS 8-862(D)(1) ARS 8-862(F)(1), Rule 60(E)(3) | 84.62 |
| 4B. If termination/guardianship, set the ITE/IGU Hearing within 30 days? ARS 8-862 (D)(2) | 53.85 |
| 5. Did the court make findings that it advised the parent of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 60(E)(4) | 66.67 |
| 6. Did court make findings per ICWA, including whether placement in accordance with Section 1915 or good cause to deviate from the preferences? ARS 8-815(A), Rule 60(E)(5) | 100.00 |
| 7. If the child is in an out of state placement, did the court make a finding as to whether the placement continues to be appropriate and in the child's best interest? Rule 60(E)(6) | NA |
| 8A. Did court determine whether reasonable efforts made to finalize plan? ARS 8-862(B)(2) | 100.00 |
| 8B. Did the court set forth the factual basis for this determination? ARS 8-829(B) | 100.00 |

Initial Guardianship Hearing – 81.82%

| | |
|--|---------|
| Number of hearings reviewed | 2 |
| Percentage of cases child attorney present | 100.00% |

| Findings | |
|---|--------|
| 1. Held within thirty days of permanency hearing? ARS 8-862(E)(2), Rule 62(B) | 0.00 |
| 2. Did the court appoint counsel (unless otherwise appointed)? ARS 8-872(D), Rule 62(C) | 100.00 |
| 3. Did the court determine whether service completed / waived? Rule 62(C)(4) | 100.00 |
| 4. Did the court advise the parent/guardian/Indian custodian of rights to counsel, to cross examine witnesses, trial and to compel attendance of witnesses? Rule 62(C)(6) | 100.00 |
| 5. Did the court determine whether the parent admits/does not contest or denies the allegations in the motion or petition for guardianship? Rule 62(C)(7) | 100.00 |
| 6. If admitted/not contested, did court proceed with Guard Adj Hrg? Rule 62(C)(7)(a) | 100.00 |
| 7. If denied, did the court set the trial within 90 days of permanency hearing? Rule 62(C)(7)(b) | 0.00 |
| 8. If no appearance, did the court find that the parent had notice of the hearing? Rule 62(C)(7)(c) | NA |
| 8B. If no appearance, did the court find that the parent was properly served; Rule 62(C)(7)(c) | NA |
| 8C. If no appearance, did the court find that the parent was previously admonished regarding the consequences of their failure to appear? Rule 62(C)(7)(c) | NA |
| 9. Did the court enter findings as to notification and service? Rule 62(D)(1) | 100.00 |
| 10. Set a continued initial guardianship hearing for those not served/appearing? Rule 67(D)(2) | 100.00 |
| 11. Did the court inquire regarding the ICWA? ARS 8-815(A), Rule 50(B)(1) | NA |

| Findings | |
|---|--------|
| 12. Did the court make findings pursuant to the ICWA standards and burdens of proof, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? Rule 50(C)(6) | 100.00 |
| 13. Did the court advise the parent that failure to appear at the guardianship pre-trial conference, settlement conference or guardianship adjudication hearing, without good cause shown, may go forward in their absence and may result in a finding that they have waived their legal rights and are deemed to have admitted the allegations in the guardianship motion? Rule 62(D)(4) | 100.00 |

Guardianship Adjudication Hearing – 88.89%

| | |
|--|---------|
| Number of hearings reviewed | 1 |
| Percentage of cases child attorney present | 100.00% |

| Findings | |
|---|--------|
| 1A. Was this hearing held within 90 days of PER? ARS 8-862(F)(2), Rule 63(B) | 0.00 |
| 1B. If continued, was the hearing held within 120 days of Permanency Hearing? Rule 63(B) | NA |
| 1C. If continued beyond 30 days, did court enter extraordinary circumstances? Rule 63(B) | NA |
| 2A. If admission/no contest, did court determine whether party understood rights? Rule 63(D)(1) | 100.00 |
| 2B. Did court determine whether admission was knowing, intelligent, & voluntary? Rule 63(D)(1) | 100.00 |
| 2C. Did the court determine factual basis to support a finding of dependency? Rule 63(D)(1) | 100.00 |
| 2. If no appearance, did court find that the parent had notice of hearing? Rule 63(D)(2) | NA |
| 3. If no appearance, did court find that the parent was properly served? Rule 63(D)(2) | NA |
| 4. If no appearance, did the court find that the parent was admonished? Rule 63(D)(2) | NA |
| 5. Did the court make finding as to its jurisdiction over matter / persons before it? Rule 63(F)(1) | 100.00 |
| 6. If petitioner met the burden of proof, did the court make specific findings of fact in support of guardianship and appoint guardian? ARS 8-872(I), Rule 63(F)(2) | 100.00 |
| 7. If petitioner met the burden of proof, did the court enter appropriate orders governing the powers and duties of the guardian? ARS 8-872(I), Rule 63(F)(2) | 100.00 |
| 8. If petitioner met the burden of proof, entered visitation orders? ARS 8-872(I), Rule 63(F)(2) | NA |
| 9. If petitioner met the burden of proof, did the court set an annual review and order preparation of a report for this review? ARS 8-872(I), Rule 63(F)(2) | 100.00 |
| 10. If petitioner met the burden of proof, dismissed the action? ARS 8-872(I), Rule 63(F)(2) | 100.00 |
| 11. If the petitioner failed to meet the burden of proof, denied the motion/petition? Rule 63(F)(3) | NA |
| 12. If the petitioner failed to meet the burden of proof, did the court set review hearing, order parties to submit revised case plan? Rule 63(F)(3) | NA |
| 13. Did court make findings per ICWA, including whether placement in accordance with Section 1915 or good cause to deviate from the preferences? Rule 62(D)(5) | NA |

Initial Successor Guardianship Hearing - NA

| | |
|-----------------------------|----|
| Number of hearings reviewed | NA |
|-----------------------------|----|

| Findings | |
|---|----|
| 1. Did the court appoint counsel for proposed successor guardian? Rule 63.1(D)(2) | NA |
| 2. Was the hearing set within 30 days after the motion was filed? Rule 63.1(D)(1) | NA |
| 3. Did court appoint counsel for the child if a GAL has not been appointed? Rule 63.1(D)(3) | NA |

| | |
|--|----|
| 4A. Did the court determine whether service has been completed as ordered? Rule 63.2(A) | NA |
| 4B. Did the court determine if parent admits, denies, or does not contest the allegations contained in the motion for appointment of a successor permanent guardian? Rule 63.2(A) | NA |
| 5A. Did the court inquire if any party has reason to believe that ICWA applies? Rule 63.2(C)(2) | NA |
| 5B. Did the court determine whether notice was provided to those persons identified in Rule 63.1(c) in addition to the parent, Indian custodian and the child's tribe? Rule 63.2(C)(2) | NA |
| 6A. Did the court find that the movant met burden of proof that the proposed successor permanent guardian is suitable to assume to responsibilities of permanent guardian and that appointment would be in the child's best interest? Rule 63.2(E) | NA |
| 6B. If the court found that the movant met the burden of proof, did the court grant the motion to terminate the appointment of the current permanent guardian and appoint the proposed successor permanent guardian as permanent guardian of the child? Rule 63.2(E) | NA |
| 7. If successor guardian appointed, set a REV hearing within one year? Rule 63.2(E)(3) | NA |

Initial Termination Hearing – 83.70%

| | |
|--|--------|
| Number of hearings reviewed | 21 |
| Percentage of cases child attorney present | 94.44% |

| Findings | |
|--|--------|
| 1A. Was the hearing held within 30 days of Permanency hearing (Motion)? ARS 8-862(D), Rule 65(B) | 85.50 |
| 1B. Was the hearing held no sooner than 10 days following completion of service (Petition)? ARS 8-862(D), Rule 65(B) | 100.00 |
| 2. Did the court appoint parent counsel (unless otherwise appointed)? Rule 65(C)(2) | 100.00 |
| 3. Did the court appoint child counsel (if a GAL has not been appointed)? Rule 65(C)(3) | 100.00 |
| 4. Did the court determine whether service completed or waived? Rule 65(C)(4) | 71.05 |
| 5A. Did the court advise parent of their right to counsel? Rule 65(C)(5) | 91.67 |
| 5B. Did the court advise parent of their right to cross examine all witnesses? Rule 65(C)(5) | 91.67 |
| 5C. Did the court advise parent of their right to trial by court? Rule 65(C)(5) | 91.67 |
| 5D. Did the court advise parent of their right to use the process of the court to compel the attendance of witnesses? Rule 65(C)(5) | 91.67 |
| 6. Did the court determine parent's plea? Rule 65(C)(6) | 100.00 |
| 7. If admit/no contest, did court proceed with Termination Adjudication? Rule 65(C)(6)(a) | 100.00 |
| 8A. If denial, did the court set the trial within 90 days of the permanency hearing? ARS 8-862(D)(2), Rule 65(C)(6)(b) | 83.33 |
| 8B. If denial, did the court schedule pretrial conference or status conference if a petition was filed? Rule 65(C)(6)(b) | 66.67 |
| 9A. If no appearance, did the court find that the parent had notice of hearing? Rule 65(C)(6)(c) | 71.43 |
| 9B. If no appearance, did the court find that the parent was properly served? Rule 65(C)(6)(c) | 85.71 |
| 9C. If no appearance, did the court find that the parent was admonished? Rule 65(C)(6)(c) | 50.00 |
| 10. Did the court enter findings as to notification and service upon the parties and the court's jurisdiction over the subject matter and persons before it? Rule 65(D)(1) | 55.00 |
| 11. Did the court set continued hearing for party not served and not appearing? Rule 65(D)(2) | 100.00 |
| 12. Did the court advise the parent that failure to appear at the termination pre-trial conference, settlement conference or termination adjudication hearing, without good cause shown, may go forward in their absence and may result in a finding that they have waived their legal rights and are deemed to have admitted the allegations in the termination motion? Rule 65(D)(3) | 91.67 |
| 13. Did the court make findings pursuant to ICWA standards and burdens of proof, including whether placement of the child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences. ARS 8-815(A), Rules 65(C),(D)(4) | 50.00 |

Termination Hearing – 77.45%

| | |
|--|----------------|
| Number of hearings reviewed | 19 |
| Percentage of cases child attorney present | 100.00% |
| Average number of days from removal | 335 |

| Findings | |
|---|---------------|
| 1A. Was hearing held within 90 days of permanency hearing? ARS 8-862(D)(2), Rule 66B | 94.29 |
| 1B. Was the hearing continued for no more than 30 additional days? Rule 66(B) | 60.00 |
| 1C. If continued beyond 30 days, did the court make written findings of extraordinary circumstances? Rule 66(B) | 0.00 |
| 2A. If admission/no contest, did the court determine whether the party understood their rights? Rule 66(D)(1) | 100.00 |
| 2B. Did the court determine whether the admission/no contest was knowing, intelligent, and voluntary? Rule 66(D)(1) | 50.00 |
| 2C. Did court determine whether factual basis existed to support dependency? Rule 66(D)(1) | 100.00 |
| 3A. If no appearance, did court find that the parent had notice of hearing? Rule 66(D)(2) | 100.00 |
| 3B. If no appearance, did the court find that the parent was properly served? Rule 66(D)(2) | 50.00 |
| 3C. If no appearance, did the court find that the parent was admonished? Rule 66(D)(2) | 50.00 |
| 4A. If objections to the termination social study, did the court admit the social study into evidence after redacting portions where objections were sustained? | NA |
| 4B. If objections to the termination social study, did the court allow the petitioner reasonable opportunity to call additional witnesses to testify regarding the redacted portions of the social study? Rule 66(E) | NA |
| 5. Did the court find jurisdiction over matter/persons before it? Rule 66(F)(1) | 100.00 |
| 6A. If the petitioner met the burden of proof, did the court make specific findings of fact in support of termination and granted the motion for termination of parental rights? ARS 8-538(B), Rule 66(F)(2) | 100.00 |
| 6B. If the petitioner met the burden of proof, did the court appoint a guardian for the child or appoint a guardian for the child and vest legal custody in another person or authorized agency? ARS 8-538(B), Rule 66(F)(2) | 100.00 |
| 6C. If the petitioner met the burden of proof, did the court enter orders for financial support of the child? ARS 8-538(B), Rule 66(F)(2) | 96.23 |
| 6D. If the petitioner met the burden of proof, did the court set or reaffirm the dependency review hearing? ARS 8-538(B), Rule 66(F)(2) | 83.72 |
| 6E. If ICWA, made findings pursuant to standards including whether placement of the Indian child was in accordance with Section 1915 of the Act or whether there was good cause to deviate from this practice? ARS 8-538(B), Rule 66(F)(2) | NA |
| 7. If the moving party/petitioner did not meet the burden of proof, did the court deny the termination motion or petition and order the parties to submit a revised case plan prior to the dependency review hearing? Rule 66(F)(3) | NA |

Courtroom Observation

This information was gathered through direct observation and file review.

| Overall Compliance | |
|--------------------------------|--------|
| Number of hearings observed | 111 |
| Compliance on key requirements | 99.30% |
| Compliance on all requirements | 94.67% |

The review team was able to observe eleven (11) dependency hearing types during the time frame identified for onsite data collection. Please refer to Appendix B - *Courtroom Observation Completed*, for a listing of those hearings observed.

The court's compliance is noted in two ways for each type of dependency hearing:

- Success in addressing "key" requirements;
- Success in addressing the remainder of the requirements.

The "key" requirements are identified at the start of each section. Because key requirements are crucial to the successful completion of the relevant court proceeding, these requirements have been weighted in the calculation of compliance. Certain requirements are repeated in different types of dependency proceedings. If different dependency proceedings occurred simultaneously, like items were counted only once.

In observing court proceedings, the total number of each type of hearing observed varied. In considering the percentages of compliance for a specific hearing type, straight calculations were used; however, in presenting the overall compliance in courtroom observation on all items; the calculation was weighted to account for the number of hearings observed.

The findings in this section include measures rating compliance for each of the different types of hearings observed. Appendices B and C contain information specific to the courtroom observation. For a detailed listing of all requirements relating to the operational review process, please refer to the Operational Review Client Guide located online at www.azcip.gov.

In Home Intervention Initial Hearing - NA

| | |
|------------------------------------|----------|
| Number of hearings observed | 0 |
|------------------------------------|----------|

| Findings | |
|---|----|
| 1. Did the court inquire whether the parent/guardian/Indian custodian wished to participate in in-home intervention and agree to a case plan and participation in services? Rule 48.1(C)(1) | NA |
| 2. Did the court find that the child(ren) had not been removed (pursuant to Article 2, Chapter 10, Title 8 of ARS)? Rule 48.1(C)(2)(a) | NA |
| 3. Did the court find that in-home intervention appears likely to resolve the risk issues described? Rule 48.1(C)(2)(b) | NA |
| 4. Did the court find that the parent/guardian/Indian custodian agreed to a case plan and participation in services? Rule 48.1(C)(2)(c) | NA |
| 5A. Did the court find that the parent/guardian/Indian custodian is unable to provide proper care, control and supervision of the child. Rule 48.1(C)(2)(d) | NA |
| 5B. Did the court find that the child is at risk of harm due to the inability or unwillingness of the parent to provide food, clothing, shelter or medical care? Rule 48.1(C)(2)(d) | NA |
| 6. Did the court order a specific time for completion of in-home intervention? Rule 48.1(C)(3) | NA |

In Home Intervention Review Hearing - NA

| | |
|------------------------------------|----------|
| Number of hearings observed | 0 |
|------------------------------------|----------|

| Findings | |
|---|----|
| 1. Did the hearing occur within one year of the Initial In-Home Intervention Hearing? Rule 48.1(C)(3) | NA |
| 2. If the time ordered for in-home intervention expired without being extended by the court, did the court dismiss the dependency petition? Rule 48.1(C)(3) | NA |

Preliminary Protective Hearing – 99.67%

| | |
|------------------------------------|-----------|
| Number of hearings observed | 12 |
|------------------------------------|-----------|

| Findings | |
|--|--------|
| 1A. Did the court Inquire regarding ICWA? ARS 8-815(A), Rule 50(B)(1) | 100.00 |
| 1B. Did the court make findings pursuant to the ICWA standards and burdens of proof, including whether placement was in accord with in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? Rule 50(C)(6) | 100.00 |
| 2. Did the court appoint counsel? Rule 50(B)(2) | 100.00 |
| 3. Did the court review the PHC agreements/stipulations? ARS 8-824 E(1), Rule 50(B)(5) | 100.00 |
| 4. Did the court determine whether case plan has been submitted and is appropriate? Rule 50(B)(8) | 100.00 |
| 5. Did court determine whether DCS made arrangements for assembly of medical records/assessment, implemented referrals, and communicated recs & results. Rule 50(B)(9) | 100.00 |
| 6. If no agreement was reached on placement, did the court conduct a review of temporary custody? If so, use the Review of Temporary Custody Tool as well. Rule 50(B)(6) | NA |
| 7A. Did the court conduct the IDH for any party who is present and has been served? Rule 50(B)(7) | 100.00 |
| 7B. Did the court set a continued IDH for any party not served/appearing? Rule 50(B)(7) | 100.00 |
| 8A. Did the court determine if DCS identified/assessed placement with grandparent or a person with a significant relationship with the child? ARS 8-829(A)(2), 8-824(E)(10) | 100.00 |
| 8B. Did the court enter the factual basis for this determination? ARS 8-829(B) | 100.00 |
| 9. Did the court advise the parent or guardian of their rights to counsel, to cross-examine all witnesses, to trial by court on the allegations in the petition? ARS 8-829(D) | 100.00 |
| 10. Did court provide an opportunity for the parent to provide relevant testimony? ARS 8-824(E)(2) | 100.00 |
| 11. Did the court inform the parent(s)/guardian that the hearing may result in further proceedings to terminate parental rights? ARS 8-824(E)(6) | 100.00 |
| 12. Did the court order the parent to provide, now and in the future, names and information needed to locate persons related/significant relationship with the child. ARS 8-824(E)(7), Rule 50(C)(7) | 91.67 |
| 13. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings? ARS 8-824(E)(8), Rule 50(C)(5) | 100.00 |
| 14. If parent(s) admitted or did not contest, did the court determine that the parent understood their rights and that they knowingly, intelligently and voluntarily waived these rights? ARS 8-824(H) | 100.00 |
| 15. Did the court determine if temp custody clearly necessary to prevent abuse/neglect? ARS 8-825(C) | 100.00 |
| 16. Did the court enter orders regarding placement and visitation? ARS 8-824(I)(1) | 100.00 |
| 17. Did the court make a determination as to whether the tasks set forth in the case plan were reasonable and necessary to carry out the case plan goal? ARS 8-824(I)(3) | 100.00 |
| 18A. Did the court determine if reasonable efforts / reasonable to make no efforts to prevent removal or eliminate the need for removal? ARS 8-825(D), 8-829(A)(3) | 100.00 |
| 18B. Did the court enter the factual basis for this determination? ARS 8-829(B) | 100.00 |
| 19. If in DCS custody, did the court order DCS to make reasonable efforts to provide services to the child and parent(s) to facilitate reunification? ARS 8-825(D)(1) | 100.00 |
| 20A. If the parents denied the allegations, did the court set date for settlement conference, pretrial conference or mediation? ARS 8-826 | 100.00 |
| 20B. If the parents denied the allegations, did the court admonish the parent(s) regarding their failure to appear and/or participate in future hearings? ARS 8-826 | 100.00 |
| 21. Were copies of all findings, orders and agreements made available to the parties in the form of a signed minute entry at the conclusion of the hearing? Rule 50(C) | 100.00 |
| 22A. Did the court determine if child's attorney visited prior to hearing? ARS8-221, Rule 40.1(D) | 62.50 |
| 22B. Did the child's attorney report on their visit prior to the hearing? ARS8-221, Rule 40.1(D) | 100.00 |

Review of Temporary Custody – 100.00%

| | |
|------------------------------------|----------|
| Number of hearings reviewed | 1 |
|------------------------------------|----------|

| Findings | |
|--|--------|
| 1. Evidence presented in support or to rebut temp custody finding? Rule 51(C)(1) | 100.00 |
| 2. Was evidence relating only to placement, visitation or services permitted as it related to the issue of continued temporary custody? Rule 51(C)(2) | 100.00 |
| 3. Was the parent(s)/guardian allowed, at conclusion of petitioner’s case, to present evidence in support of child’s return? Rule 51(C)(3) | 100.00 |
| 4. Did the court determined whether there was probable cause to believe that temporary custody was clearly necessary to prevent further abuse or neglect? Rule 51(D) | 100.00 |
| 5. If ICWA, did the court determine, by clear and convincing evidence, including testimony from a qualified expert witness, whether continued custody by the parent / Indian custodian was likely to result in serious emotional or physical damage to the child? Rule 51(D) | NA |
| 6. If the petitioner failed to meet the burden of proof, did the court order the return of the child to the parent, guardian or Indian custodian? Rule 51(D) | NA |

Initial Dependency Hearing – 91.94%

| | |
|------------------------------------|-----------|
| Number of hearings reviewed | 20 |
|------------------------------------|-----------|

| Findings | |
|--|---------------|
| 1. Was the hearing held at the time of the PPH? ARS 8-842(A), Rule 52(B) | 100.00 |
| 2A. Did the court order the parent to provide the court the names, type of relationship and all available information necessary to locate those related to the child or with a significant relationship to the child? ARS 8-842(B)(1), Rule 52(D)(10) (9/30/09) | 0.00 |
| 2B. Did the court order the parent to inform CPS immediately if they become aware of information re the location of a relative or person with a significant relationship with the child? ARS 8-842(B)(1), Rule 52(D)(10) (9/30/09) | NA |
| 3. Did the court determine that the department is attempting to identify and assess placement of the child with a grandparent or another member of the child’s extended family including a person who has a significant relationship with the child? ARS 8-842(B)(2) (9/30/09) | 50.00 |
| 4A. Did the court inquire regarding the ICWA status? ARS 8-815(A), Rule 52(C)(1) | 100.00 |
| 4B. If there is reason to believe the child is an Indian child, order the petitioner to obtain verification of the child’s Indian status? Rule 52(D)(3) | NA |
| 4C. Did the court make findings pursuant to the ICWA standards and burdens of proof as required, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? Rule 52(D)(9) | NA |
| 5. Did the court appoint counsel? Rule 52(C)(2) | 100.00 |
| 6. Did the court determine if service completed or waived as to each party? Rule 52(C)(3) | 100.00 |
| 7. Did the court advise the parent/guardian of right to counsel, trial, cross examine witnesses, and compel attendance of witnesses, to TPR jury trial? ARS 8-843(B), Rule 52(C)(4) | 100.00 |
| 8A. Did the court determine whether paternity has been established and take testimony from the mother concerning identity and location of any potential father? Rule 52(C)(5) | 100.00 |
| 8B. Did the court order that paternity be established through paternity testing or authorize the execution of affidavits of paternity, as to any alleged father? Rule 52(D)(4) | 100.00 |
| 9. Did the court inquire of the parent, guardian or Indian custodian whether they wish to admit, deny or not contest the allegations contained in the dependency petition. Rule 52(C)(6) | 100.00 |
| 10. If admission/no contest, did the court determine that the parent/guardian understood rights and knowingly, voluntarily and intelligently waived these rights? ARS 8-843(C) | NA |

| Findings | |
|--|--------|
| 11. If admission/no contest, did the court proceed to the Adjudication hearing and set or conduct a Disposition hearing? If so, use Adjudication Hearing Tool. Rule 52(C)(6)(a) | 100.00 |
| 12. If denial, did the court set a Settlement Conf., a PTC or order the parties to attend Mediation and continue the child as a temporary ward? ARS 8-843(D), Rule 52(C)(6)(b) | 100.00 |
| 13A. Did the court enter findings as to notification/service upon parties? Rule 52(D)(1) | 100.00 |
| 13B. Did the court address the court's jurisdiction? Rule 52(D)(1) | 95.00 |
| 14. Did the court order the petitioner to effectuate service by publication if requirements have been established and the party cannot be reasonably be located? Rule 52(D)(2) | 100.00 |
| 15. Did the court set a continued IDH for any party not served/not appearing? Rule 52(D)(5) | 100.00 |
| 16. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 52(D)(8) | 100.00 |
| 17A. Did court determine if reasonable efforts were made to prevent removal? ARS 8-843(E) | 93.75 |
| 17B. Did the court enter the factual basis for this finding? ARS 8-829(B) | 100.00 |
| 18. If in DCS custody, did the court order DCS to make reasonable efforts to provide services to the child and parent(s) to facilitate reunification? ARS 8-843(E)(1) | 100.00 |
| 19A. Did the court determine if child's attorney visited prior to hearing? ARS8-221, Rule 40.1(D) | 0.00 |
| 19B. Did the child's attorney report on their visit prior to the hearing? ARS8-221, Rule 40.1(D) | 100.00 |

Settlement Conference – NA

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|-----------------------------|---|
| Number of hearings reviewed | 0 |
|-----------------------------|---|

| Findings | |
|---|----|
| 1. If admission/no contest, did court hold ADJ and set/conduct DIS? Rule 53(D)(1,2) | NA |
| 2. If the parties could not reach agreement, did the court set the date for ADJ? Rule 53(D)(3) | NA |
| 3. If the parent failed to appear without good cause shown, had notice, was properly served, and was previously admonished regarding the consequences of failure to appear, did the court adjudicate the child dependent, enter findings/orders and set or conduct DIS? Rule 53(D)(2) | NA |
| 4. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 53(D)(4) | NA |
| 5. Did court make findings pursuant to the ICWA standards and burdens of proof, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? ARS 8-815(A), Rule 52(D)(5) | NA |

Pretrial Conference – 100.00%

| | |
|-----------------------------|---|
| Number of hearings reviewed | 1 |
|-----------------------------|---|

| Findings | |
|--|--------|
| 1A. If admission/no contest, held ADJ Hearing & held or set DIS Hearing? Rule 54(C)(1) | 100.00 |
| 1B. If agreement not reached, did the court set the Adjudication Hearing? Rule 54(C)(2)(a) | NA |
| 1C. If parent failed to appear without good cause shown, had notice, was properly served, and was previously admonished re the consequences of failure to appear, did the court adjudicate the child dependent, enter findings/orders, and set or conduct the Disposition Hearing? Rule 54(C)(2) | NA |
| 2. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 54(C)(2)(b) | 100.00 |
| 3. Did the court make findings pursuant to the standards and burdens of proof as required by ICWA, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? Rule 54(C)(2)(c) | NA |

Dependency Adjudication Hearing – 98.66%

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|------------------------------------|-----------|
| Number of hearings reviewed | 12 |
|------------------------------------|-----------|

| Findings | |
|--|--------|
| 1. If contested, did court hold a SET, PTC, or mediation prior to adjudication? ARS 8-844(A) | 100.00 |
| 2A. If admission, did court determine whether party understood their rights? Rule 55(D)(1)(a) | 100.00 |
| 2B. Did court determine if admission was knowing, intelligent, and voluntary? Rule 55(D)(1)(b) | 100.00 |
| 2C. Did court determine whether factual basis existed to support dependency? Rule 55(D)(1)(c) | 100.00 |
| 3. If parent failed to appear without good cause did the court find they had notice, were properly served and was previously admonished? Rule 55(D)(2) | 100.00 |
| 4A. If allegations found true, did court find jurisdiction? ARS 8-844(C)(1)(a), Rule 55(E)(3) | 100.00 |
| 4B. Did court enter factual basis for dependency? ARS 8-844(C)(1)(a), Rule 55(E)(3) | 100.00 |
| 4C. Did the court find that the child was dependent? ARS 8-844(C)(1)(a), Rule 55(E)(3) | 100.00 |
| 5A. If child found dependent, did court enter orders regarding placement? Rule 55(E)(5) | 90.91 |
| 5B. If child found dependent, did court enter orders regarding custody? Rule 55(E)(5) | 91.67 |
| 6. If the allegations not found true by a preponderance of the evidence, did the court dismiss the dependency petition? ARS 8-844(C)(2), Rule 55(E)(2) | NA |
| 7. Did the court conduct a disposition hearing or set it within 30 days? Rule 55(E)(4) | 100.00 |
| 8. Did the court make findings pursuant to the standards and burdens of proof as required by ICWA, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? ARS 8-815(A), Rule 55(E)(7) | 100.00 |
| 9. Did the court make specific findings that it advised the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 55(E)(6) | 100.00 |
| 10A. Did court determine if child's attorney visited the child prior hearing? ARS8-221, Rule 40.1(D) | 0.00 |
| 10B. Did the child's attorney inform court of visit(s) with the child? ARS8-221, Rule 40.1(D) | NA |

Disposition Hearing – 95.45%

| | |
|------------------------------------|-----------|
| Number of hearings reviewed | 13 |
|------------------------------------|-----------|

| Findings | |
|--|--------|
| 1. Was the hearing held within 30 days of adjudication or in conjunction with another hearing? Rule 56(B) | 100.00 |
| 2. Did the court determine the appropriate case plan? Rule 56(E) | 100.00 |
| 3. Did the court enter orders regarding services required to achieve case plan? Rule 56(E)(1) | 100.00 |
| 4A. Did the court enter orders on placement? Rule 56(E)(2) | 100.00 |
| 4B. Did the court enter orders on the custody of the child? Rule 56(E)(2) | 100.00 |
| 5A. No reunification if reasonable search had failed to locate parent. ARS 8-846(B)(1)(a) | NA |
| 5B. No reunification if the parent's mental illness of such magnitude they would not benefit from reunification efforts. ARS 8-846(B)(1)(b) | NA |
| 5C. No reunification if the child previously removed and adjudicated dependent for physical/sexual abuse within the last 18 months. ARS 8-846(B)(1)(c) | NA |
| 5D. No reunification if the parent conspired or convicted of murder/manslaughter of another of their children. ARS 8-846(B)(2) | NA |
| 5E. No reunification if the child suffered serious physical/emotional injury. ARS 8-846(B)(1)(d) | NA |
| 5F. No reunification if the parent's rights to another child terminated and parent has not addressed relevant issues. ARS 8-846(B)(1)(e) | NA |

| Findings | |
|---|--------|
| 5G. No reunification after finding of dependency and if the child was removed on at least two previous occasions, reunification services were provided, and the parents were unable to discharge parental responsibilities? ARS 8-846(B)(1)(f) | NA |
| 5H. No reunification if the parent or guardian has been convicted of aiding or abetting or attempting, conspiring or soliciting to commit any of the crimes listed above. ARS 8-846(B)(3) | NA |
| 6. If no reunification, court ordered plan of adoption, other permanent plan? ARS 8-845(C) | 100.00 |
| 7. If reunification efforts to continue, did the court order the agency to make reasonable efforts to provide reunification services? ARS 8-846(A) | 100.00 |
| 8. Did the court set a review within 6 months of disposition? Rule 56(E)(3) | 100.00 |
| 9. Did the court set the Permanency hearing? Rule 56(E)(3) | 83.33 |
| 10. Did the court advise the parties present at the hearing of their right to participate in periodic review hearings? Rule 56(E)(8) | 100.00 |
| 11. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 56(E)(5) | 66.67 |
| 12. Did the court make findings pursuant to standards and burdens of proof as required by ICWA, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? ARS 8-815(A), Rule 56(E)(6) | NA |
| 13A. Did court determine if child's attorney visited the child prior hearing? ARS8-221, Rule 40.1(D) | NA |
| 13B. Did the child's attorney inform court of visit(s) with the child? ARS8-221, Rule 40.1(D) | 100.00 |

Periodic Review Hearing – 93.86%

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|------------------------------------|-----------|
| Number of hearings reviewed | 25 |
|------------------------------------|-----------|

| Findings | |
|--|--------|
| 1. Are periodic reviews occurring at least once every six months? ARS 8-847(A) | 100.00 |
| 2. Did the court address the recommendations of FCRB on the record? Rule 58(E)(3) | 91.67 |
| 3. Did the court determine whether the department has identified and assessed placement of the child with a relative or person who has a significant relationship with the child? ARS 8-847 (E)(1), Rule 47.1(C)(1) | 93.33 |
| 4. Did the court make the finding of fact that child continue to be dependent? Rule 58 (F)(2) | 100.00 |
| 5A. Did the court enter orders regarding custody? Rule 58(F)(3) | 95.83 |
| 5B. Did the court enter orders regarding placement? Rule 58(F)(3) | 100.00 |
| 5C. Did the court enter orders regarding services? Rule 58(F)(3) | 100.00 |
| 6. Did the court set a review hearing within six months? Rule 58(F)(4) | 95.45 |
| 7. Did the court set Permanency Hearing not more than 12 months from removal? Rule58(F)(5) | 83.33 |
| 8. Did the court advise the parent, guardian or Indian custodian of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 58(F)(6) | 66.67 |
| 9. Did the court make findings per the standards and burdens of proof as required by ICWA, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? ARS 8-815(A), Rule 58(F)(7) | 100.00 |
| 10. If the court found the child(ren) not to be dependent, did the court dismiss the petition and return the child to the parent, guardian or Indian custodian? Rule 58 (F)(1) | 100.00 |
| 13A. Did court determine if child's attorney visited the child prior hearing? ARS8-221, Rule 40.1(D) | 100.00 |
| 13B. Did the child's attorney inform court of visit(s) with the child? ARS8-221, Rule 40.1(D) | 100.00 |

Permanency Hearing – 89.64%

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|------------------------------------|-----------|
| Number of hearings reviewed | 14 |
|------------------------------------|-----------|

| Findings | |
|--|---------------|
| 1A. Did court determine the appropriate permanent plan? ARS 8-862(B), Rule 60(E)(1) | 100.00 |
| 1B. Did court order plan be accomplished within a time frame? ARS 8-862(B), Rule 60(E)(1) | 87.10 |
| 2. Did the court set a review within six months? Rule 60(E)(2) | 100.00 |
| 3A. If termination/guardianship, did the court order the petition be filed within ten days and appoint counsel for the parent? ARS 8-862(D)(1), ARS 8-862(F)(1), Rule 60(E)(3) | 50.00 |
| 3B. If termination/guardianship, did court set Initial Termination/Guardianship Hearing within 30 days? ARS 8-862 (D)(2) | 100.00 |
| 4. Did the court find that it advised the parent of the consequences of failure to attend subsequent proceedings and participate in reunification services? Rule 60(E)(4) | 80.00 |
| 5. Did the court make findings pursuant to ICWA, including if placement in accord with Section 1915 or if there is good cause to deviate from the preferences? ARS 8-815(A), Rule 60(E)(5) | NA |
| 6. If the child is in an out of state placement, did the court make a finding as to whether the placement continues to be appropriate and in the child's best interest? Rule 60(E)(6) | NA |
| 7A. Did court determine whether reasonable efforts made to finalize plan? ARS 8-862(B)(2) | 100.00 |
| 7B. Did the court set forth the factual basis for this determination? ARS 8-829(B) | 100.00 |
| 8A. Did court determine if child's attorney visited child prior hearing? ARS8-221, Rule 40.1(D) | 100.00 |
| 8B. Did the child's attorney inform court of visit(s) with child? ARS8-221, Rule 40.1(D) | 100.00 |

Initial Guardianship Hearing – 85.71%

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|------------------------------------|----------|
| Number of hearings reviewed | 1 |
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| Findings | |
|---|--------|
| 1. Did the court appoint counsel (unless otherwise appointed)? ARS 8-872(D), Rule 62(C) | NA |
| 2. Did the court determine whether service completed / waived? Rule 62(C)(4) | 100.00 |
| 3. Did the court advise the parent/guardian/Indian custodian of rights to counsel, to cross examine witnesses, trial and to compel attendance of witnesses? Rule 62(C)(6) | 100.00 |
| 4. Did the court determine whether the parent admits/does not contest or denies the allegations in the motion or petition for guardianship? Rule 62(C)(7) | 100.00 |
| 5. If admitted/not contested, did court proceed with Guard Adj Hrg? Rule 62(C)(7)(a) | NA |
| 6. If denied, did the court set the trial within 90 days of permanency hearing? Rule 62(C)(7)(b) | 0.00 |
| 7A. If no appearance, found that parent had notice of the hearing? Rule 62(C)(7)(c) | NA |
| 7B. If no appearance, did the court find that the parent was properly served; Rule 62(C)(7)(c) | NA |
| 7C. If no appearance, find parent was admonished re consequences? Rule 62(C)(7)(c) | NA |
| 8. Did the court enter findings as to notification and service? Rule 62(D)(1) | 100.00 |
| 9. Set a continued initial guardianship hearing for those not served/appearing? Rule 67(D)(2) | NA |
| 10A. Did the court inquire regarding the ICWA? ARS 8-815(A), Rule 50(B)(1) | 100.00 |
| 10B. Did the court make findings pursuant to the ICWA standards and burdens of proof, including whether placement of the Indian child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences? Rule 50(C)(6) | NA |
| 11. Did the court advise the parent that failure to appear at the guardianship pre-trial conference, settlement conference or guardianship adjudication hearing, without good cause shown, may go forward in their absence and may result in a finding that they have waived their legal rights and are deemed to have admitted the allegations in the guardianship motion? Rule 62(D)(4) | 100.00 |

| Findings | |
|--|----|
| 12A. Did court determine if child's attorney visited child prior hearing? ARS8-221, Rule 40.1(D) | NA |
| 12B. Did the child's attorney inform court of visit(s) with child? ARS8-221, Rule 40.1(D) | NA |

Guardianship Adjudication Hearing - NA

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| Number of hearings observed | 0 |
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| Findings | |
|--|----|
| 1A.. If admission/no contest, did court determine whether party understood rights? Rule 63(D)(1) | NA |
| 1B. Did the court determine whether the admission/no contest was knowing, intelligent, and voluntary? Rule 63(D)(1) | NA |
| 1C. Did the court determine whether a factual basis existed to support a finding of dependency? Rule 63(D)(1) | NA |
| 2A. If no appearance, did court find that the parent had notice of hearing? Rule 63(D)(2) | NA |
| 2B. If no appearance, did court find that the parent was properly served? Rule 63(D)(2) | NA |
| 2C. If no appearance, did the court find that the parent was admonished? Rule 63(D)(2) | NA |
| 3. Did the court make finding as to its jurisdiction over matter / persons before it? Rule 63(F)(1) | NA |
| 4A. If petitioner met the burden of proof, did the court make specific findings of fact in support of guardianship and appoint guardian? ARS 8-872(I), Rule 63(F)(2) | NA |
| 4B. If petitioner met the burden of proof, did the court enter appropriate orders governing the powers and duties of the guardian? ARS 8-872(I), Rule 63(F)(2) | NA |
| 4C. If petitioner met the burden of proof, did the court enter appropriate visitation orders? ARS 8-872(I), Rule 63(F)(2) | NA |
| 4D. If petitioner met the burden of proof, did the court set an annual review and order preparation of a report for this review? ARS 8-872(I), Rule 63(F)(2) | NA |
| 4E. If petitioner met the burden of proof, did the court dismiss the dependency action? ARS 8-872(I), Rule 63(F)(2) | NA |
| 5A. If the petitioner failed to meet the burden of proof, did the court deny the motion/petition for guardianship? Rule 63(F)(3) | NA |
| 5B. If the petitioner failed to meet the burden of proof, did the court set review hearing, order parties to submit revised case plan? Rule 63(F)(3) | NA |
| 6. Did the court make findings pursuant to ICWA standards and burdens of proof, including whether placement of the child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences. Rule 62(D)(5) | NA |
| 7A. Did court determine if child's attorney visited child prior hearing? ARS8-221, Rule 40.1(D) | NA |
| 7B. Did the child's attorney inform court of visit(s) with child? ARS8-221, Rule 40.1(D) | NA |

Initial Successor Guardianship Hearing – NA

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|------------------------------------|----------|
| Number of hearings observed | 0 |
|------------------------------------|----------|

| Findings | |
|--|----|
| 1. Did court appoint counsel for successor guardian pursuant to Rule 38(B)? Rule 63.1(D)(2) | NA |
| 2. Did court appoint counsel for the child if a GAL has not been appointed? Rule 63.1(D)(3) | NA |
| 3A. Did the court determine whether service has been completed as ordered? Rule 63.2(A) | NA |
| 3B. Did the court determine whether the parent admits, denies, or does not contest the allegations contained in the motion for appointment of a successor permanent guardian? Rule 63.2(A) | NA |
| 4A. Did the court inquire if any party has reason to believe that ICWA applies? Rule 63.2E(2) | NA |
| 4B. Did the court determine whether notice was provided to those persons identified in Rule 63.1E in addition to the parent, Indian custodian and the child's tribe? Rule 63.2E(2) | NA |
| 5A. Did the court find that the movant met burden of proof that the proposed successor permanent guardian is suitable to assume to responsibilities of permanent guardian and that appointment would be in the child's best interest? Rule 63.2E | NA |
| 5B. If the court found that the movant met the burden of proof, did the court grant the motion to terminate the appointment of the current permanent guardian and appoint the proposed successor permanent guardian as permanent guardian of the child? Rule 63.2E | NA |
| 6. If successor permanent guardian was appointed, did the court set a review hearing within one year after the appointment? Rule 63.2(E)(3) | NA |
| 7A. Did court determine if child's attorney visited child prior hearing? ARS8-221, Rule 40.1(D) | NA |
| 7B. Did the child's attorney inform court of visit(s) with child? ARS8-221, Rule 40.1(D) | NA |

Initial Termination Hearing – 94.44%

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|------------------------------------|----------|
| Number of hearings reviewed | 7 |
|------------------------------------|----------|

| Findings | |
|---|---------------|
| 1. Did the court appoint parent counsel (unless otherwise appointed)? Rule 65(C)(2) | 100.00 |
| 2. Did the court appoint child counsel (if a GAL has not been appointed)? Rule 65(C)(3) | 100.00 |
| 3. Did the court determine whether service completed or waived? Rule 65(C)(4) | 100.00 |
| 4A. Did the court advise parent of their right to counsel? Rule 65(C)(5) | 100.00 |
| 4B. Did the court advise parent of their right to cross examine all witnesses? Rule 65(C)(5) | 100.00 |
| 4C. Did the court advise parent of their right to trial by court? Rule 65(C)(5) | 100.00 |
| 4D. Did the court advise parent of their right to compel the attendance of witnesses? Rule 65(C)(5) | 100.00 |
| 5. Did the court determine parent's plea? Rule 65(C)(6) | 100.00 |
| 6. If admit/no contest, did court proceed with Termination Adjudication? Rule 65(C)(6)(a) | 100.00 |
| 7A. If denial, did the court set the trial within 90 days of the permanency hearing? ARS 8-862(D)(2), Rule 65(C)(6)(b) | 0.00 |
| 7B. If denial, did the court schedule pretrial conference or status conference if a petition was filed? Rule 65(C)(6)(b) | 100.00 |
| 8A. If no appearance, did the court find that the parent had notice of hearing? Rule 65(C)(6)(c) | 100.00 |
| 8B. If no appearance, did the court find that the parent was properly served? Rule 65(C)(6)(c) | 100.00 |
| 8C. If no appearance, did the court find that the parent was admonished? Rule 65(C)(6)(c) | 100.00 |
| 9. Did the court enter findings as to notification and service upon the parties and the court's jurisdiction over the subject matter and persons before it? Rule 65(D)(1) | 100.00 |
| 10. Did the court set continued hearing for party not served and not appearing? Rule 65(D)(2) | 100.00 |

| Findings | |
|--|--------|
| 11. Did the court advise the parent that failure to appear at the termination pre-trial conference, settlement conference or termination adjudication hearing, without good cause shown, may go forward in their absence and may result in a finding that they have waived their legal rights and are deemed to have admitted the allegations in the termination motion? Rule 65(D)(3) | 100.00 |
| 12. Did the court inquire and make findings pursuant to ICWA standards and burdens of proof, including whether placement of the child is in accordance with Section 1915 of the Act or whether there is good cause to deviate from the preferences. ARS 8-815(A), Rules 65(C),(D)(4) | 100.00 |
| 13A. Did court determine if child's attorney visited child prior hearing? ARS8-221, Rule 40.1(D) | 0.00 |
| 13B. Did the child's attorney inform court of visit(s) with child? ARS8-221, Rule 40.1(D) | NA |

Termination Adjudication Hearing – 100.00%

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|-----------------------------|---|
| Number of hearings reviewed | 5 |
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| Findings | |
|---|---------------|
| 1A. If admission/no contest, did the court determine whether the party understood their rights? Rule 66(D)(1) | 100.00 |
| 1B. Did the court determine whether the admission/no contest was knowing, intelligent, and voluntary? Rule 66(D)(1) | 100.00 |
| 1C. Did court determine whether factual basis existed to support dependency? Rule 66(D)(1) | 100.00 |
| 2A. If no appearance, did court find that the parent had notice of hearing? Rule 66(D)(2) | NA |
| 2B. If no appearance, did the court find that the parent was properly served? Rule 66(D)(2) | NA |
| 2C. If no appearance, did the court find that the parent was admonished? Rule 66(D)(2) | NA |
| 3A. If objections to the termination social study, did the court admit the social study into evidence after redacting portions where objections were sustained? | NA |
| 3B. If objections to the termination social study, did the court allow the petitioner reasonable opportunity to call additional witnesses to testify regarding the redacted portions of the social study? Rule 66(E) | NA |
| 4. Did the court find jurisdiction over matter/persons before it? Rule 66(F)(1) | 100.00 |
| 5A. If the petitioner met the burden of proof, did the court make specific findings of fact in support of termination and granted the motion for termination of parental rights? ARS 8-538(B), Rule 66(F)(2) | 100.00 |
| 5B. If the petitioner met the burden of proof, did the court appoint a guardian for the child or appoint a guardian for the child and vest legal custody in another person or authorized agency? ARS 8-538(B), Rule 66(F)(2) | 100.00 |
| 5C. If the petitioner met the burden of proof, did the court enter orders for financial support of the child? ARS 8-538(B), Rule 66(F)(2) | 100.00 |
| 5D. If the petitioner met the burden of proof, did the court set or reaffirm the dependency review hearing? ARS 8-538(B), Rule 66(F)(2) | 100.00 |
| 5E. If ICWA, made findings pursuant to standards including whether placement of the Indian child was in accordance with Section 1915 of the Act or whether there was good cause to deviate from this practice? ARS 8-538(B), Rule 66(F)(2) | 100.00 |
| 6. If the moving party/petitioner did not meet the burden of proof, did the court deny the termination motion or petition and order the parties to submit a revised case plan prior to the dependency review hearing? Rule 66(F)(3) | 100.00 |
| 7A. Did court determine if child's attorney visited child prior hearing? ARS8-221, Rule 40.1(D) | NA |
| 7B. Did the child's attorney inform court of visit(s) with child? ARS8-221, Rule 40.1(D) | NA |

Findings and Recommendations – Court Improvement Program

The team made the following recommendations based on the findings. After review of the findings and recommendations, the Court submitted the following comments and Corrective Action Plan to address the team's recommendations.

- 1. Pursuant to the Funding Agreement, the Court should ensure that only staff involved in the juvenile dependency process have access to the dependency data tracking system. The review team was able to confirm with staff from the Information Technologies Division of the Administrative Office of the Courts that they were able to generate a list of users with access to dependency case information within the juvenile court data tracking system. (Information Tracking System, Page 7.)**

The team recommends that the Court develop and maintain a current list of all individuals who should have access to the Juvenile Court dependency data tracking system. Furthermore, the team recommends that the Court work with AOC ITD to develop and implement a simple process whereby the listing of those who should have access is reviewed and confirmed on a regular basis.

Corrective Action Plan 1:

The Court will develop and maintain a local list of those individuals who should have access to the Juvenile Court dependency data tracking system. While the AOC's IT Division manages and maintains the current listing all of Pima County Juvenile court staff's security levels, the Court is willing to work with the IT Division to develop and implement a process to review and confirm the listing of those who should have access on a regular basis

- 2. The team provided a summary for each of the hearing types reviewed which includes a measure of the court's compliance. (Case File Review, Page 10)**

The team recommends that the Court review those items to ensure that the requirements for each hearing type are addressed.

Corrective Action Plan 2:

The Pima County Presiding Juvenile Judge will review the hearing requirements with judicial officers at bench meetings. Judges will be educated about the need to advise parties at all hearings regarding the requirement to appear at hearing or decisions may be made without them. The Juvenile Bench Book was developed and contains all findings required by the AOC to support judges in their efforts to be 100% compliant with statutes and rules. Judges and Commissioners will be encouraged to use the latest version of the Juvenile Bench Book.

COURT APPOINTED SPECIAL ADVOCATE PROGRAM

| Area of Consideration | Compliance |
|---|---------------|
| General Administration | 100.00 |
| Human Resources Management | 100.00 |
| Program Plan and Financial Management | 98.00 |
| County Program Operations | 100.00 |
| Public Relations | 100.00 |
| County Staff Qualifications | 100.00 |
| File Management | 94.23 |
| Initial Certification and Application Process | 99.60 |
| Denial of Certification | 100.00 |
| Advocate Status | 55.56 |
| Advocate Recruitment and Retention | 100.00 |
| Advocate Minimum Performance Standards | 99.82 |
| Recertification Process | 100.00 |
| Ongoing Requirements for Continuing Certification | 78.33 |
| Training | 99.33 |
| Personal Liability | 100.00 |
| Complaint Process | 100.00 |
| Dismissal from Case or Termination of Advocate | 100.00 |
| Advocate Code of Conduct | 100.00 |
| Overall Compliance | 96.05% |


 The county program office is in **substantial compliance**² in addressing all requirements relating to the **Court Appointed Special Advocate** program. County program staff and Advocates continue to work in collaboration with the court and other interested parties to address the needs of the dependent children for which they share case assignment.

²

| | |
|------------------------|---------------|
| Substantial Compliance | 90% and Above |
| Compliance | 80%-89% |
| Needs Improvement | 79% and Below |

General Administration – 100.00%

| Findings | |
|--|--------|
| 1. County program staff do not solicit donations. | 100.00 |
| 2. At least one county coordinator attended all of the required administrative meetings. | 100.00 |
| 3. The county coordinator reported that all county program staff and Advocates are complying with applicable statutes described in A.R.S. 8-807 and 41-1959; Arizona Rules of Court, including, but not limited to Rule 123; Rules of the Supreme Court; and Administrative Rules regarding confidentiality. | 100.00 |

Human Resources Management – 100.00%

| Findings | |
|---|--------|
| 1. Policies and procedures shall be established to address personnel issues. In the absence of county standards, the state standards shall apply | 100.00 |
| 2. The CASA program complies with applicable laws and regulations governing fair employment practices. | 100.00 |
| 3. Personnel records of county program staff shall be maintained by the county jurisdiction according to local court or county personnel policies. | 100.00 |
| 4. The CASA program shall make an effort to ensure that its facility is free of barriers that restrict the employment of or use by physically challenged employees. | 100.00 |
| 5. At least annually, using a standardized evaluation form, the performance of the county program staff shall be evaluated by the designated supervisor. The evaluation shall review performance against established criteria with the county program staff being an active participant. Evaluations shall be consistent with local court and county personnel policies. Evaluations shall include, but are not limited to: | 100.00 |
| a. An assessment of job performance in relation to the quality and quantity of work defined in the job description and to the performance objectives established in the most recent evaluation. | 100.00 |
| b. Clearly stated objectives for future performance. | 100.00 |
| c. Recommendations for further training and skill-building, if applicable. | 100.00 |
| d. An opportunity for county program staff self-evaluation. | 100.00 |
| 6. The county program staff is given the opportunity to sign the evaluation report, obtain a copy, and include written comments before the report is entered into the personnel record. | 100.00 |
| 7. All employment concerns shall be referred to the county program staff's immediate supervisor or the appointing authority. | 100.00 |
| 8. Personnel issues involving county program staff shall follow applicable disciplinary procedures, with the decision made by the presiding juvenile court judge, or designee, and notification made to the state program office. | 100.00 |

Program Plan and Financial Management – 97.38%

| Findings | |
|---|--------|
| 1. The county program shall: | |
| a. Provide to the manager an annual budget request and program plan; | 100.00 |
| b. Submit quarterly progress reports to the state program office by the 5 th day of the new quarter (October, January, April, and July); | 100.00 |
| c. Submit quarterly financial statements to the state program office by the 30 th day of the new quarter (October, January, and April, July); | 100.00 |
| d. Submit a closing financial statement (year-end) to the state program office by August 15. Reversion shall be received annually at the state program office by August 31; and | 100.00 |
| e. Provide additional financial reports as directed by the manager (for example, “mid-year vacancy savings report”). | NA |
| 2. The county program staff shall enter all DCATS statistical information on cases and Advocates on at least a monthly basis. | 100.00 |
| 3. The county program staff shall reimburse Advocates for per diem and mileage costs for attending the mandatory initial CASA Advocacy Academy Training, to the extent funds are available and according to state travel policies. The county coordinator may authorize reimbursement for Advocate training and extraordinary travel expenditures if funds are available, and according to state travel policies. | 100.00 |
| 4. Funding: | |
| a. Funding will be provided on a ratio of 1 supervisor for every 10 county coordinators; 1 county coordinator for 40 Advocates; 1 county support staff for no less than 2 FTE county coordinator positions. The ratio shall be pro-rated for all FTEs lower than one. Distances and multiple offices in a county may be considered for exceptions to this ratio. The total county coordinator FTE shall not exceed 1.0 until the 40 Advocates to 1 county coordinator position ratio is met. The number of Advocates who are active but who are not appointed to cases shall not exceed 10% of the total number of Advocates. | 84.00 |
| b. The supervisor position is responsible for direct reporting of 15 staff (10 county coordinators, 5 county support staff, and 400 Advocates) and shall not be held to the county coordinator to Advocate ratio. | NA |
| c. The supervisor position shall manage at least 15 Advocates until the county program has 10 county coordinator and 5 county support staff. | NA |
| d. The county program shall ensure funds disbursed from the State Program manager are held in a separate revenue account. | 100.00 |

County Program Operations – 100.00%

| Findings | |
|--|--------|
| 1. The county program shall give priority to appointment of Advocates in dependency matters over delinquency or incorrigibility matters. | 100.00 |
| 2. The program shall screen every dependency case, and any delinquency case if referred, to determine if the case is appropriate for appointment to a Advocate and to make effective matches of Advocates to cases. | 100.00 |
| 3. An outside individual or agency (for example: DES, attorneys, private parties, law enforcement, etc.) shall not review any Advocate or case files unless a subpoena and an order of the presiding judge or designee has been issued. | 100.00 |
| 4. Upon receipt of a subpoena, the county coordinator shall deliver a complete duplicate of the file to the presiding judge or designee for <i>in camera</i> inspection. The county coordinator shall not permit a file to be viewed without an order. | 100.00 |

| Findings | |
|---|--------|
| 5. If a CASA Advocate testifies at a hearing before a judge or at a jury trial and uses contact logs or any portion of the Advocate's file that have not been the subject of a subpoena, any disclosure to the parties shall be ordered by the court. | 100.00 |
| 6. If county staff or Advocates suspect the safety and well-being of a child is at risk, they shall report that information immediately to CPS as mandated in A.R.S. § 13-3620. | 100.00 |
| 7. The county coordinator shall ensure that upon voluntarily or involuntarily leaving the program, Advocates return identification badges and all case-related materials. | 100.00 |
| 8. The county coordinator shall not accept appointment as a CASA Advocate. | 100.00 |
| 9. If a Advocate has a record of conviction of a violation of A.R.S. § 28-1381, § 28-1382, or § 28-1383 driving under the influence (DUI), the county program shall prohibit the Advocate from driving any vehicle to transport children, staff, or any other individuals in the course and scope of CASA duties for a period of no less than five (5) years. | 100.00 |
| 10. All county program staff and Advocates shall avoid any action which could adversely affect the confidence of the public in the integrity of the CASA program. They shall not conduct themselves in a manner that would reflect adversely on the judiciary, the courts or other agencies involved in the administration of justice. | 100.00 |
| 11. All county program staff shall immediately notify the county coordinator or supervisor and Advocates shall immediately notify the county coordinator if: | 100.00 |
| a. They are the subject of an allegation or investigation in any criminal matter; | |
| b. They have been arrested or charged in any criminal matter; | |
| c. It is alleged in a civil, probate, domestic relations, or dependency matter or other court case that they have sexually assaulted, exploited, or physically abused any child or vulnerable adult; | |
| d. They have been found in any professional licensing disciplinary board's final decision to have sexually or physically abused or exploited any minor, developmentally disabled person, or vulnerable adult; | |
| e. They have engaged in an act listed in I(2)(a)(d); | |
| f. They are currently awaiting trial for criminal offenses listed in I(1)(e)(f)(g)(h) and I(2)(b)(c)(e) in this state or in another state or jurisdiction; and | |
| g. They have been convicted of a criminal offense listed in I(e)(f)(g)(h). They have engaged in any behavior listed in I(1)(h)(i)(j)(k)(l)(m). | |
| 12. Either the county coordinator or supervisor shall immediately notify the state program office if: | |
| a. They are the subject of any action listed in 14 (a-g) above; | 100.00 |
| b. County program staff or Advocates have reported to the county coordinator that they are the subject of an action listed in 14 (a-g) above. | 100.00 |
| 16. County program staff using county computers shall adhere to the ACJA § 1-503; Electronic Communications. CASA Advocates shall not transmit confidential information via home computers unless transmission is through the Administrative Office of the Courts (AOC) secure web server. | 100.00 |
| 17. The county coordinator, or the mentor under the supervision of the county coordinator, shall be responsible for conducting Pre- and Post-CASA Advocacy Academy Training to all new Advocates as provided in the statewide training curriculum. | 100.00 |
| 18. A Advocate shall be appointed no more than 2 cases at one time in which to advocate. Additional case assignments shall be at the discretion of the county coordinator. | 100.00 |
| 19. County program staff shall maintain and keep current all program performance manuals. | 100.00 |
| 20. County program staff shall provide ongoing recognition of Advocates. As funding allows, county program staff shall provide at least one annual Advocate recognition event. | 100.00 |

Public Relations – 100.00%

| Findings | |
|--|--------|
| 1. The county program shall: | |
| a. Conduct an ongoing public information and educational program; | 100.00 |
| b. Disseminate public information for the purpose of broadcasting awareness of the needs and problems of the children that it serves; and | 100.00 |
| c. Make known its role, functions, and capabilities to other agencies, community organizations, government bodies, and corporations, as appropriate to its mission. | 100.00 |
| 2. The CASA program shall work closely with organizations such as local bar associations, other child advocacy programs, community service and civic groups, and businesses to accomplish its mission. | 100.00 |
| 3. The county program office staff shall give the state program office sample of such material before being distributed. | 100.00 |

County Staff Qualifications – 100.00%

| Findings | |
|--|--------|
| 1. County Coordinator Supervisor Qualifications - The presiding judge or designee shall employ a county program supervisor who possesses, at a minimum, specific qualifications: | |
| a. Bachelor's degree from an accredited college or university, preferably with an emphasis in social work, counseling, or a related field. In an exceptional case, four years' equivalent work experience in a related field with demonstrated ability may be considered. | 100.00 |
| b. Two years' experience in the juvenile court and/or child welfare systems. | 100.00 |
| c. Two years' experience as a county coordinator. | NA |
| d. One year's experience desired using computer software programs including word processing and spreadsheets. | 100.00 |
| e. Satisfactory completion of a security clearance, which includes fingerprinting, and the signing of any state required certification and pre-employment affidavit per county requirements. | 100.00 |
| 2. County Coordinator Qualifications - The presiding judge or designee shall employ a county coordinator who possesses, at a minimum, specific qualifications including but not limited to: | |
| a. A bachelor's degree from an accredited college or university, preferably with an emphasis in social work, counseling, or a related field. In an exceptional case, four years' equivalent work experience in a related field with demonstrated ability may be considered | 100.00 |
| b. One year's experience in the juvenile court and/or child welfare systems. | 100.00 |
| c. One year's experience desired using computer software programs including word processing and spreadsheets. | 100.00 |
| d. Satisfactory completion of a security clearance, which includes fingerprinting, and the signing of any state required certification and pre-employment affidavit per county requirements. | 100.00 |
| 3. County Support Staff Qualifications - The presiding judge or designee shall employ a county support staff who possesses at a minimum, specific qualifications: | |
| a. One year's experience in a clerical support capacity. | 100.00 |
| b. One year's experience desired using computer software programs including word processing and spreadsheets. | 100.00 |
| c. The ability to type at least 55 words per minute with minimal errors. | 100.00 |
| d. Satisfactory completion of a security clearance, which includes fingerprinting, and the signing of any state required certification and pre-employment affidavit per county requirements. | 100.00 |

File Management – 94.23%

| Findings | |
|---|--------|
| 1. The county program office shall maintain copies of all Advocate reports, correspondence, and notes from telephone or in-person consultations concerning the case. | 100.00 |
| 2. Information about cases shall be shared only with parties designated by the court. | 100.00 |
| 3. County program staff shall develop and maintain duplicate case files; one shall be given to the appointed Advocate and another shall be located in the county program office so staff has access to files whenever needed. | 100.00 |
| 4. The following documents shall be maintained and kept current in case files or in the county program office: | |
| a. Court Order of Appointment, the Rescinding Order of Appointment, and/or the minute entry dismissing all parties involved in the case. | 100.00 |
| b. A copy of the Legal Party Memorandum advising parties of Advocate appointment. | 100.00 |
| c. Pertinent court documents, such as the CPS Initial Report and any prior reports, psychological reports, FCRB reports, court orders/minute entries, correspondence, etc. | 100.00 |
| d. The Advocate's Contact Logs/Journals. | 95.88 |
| e. Documentation of the returned program files and/or noted items not returned. (Program Material Checklist average for Case and Advocate files) | 59.05 |
| g. After a case has been dismissed, the appointment rescinded, or the Advocate dismissed, all CASA-related documentation from the case file shall be retained for a period of five years from the date of dismissal and shall be maintained in a confidential and secure area. All other information in the case file shall be shredded by the county program office staff. | 100.00 |
| 5. Advocate files - The following documents shall be maintained and kept current in the county program office: | |
| a. A completed, signed, and dated Advocate application. | 76.19 |
| b. Identifying information and emergency contacts. | 100.00 |
| c. A signed/dated acknowledgment of compliance with appropriate Arizona statutes, Rules of Procedure for the Juvenile Court, Administrative Order, Rules, ACJA, and policies and procedures. | 100.00 |
| d. Documentation of a personal interview with the county coordinator. | 100.00 |
| e. Three personal non-relative character references. | 95.24 |
| f. Results of background checks. | |
| i. State background check | 100.00 |
| ii. Federal background check | 100.00 |
| g. Written statement under oath if definitive fingerprints are unobtainable. | NA |
| h. Advocate performance assessment. | 75.00 |
| i. Polygraph examination. | 100.00 |
| j. When a Advocate leaves the program, the file shall be retained for a period of five years from the Advocate's exit date and shall be maintained in a confidential and secure area. | 100.00 |

Initial Certification and Application Process – 99.60%

| Findings | |
|--|--------|
| 1. Qualifications of the Advocate. A Advocate shall meet the following qualifications: | |
| a. U.S. citizen or legal resident; | 100.00 |
| b. Not employed by DES, the juvenile court, or child welfare agencies, unless specifically authorized by the juvenile court judge; and | 100.00 |
| c. At least twenty-one years of age. | 100.00 |
| 2. Advocate Application Process: | |
| a. Attend 30 hours of initial CASA Advocacy Academy Training (OT); and | 100.00 |

| Findings | |
|---|--------|
| 3. The CASA program shall reject the applicant if the applicant refuses to authorize a release of information to complete background checks. | 100.00 |
| 4. Notification of Certification. The county coordinator shall promptly notify the applicant accepted for certification in accordance with this code section. | 100.00 |
| 5. Advocates who have been certified to enter the program and who transport children shall at all times maintain current automobile coverage. Advocates shall provide proof of automobile insurance and any additional requirements set by the AOC to the county program office on an annual basis. | 95.24 |
| 6. Access to records of applicants and Advocates. Unless otherwise provided by law, the following shall apply to applicant and Advocate records: | |
| a. Program records regarding applicants and Advocates shall not be open to applicants, Advocates, or the public. This includes, but is not limited to, the application, polygraph examination, interview notes, criminal history record information, DES central registry information check, personal references, and MVD record check. | 100.00 |
| b. Upon request, the county program shall provide an applicant or Advocate with a copy of the applicant's or Advocate's individual application. Notes or work product of county staff shall be redacted. | 100.00 |
| c. The county coordinator shall notify applicants or Advocates of the general facts regarding a finding without providing specific information on the following: | |
| i. Criminal record; | 100.00 |
| ii. Negative MVD record; or | 100.00 |
| iii. Record in the DES central registry. | 100.00 |

Denial of Certification – 100.00%

| Findings | |
|---|--------|
| 1. The county coordinator shall deny certification if any of the following conditions exist: | |
| a. The applicant has not completed any aspect of the application process; | 100.00 |
| b. The applicant has not been fingerprinted, the county coordinator has not received the criminal background check, MVD records check, or the DES central registry check; | 100.00 |
| c. The applicant has not completed the training requirements; | 100.00 |
| d. The applicant materially misrepresented facts or committed fraud in the application process; | 100.00 |
| e. Does the county coordinator deny certification if the applicant has been convicted of any of the criminal offenses as an adult outlined in ACJA 7-101(I-1)(e-m) | 100.00 |
| 2. Notification of Denial. | |
| a. The county coordinator shall promptly notify the applicant denied certification in accordance with this code section. If the applicant is denied, only general reasons shall be given for the denial. If denial is due to a positive criminal history, that general fact may be disclosed. | 100.00 |
| b. The applicant shall be advised that if the Advocate application is denied, the applicant may have the decision reviewed by the presiding juvenile court judge upon request. | 100.00 |

Advocate Status – 55.56%

| Findings | |
|---|--------|
| 1. The county program reported that it takes action toward any Advocate not adhering to the minimum performance standards of the Arizona CASA program. This action may include limitations on types of cases assigned suspension, or termination. | 100.00 |
| 2. Advocates who are active but not assigned cases, shall provide a minimum of three hours per month in organized program activities and shall document those activities monthly. | 0.00 |

| | |
|--|-------|
| 3. While on inactive status, the advocate shall provide performance-based assessment reviews and comply with the in-service training each calendar year. | 66.67 |
|--|-------|

Advocate Recruitment and Retention – 100.00%

| Findings | |
|---|--------|
| 1. The county program shall have written plans for recruiting and selecting Advocates. A standardized packet of information shall be given to each applicant which contains, but is not limited to: | |
| a. The purpose and role of the Advocate; | 100.00 |
| b. Details about the qualifications for becoming an Advocate; and | 100.00 |
| c. Minimum time commitment requirement. | 100.00 |
| 2. The county program’s recruitment plan shall include targeted strategies to attract Advocates from diverse cultural, ethnic, and socio-economic backgrounds. The program shall also seek age diversity. | 100.00 |
| 3. The county program’s strategies for recruitment of Advocates shall include but not be limited to community outreach. | 100.00 |

Advocate Minimum Performance Standards – 97.89%

| Findings | |
|--|--------|
| 1. The Advocate shall perform functions set out in A.R.S. ' 8-522(E) and in state and local policies. A.R.S. ' 8-522(E) provides that a special advocate: | |
| a. Meet with the child. | 100.00 |
| b. Advocate for the child's safety as the first priority | 100.00 |
| c. Gather and provide independent, factual information to aid the court in making its decision regarding what is in the child's best interest and in determining if reasonable efforts have been made to prevent removal of the child from the child's home or to reunite the child with the child's family. | 100.00 |
| d. Provide advocacy to ensure that appropriate case planning and services are provided for the child. | 100.00 |
| 2. An Advocate shall accept appointments in dependency, guardianship, termination, delinquency, and incorrigibility actions pursuant to Rule 3, Rules of Procedure for the Juvenile Court and A.R.S. ' 8-522(A). | 100.00 |
| 3. An Advocate shall comply with Arizona statutes, Arizona Rules of Court, Rules of Procedure for the Juvenile Court, administrative orders, rules, this code, and program policies and procedures. | 100.00 |
| a. Maintain confidentiality in handling program issues, case, and Advocate information. | 100.00 |
| b. Review case records and interview the child and other appropriate parties involved in the case. | 100.00 |
| c. Develop and maintain a relationship with the appointed child including contact with the child on at least a monthly basis. | 100.00 |
| d. Communicate with caregivers about the child’s behavior and relationships. | 100.00 |
| e. Participate as a member of the case management team. | 100.00 |
| f. Participate in the formulation of any agreement, stipulation, or case plan entered into regarding the child and provide input to subsequent revisions. | 100.00 |
| g. Advocate for the best interest of the child, identify service needs, and make recommendations to the court regarding timely placement of the child. | 100.00 |
| h. Monitor the child’s placement to observe the child’s behavior in the home and to assess problems or the child’s needs. | 100.00 |

| Findings | |
|---|--------|
| i. Assist the responsible parties to ensure that the child's educational needs are being met. | 100.00 |
| j. Report to the appropriate authority's significant changes in family situations or violations of court orders. | 100.00 |
| k. Consult at least monthly with the county coordinator in case/program discussion, and document the discussion in the Contact Log/Journal. | 100.00 |
| l. Discuss all recommendations concerning the case with the county coordinator prior to submitting recommendations to the court. | 100.00 |
| m. Submit a written, objective, and concise court report with recommendations to the court on what placement and services are best for the child. The Advocate shall also gather and provide information to aid the court in determining if reasonable efforts have been made to prevent removal of the child from the child's home or to reunite the child with the child's family. The Advocate shall deliver the court report to the county program office two weeks prior to the court hearing. | 95.00 |
| n. Submit court reports at review and permanency hearings unless otherwise required. | 100.00 |
| o. Attend all court hearings pertaining to the appointed case and provide oral testimony to the court when requested. Attend a jury trial if one is requested, and provide oral testimony to the court and jury if called as a witness. If unable to attend a court hearing, the Advocate shall inform the county coordinator who will attend for the Advocate. If the Advocate and coordinator are not available, an Advocate mentor may attend. | 100.00 |
| p. Assist the court in exploring alternative placements for the child. | 100.00 |
| q. Make recommendations at Foster Care Review Board (FCRB) meetings. | 100.00 |
| r. Remain appointed to the dependency case through all phases of the court process up to the time of permanent guardianship or adoption, unless otherwise directed by the court. | 100.00 |
| s. Provide and document an annual performance-based assessment of the Arizona CASA program. | 43.75 |
| t. Maintain contact with the county coordinator to alert or to discuss high profile cases or problems as they arise. Report developments as directed by the county coordinator. | 100.00 |
| u. Provide to the county program office all case-related correspondence as directed by the county coordinator. | 100.00 |
| v. Advocates shall notify insurance carriers that their CASA Advocate work may involve transporting children. | 100.00 |
| 13. A Advocate <i>shall not</i> allow the appointed child to visit the Advocate's home or stay overnight with the Advocate unless specifically ordered by the court with prior approval of the CPS supervisor, CPS case manager, and county coordinator. | 100.00 |
| 14. Advocate Mentor Qualifications - The county coordinator may assign an Advocate to the role of an Advocate mentor who possesses, at a minimum, specific qualifications. | |
| a. At least one year's experience as a CASA Advocate and been appointed to at least one dependency case. | NA |
| b. A working knowledge of CPS and juvenile court proceedings including, but not limited to dependency, delinquency, severance, and adoption. | NA |
| c. Meeting and/or exceeding minimum performance standards. | NA |
| d. Effective skills in organization, oral and written communication, leadership, and advocacy. | NA |
| e. Received additional mentor training required by the state program office. | NA |
| 15. Advocate Mentor Minimum Performance Standards - The Advocate mentor shall maintain the following minimum performance standards: | |
| a. Comply with Arizona Statutes, Rules of Procedure for the Juvenile Court, Administrative Order, Rules, Arizona Code of Judicial Administration, and policies and procedures. | NA |
| b. Assist the county coordinator by providing ongoing support to Advocates. | NA |
| c. Assist Advocates in the development of advocacy skills; e.g., negotiation, interviewing parties to the case, conflict resolution, effective communication, and providing court testimony to a judge or jury. | NA |

| Findings | |
|---|----|
| d. Provide ongoing assistance to Advocates regarding documentation (Contact Log/Journal), report writing, and case management. | NA |
| e. Maintain contact with assigned Advocates as directed by the county coordinator. (Logs) | NA |
| f. Maintain contact with the county coordinator to alert or to discuss high profile cases or problems as they arise. Report developments as directed by the county coordinator. | NA |
| g. Educate assigned Advocates on how to establish working relationships with parties to the case. | NA |
| h. Provide additional information to assigned Advocates regarding available community resources. | NA |
| i. Attend staffings, FCRB meetings, and court hearings at the direction and supervision of the county coordinator. | NA |
| j. Facilitate Advocate support groups at the direction and supervision of the county coordinator. | NA |
| k. Consult at least monthly with the county coordinator regarding case activity and assigned Advocates. | NA |

Recertification Process – 100.00%

| Findings | |
|---|--------|
| 1. If an Advocate leaves the CASA program for up to one year and is eligible for return, the Advocate shall, at a minimum, attend the initial CASA Advocacy Academy Training. | 100.00 |
| 2. If an Advocate leaves the program for more than one year and is eligible for return, the Advocate shall repeat the application process. | 100.00 |

Ongoing Requirements for Continuing Certification – 78.33%

| Findings | |
|---|--------|
| 1. By December 31st every other calendar year starting with 2005 Advocates shall: | |
| a. Sign a statement under oath that the Advocate has not been arrested, charged, indicted, convicted of, or pled guilty to, any felony or misdemeanor since the Advocate's last certification; | 70.00 |
| b. Sign a statement that the Advocate has not engaged in any conduct that would be grounds to deny certification. | 70.00 |
| c. Authorize the CASA program to secure a criminal history records check, MVD records check, and DES central registry information check as permitted by state and federal laws; and | 70.00 |
| d. Provide proof of automobile insurance and any additional requirements set by the AOC if the Advocate is driving any vehicle to transport children, staff, or any other individuals in the course and scope of CASA duties. | 100.00 |
| 2. Results of recertification background checks: | |
| a. State background check; | 80.00 |
| b. Federal background check. | 80.00 |

Training – 99.33%

| Findings | |
|--|--------|
| 1. New county program staff shall: | |
| a. Attend New Staff CASA Advocacy Academy Training provided by the state program office. | 100.00 |

| Findings | |
|--|--------|
| b. Attend the initial CASA Advocacy Academy Training. | 100.00 |
| c. Observe a Pre-hearing Conference, Preliminary Protective Hearing, and a Review Hearing. | 100.00 |
| d. Observe a Foster Care Review Board (FCRB) meeting unless one is not scheduled during the training period. | 100.00 |
| e. Attend a case management staffing with CPS (county coordinator position only). | 100.00 |
| f. Attend a Pre and Post Orientation Training, unless one is not scheduled in the training period. | 100.00 |
| g. Receive the training required by the state program office for handling ethical issues and confidential material. | 100.00 |
| h. Complete Committee on Judicial Education and Training (COJET) requirements annually. Credit for training hours shall be consistent with COJET guidelines. | 100.00 |
| i. Complete the Arizona Criminal Justice Information Systems (ACJIS) training video. | |
| 2. Advocates shall participate in and document 12 hours of in-service training per calendar year. The CASA Advocacy Academy Training shall fulfill the requirement for the Advocate's first calendar year. | |
| a. Calendar Year 2013 | 95.31 |
| b. Calendar Year 2014 | 95.99 |
| 3. All requests by Advocates for training not provided or organized by county program staff must be pre-approved by the county coordinator before training hours are credited. | 100.00 |
| 4. County program staff shall organize or provide sufficient in-service training to allow Advocates to complete the required 12 hours of in-service training per calendar year. | 100.00 |

Personal Liability – 100.00%

| Findings | |
|--|--------|
| County coordinators shall ensure that applicants and Advocates: | |
| 1. Are made aware of liability and risk management laws and regulations including those pertaining to automobile usage; | 100.00 |
| 2. Are provided the Arizona Code Of Judicial Administration (ACJA) and program policies pertaining to liability and risk management. | 100.00 |

Complaint Process – 100.00%

| Findings | |
|--|--------|
| 1. Complaints may be made to the manager, presiding judge or designee, or the county coordinator. | 100.00 |
| 2. All judicial officers and state and county program staff shall, notify the county coordinator if it appears that an Advocate has violated Arizona statutes, Rules of Court, including Rules of Procedure of the Juvenile Court, this code, administrative orders, rules, or program policies. | 100.00 |
| 3. All complaints shall be in writing with sufficient specificity to warrant further investigation. The name and telephone number of the complainant shall also be provided. | 100.00 |
| 5. Any investigation under this provision shall be reported to all three levels designated. | 100.00 |
| 6. Upon review of all evidence, the investigator shall make a report and recommendation to the presiding judge or designee for resolution of the complaint. The investigator, upon receiving judicial resolution of the complaint, shall inform the parties designated. | 100.00 |
| 7. The county coordinator shall document any complaints in the Advocate's file and send a copy to the state program office. Information and documentation shall be confidential and available only for use in considering Advocate's continuing certification for review by the manager. | 100.00 |

| Findings | |
|--|--------|
| 8. If the complaint involves alleged criminal activity as listed in, but not limited to, this code section, or immediate or potential danger to a child, the investigator shall promptly forward the written complaint and all other investigative progress reports to the parties designated. | 100.00 |

Dismissal from Case or Termination of an Advocate – 100.00%

| Findings | |
|---|--------|
| 1. Upon completion of the complaint process, the county coordinator shall refer any recommendation regarding discipline to the presiding judge or designee. The presiding judge or designee shall take action up to and including dismissal from the program. | 100.00 |
| a. An Advocate shall be suspended immediately pending a determination of alleged child abuse or neglect. | 100.00 |
| b. An Advocate shall be suspended immediately pending an investigation of an allegation of conduct that would be grounds for mandatory or discretionary denial of certification. | 100.00 |
| 2. An Advocate shall be dismissed immediately if there has been a judicial or administrative determination of abuse or neglect. | 100.00 |
| 3. An Advocate shall be dismissed immediately if the Advocate uses illegal drugs or alcohol while performing CASA duties. | 100.00 |

Advocate Code of Conduct – 100.00%

| Findings | |
|--|--------|
| 1. The Advocate shall consult with the county coordinator to resolve any ethical issues that arise. | 100.00 |
| 2. The Advocate shall serve and respond to requests without bias of race, religion, sex, age, national origin, or physical impairment. | 100.00 |
| 3. Before appointment to a case the Advocate shall disclose to the county coordinator or court any pre-existing relationship with a child or the child's family that could be perceived as a conflict of interest. | 100.00 |
| 4. The Advocate shall, at all times, perform authorized functions in a professional and impartial manner. | 100.00 |
| 5. The Advocate shall not use or attempt to use the Advocate's official position to secure unwarranted privileges or exemptions. | 100.00 |
| 6. The Advocate shall not request or accept any fee or compensation in the course of CASA Advocate service. | 100.00 |
| 7. The Advocate shall use public resources, property, and funds under the Advocate's control responsibly and for the purpose intended by law and not for any private use. | 100.00 |
| 8. The Advocate shall not be related to any parties involved in the case or be employed in a position/or agency that might result in a conflict of interest. | 100.00 |
| 9. The Advocate shall not engage in the following activities:. | |
| a. Give legal or medical advice; | 100.00 |
| b. Provide therapeutic counseling; | 100.00 |
| c. Provide health care services; | 100.00 |
| d. Make placement arrangements for the child; | 100.00 |
| e. Give money or gifts of value over \$10 to the child or family; | 100.00 |
| f. Solitary excursions to isolated places involving only the CASA Advocate and the appointed child; and | 100.00 |
| g. Perform home studies for out-of-state or in-state agencies. | 100.00 |

Findings and Recommendations – Court Appointed Special Advocate

The team made the following recommendations based on the findings. After review of the findings and recommendations, the Court submitted the following comments and Corrective Action Plan to address the team's recommendations.

1. **The Program Material Checklist for case and Advocate files were maintained in 57.98% of the files. (File Management, Page 38)**

The team, therefore, recommends that the CASA Coordinator develop a specific plan of action to ensure that Program Material Checklists are maintained in all files.

Corrective Action Plan 1:

The CASA Program Coordinator will request and ensure completion of the Program Material Checklist when each case closes. Checklist will be completed when case documents are turned into a CASA Program Staff member. Staff member will highlight where initials/dates and signatures are required to assist the advocate in completing the Program Checklist in its entirety.

2. **The Advocate performance assessment is to be documented and maintained in the file. The team notes that 75.00% of the Advocate files maintained a completed performance assessment. (File Management, Page 39)**

The team, therefore, recommends that the CASA Coordinator develop a specific plan of action to ensure that Advocate performance assessments are completed and maintained in the file.

Corrective Action Plan 2:

Our CASA Support Specialists will continue to complete a monthly audit to assist the Program Coordinators with reminders of when Performance Assessments are due. The CASA Program Coordinator will complete an assessment on their anniversary date or by the end of the calendar year

3. **An annual performance-based assessment of the Arizona CASA program is to be documented and maintained in the file. The team notes that 43.75% of the Advocates completed all the program assessments for the relevant time period. (Advocate Minimum Performance Standards, Page 41)**

The team, therefore, recommends that the CASA Coordinator develop a specific plan of action to ensure that annual CASA program performance assessments are completed.

Corrective Action Plan 3:

CASA of Pima County will take the following measures to ensure each advocate completes the annual CASA Program Assessment.

1. Program Supervisor will send out the survey (electronic unless requested in hard copy form) to all individuals who were with CASA of Pima County the previous calendar year by February 1.

2. Program Supervisor will review responses and send out a follow up email to those who have not completed the survey by April 1.
 3. Program Supervisor will again review responses received by May 1 and will then ask the Program Coordinator to do a personal follow-up with advocates who have not completed the survey.
4. **The team notes that of the files reviewed none of the Advocates on “active status” submitted logs of organized program activities. (Advocate Status, Page 40)**

The team, therefore, recommends that the CASA Coordinator develop a specific plan of action to ensure that the CASA Advocates submit monthly program activity logs if not assigned to a case.

Corrective Action Plan 4:

Recently, the CASA of Arizona program has developed an Activity log on the CASAaz Dashboard to allow advocates not on a case to submit their activities electronically.

The Program Supervisor will maintain a spreadsheet of advocates and their status to assist Program Coordinators and Support Specialists.

The Program Coordinators will remind those who are “Active but not assigned” to participate in 3 hours monthly and submit their activities via the Dashboard Activity Log or by submitting a Special Projects Contact Log.

When an advocate’s status changes the Program Coordinator will complete a Change request form and indicate their new status. If they become inactive they will list the reason and the intended date of return. This form will be filed in the Advocate file and the appropriate changes will be made in DCATS.

5. **The team notes that of the files reviewed only 66.67% of the Advocates who were inactive completed the in-service training each year; if inactive over 6 months provided a reason; and provided performance based assessment reviews. (Advocate Status, Page 40)**

The team, therefore, recommends that the CASA Coordinator develop a specific plan of action to ensure that the inactive Advocates submit a reason for their inactive status after six months and the Advocate continue to participate in performance assessments and in-service training.

Corrective Action Plan 5:

When an advocate’s status changes the Program Coordinator will complete a Change request form and indicate their new status. For those that are designated as inactive the Program Coordinator will discuss with the Advocate the reason and an anticipated return date. The Program Coordinator will list the reason and the intended date of return on the Change Request form. This form will be filed in the Advocate file and the appropriate changes will be made in DCATS.

Also at this time the Program Coordinator will complete the advocate annual assessment to provide feedback to the advocate. The Program Coordinator will provide information to the advocate concerning their responsibility to complete in-service hours for the year (can be completed during time of inactivity and recorded on Dashboard or via Special Projects Log).

6. **The Advocate is to complete all requirements for the re-certification process. Of the Advocates reviewed, only 70.00% completed the acknowledgement form and 80% completed of the State and Federal background checks. (Ongoing Requirements for Continuing Certification, Page 43)**

The team, therefore, recommends that the CASA Coordinator develop a specific plan of action to ensure that the Advocates complete all requirements for re-certification.

Corrective Action Plan 6:

The CASA Support Specialists will continue to maintain the monthly audit which indicates when re-certification should take place. They will send out the fingerprint cards in advance of the re-certification date so that they are returned by that date. The CASA Support Specialist will mail out a letter and the recertification form to support the completion of this process. As needed the CASA Program Supervisor or Program Coordinator will assist with getting the form returned/completed.

Appendix A – Additional Survey Questions and Comments by Respondents

1. *Have you noted any differences in child representation since the adoption of the standards and if so, please explain.*
 - No...mostly from the case managers that do not perform their duties of keeping in touch with the children nor send the case plan to the FCRB so it can be researched and outcome to the judge hopefully before court date
 - Have not noticed differences
 - N/A (2)
 - No (8)
 - I don't know what standards are being referred to in this question.
 - Don't know
 - Not clear what "standards" you are referring to.
 - The progress reports are much more thorough and informative.
 - We seldom see a Case Manager at our initial hearings.
 - I have been a CASA for under a year so I don't have an opinion on this questions.
 - Yes, attorneys meet in advance and notify the court because they are asked the question by the Bench.
 - I did not have a child this past year
 - Fewer CPS caseworkers attend FCRB reviews.
 - Don't Know
 - Yes, I believe more caseworkers really try to attend the reviews.
 - Modest increase in representation of caseworkers at FCRB meetings.
 - I do not have input here. Sorry
 - Don't Know
 - Too new as a volunteer in this process to comment
 - I believe representation remains inadequate. Most focus is on parents, who are required to spend about 30 hours/day chasing from classes, work, therapy, and foster care requirements. Meanwhile, we are told the kids are doing swimmingly in foster care. Statistical data indicates otherwise.
 - Have noticed little difference
 - I have concerns about when the attorneys meet with kids. Sometimes, it's more than a month before the hearing, and sometimes it's outside in the lobby just before the hearing. But, overall I think the practice has improved and now we should focus on quality of parents' legal representation.
 - No. Pima County child attorneys have always complied with the standards, even if unofficially.
 - Don't know.
 - Yes, far more children cases are being handled by allowing social workers to see children instead of lawyers seeing and getting to know their clients.
 - Which standards? For CASA's or for attorneys? I don't see any difference in attorney representation.
 - It's one thing to have lawyers with little life experience but who are excellent at their craft. It's another thing to have lawyers who have life experience but

are not good at their craft. The office of court appointed counsel brings the worst of all worlds to the representation of children.

- Attorneys or their social workers meet ahead of time with their clients and the attorneys are more aware of the children's needs based on their time with children and placement.
 - The Office of Children's Counsel does not operate as child advocates but act as GALs with substituted judgment for what children want, even in opposition to what the child wants sometimes. I believe many are young and inexperienced themselves. They come from privileged backgrounds for the most part (mostly white upper middle class) and have unrealistic expectations of struggling families.
 - Attorneys are more aware of needs of children specially concerning trauma
 - Better representation of children.
 - Not significantly
 - The OCC has always done a wonderful job representing children.
2. *What positive things (e.g. "best practices") regarding the handling of dependency cases do you see in your county?*
- To be honest I do not see positive practices of any kind regarding the handling of these cases and the time span is normally inadequate for these children.
 - The team (multiple parties involved in case plan) approach in FCRB reviews
 - N/A
 - New CASA so I can't accurately address this.
 - Case worker and the judge seem to be very caring and have the child's best interest in mind.
 - I have limited contact and have not seen any changes.
 - Reports available from Family Drug Court
 - More DCS participation in FCRB process
 - The CFTs work hard for the child.
 - Aggressively recruiting CASAs to grow our numbers.
 - FCRB, FTM, CASA appointments.
 - Everyone seems genuinely involved and committed and they go above and beyond time constraints, and complicating administrative factors to find resolution.
 - I believe everyone cares, but they seem mired in a bureaucratic system. The CASA system is wonderful. We work to undo all of the damage generated by the "system."
 - I have observed during my case that the child has seen her attorney a week to two weeks before every dependency hearing, except for one time when a social worker was sent out due to overloading of attorney's schedule. The judge on this case is very thorough and desires details regarding the child. He has been very direct in whom he addresses.
 - Encouragement to ask attorneys for parents and parents if they have met and conferred before hearing.
 - CASA volunteer Peer coordinators help shepherd new CASAs so that CASA staff aren't so overextended.
 - Family drug Court, Increased CASA participation, more attention is paid to the juvenile's needs.

- Drug court is a great, effective program.
- Increase in number of Boards results in fewer cases per board and a more thorough review of existing cases.
- I am seeing an improvement in the information we receive from cow staff
- None.
- Case Managers are now more responsive in being available or sending recent updates for scheduled FCRB case meeting.
- Many times there are collaborative team members that work together. Many of the children's attorneys have been communicative and helpful in advocating for the children on their caseloads.
- FCRB
- Most case workers are dedicated and thorough in following up on reports, visits and recommendations.
- I find families that participate in Family Drug court have a better chance to be successful in their dependency.
- Not as many cases lingering without permanency resolutions for overly long periods of time, which seems to be the result of moving through the court process at an increased recognition for the child's need for permanency.
- CASA volunteers are very helpful in FCRB hearings. Having the dependency cases assigned to a particular judge provides consistency.
- Only a few cases lack enough information for the FCRB to make sound recommendations to the court.
- When the new timelines are adhered to regarding less time to severance of children under three, the children do not linger in situations the parents are unable/unwilling to fix. In other instances, it promotes the parents much more quickly in taking their case plan seriously.
- The quality of handling cases by DCS vary case by case. There are many cases handled very poorly. Not much improvement the last few years.
- Having FCRB's is very helpful if the judge really does pay attention to our recommendations. If the judge doesn't even look at them then we are wasting a lot of time and energy.
- Too new as a volunteer in this process to comment.
- Some of the caseworkers are actually starting to communicate with the FCRB. The reports remain a garbled mess. The rules appear to be unclear to everyone in the system.
- Generally, faster to severance and adoption.
- I think Pima County does a terrific job handling dependency cases. Our Child and Family Services Division is very efficient in assigning attorneys, processing the paperwork for petitions, and facilitating mediations and pre-hearing conferences.
- A willingness to always seek ways to improve the process.
- Trauma Responsive. Staff caring and respectful.
- Things run best with experienced participants.
- One judge one family.
- The most positive thing is when the office of children's counsel is not appointed to a case so that the matter doesn't turn into a fight between children and their parents for no legitimate reason.

- Dependency Alternative Program to divert appropriate cases from the dependency system. Efforts to work with behavioral health on the front end for services for children and parents (have a long way to go). Family Drug Court. Trauma therapy for parents and children.
 - There is growing emphasis on placing children with relatives during a dependency or at least using them as visit supervisors to ensure more contact with parents. It also helps extended families maintain a relationship with children in care.
 - It has been a long road but with awareness of what is actually in the best interests of child has improved. Improved case plans for parents.
 - Trauma Responsive Court.
 - The bench and the bar are very involved and work together well in the handling of dependency cases.
 - Frequent and timely hearings, judges that care about families and children, attorneys that represent their clients.
3. *How do you think that the handling of dependency cases in your county could be improved?*
- Get the case managers to do their jobs in a timely and accurate manner...
 - Make sure at least a case manager is available at EVERY initial placement review
 - N/A
 - Improve the quality and number of mental health care providers.
 - Behavioral health management is a nightmare. The case manager from Intermountain is not flaky and unprofessional and it is very difficult to get things done through Cenpatico.
 - The dependency cases need to speed up. The court seems to be delaying the process. Many cases are well past the one year time frame. Some cases are three years plus.
 - The judges need to have a stronger stand on parents completing tasks in timely a manner.
 - Ensure that DCS reports/updates are in record for FCRB review. Mandate DCS CW or Supervisor attend FCRB either in person or via phone. Encourage judges to be more proactive in moving forward with terminating parental rights as soon as possible.
 - Case Managers appear to be overwhelmed.
 - 1) Educate and monitor judges on reaching timely permanency. Many cases stay in the dependency process for far too long, seeming hopeful a dramatic turn-around will happen. What's best for the children is timely permanency so they can get on with their life. Timely permanency would also reduce the workload on everyone in the process and free resources to better serve clients. 2) Develop and maintain a strict standard on the number of cases a DCS case manager can be assigned. When they are overloaded, they can't effectively give each case the time it needs so they do "the best they can." Clients deserve the best service and attention, not just the best available on a sliding scale. This is not a comment against DCS: just can't do a good job without the proper resources.
 - As always is the case, we need more and better qualified case managers at the DCS level.
 - Cannot think of anything at this time.
 - FCRB Board notify the CASA directly, in addition to via the office, of review dates and times.
 - More CASA appointments. Total cooperation between agencies (DCS).
 - The system seems overburdened. I would say fewer cases per case worker would help, more CASAs and especially more scrutiny/accountability placed on the parents.

- More CASAs and foster homes are needed.
- Concerns that significant funds are continually provided to parents with significant CPS history with obvious outcome.
- I wish it could be reversed. Gear the system for the child. I wonder how a child ever overcomes growing up in a group home where it's against the rules for a 7 year old to be hugged. What a shame.
- Case load for children's attorneys be lighter in order to gain full picture of their client's lives and on goings while a dependent of the State of Arizona.
- Consultation between parties post PPH on issues raised by review or permanency. More Educational Champions in more cases.
- Behavioral Health providers need to be required to provide timely, clear information.
- I believe they do an excellent job except perhaps there should be concurrent case planning sooner.
- Quicker time frames. More power for children, not just parents.
- Automatic concurrent case plans in cases where there were previous dependencies and/or relinquishments.
- Case Managers need to provide timely reports and attend FCRB meetings for their clients.
- Feedback from the courts to the FCRB when recommendations are not followed.
- more timely matter some children linger in system.
- Too many cases seem to drag on and on, when it is obvious that the parents are not going to make the necessary changes to get their children back.
- Meaningful and evidence informed behavioral health services and education services need to be provided to children and parents in a more timely manner. We need to work to strengthen our children's resilience and ability to function well within the community.
- Make sure mental health services step up to help clients.
- Shorten the amount of time a baby (<2 yrs.) is a dependent and process concurrent case plans for severance and adoption in a more timely manner.
- Pima County has some awesome case managers. Where Pima County fails is with the terrible neglectful case managers which are about 25%. This is too much. Case managers make all the difference in the success of a dependency case whether that be return to parent or adoption or other. Please do not tolerate poor case management.
- Mental health services are not adequate to meet the needs.
- The ability to work closely with the DCS caseworker has facilitated much better resolutions of families' problems toward permanency, anything that can increase this occurrence would be extremely beneficial.
- DCS cases still need more, qualified, case managers to assist these families.
- FCRB needs timely information and case managers need to be present at initial reviews and available, at least by phone, for all reviews.
- I am still seeing considerable leeway being given to parents in Court even though there are guidelines to direct the Court. There are some instances of parents being given extra time dependent on the personal feelings of the Court.
- When judges come from other courts and don't understand the needs of Child vs parent - advocating for child is of utmost importance over giving parents more time to heal the issues that brought their children into care. Educate new judges!
- Improved court consistency in managing cases, improved training of DCS Specialists, and better management of cases by DCS supervisors.

- Attention to children's education is still not receiving the appropriate amount of attention and resources.
- Case Managers need to see clients more often. They also have to attend FCRB boards or at the very least submit reports prior to the board. Without updated info it is very difficult to give updated recommendations.
- Too new as a volunteer in this process to comment.
- There are so many things I really don't even know where to start. I work as a volunteer FCRB and we very rarely have case manager participation and even more rarely do we ever have the actual case plan. I understand that caseworkers are stretched too thin and so I do not know the actual answer.
- Streamline and rationalize the reporting forms. Review the load of services and treatment required of parents so they have a reasonable chance of success. Sanction lawyers and caseworkers who do not visit with clients regularly.
- The DCS reports are redundant and contain a lot of repetition which cause difficulty finding the important facts. Suggest the format be changed to bulleted and redundant sections eliminated.
- If we could find a way to insure that parents' lawyers would meet with their clients before the hearing it would be an improvement, albeit hard to manage with this population of clients. We have included in our bench cards scripts for assessing the educational status of children in foster care, but not all judges ask the questions.
- More time for the attorneys to meet with their clients.
- Don't put new AAGs with inexperienced Judges. They tend to rely on each other too much now that the AAG stays with a single judge. The reliance is misplaced and can be very destructive to the reunification process.
- Add an additional judge and more attorneys to process cases in a timelier manner. Increase parent compliance and reunification by providing parents with quick, simple access to best practice services, and provide more lab testing facilities to reduce travel time for parents.
- By getting the clients and attorneys to work on their case in between hearings, rather than waiting until hearings to address issues for the first time. By not allowing any continuances absent true extra-ordinary circumstances. By making decisions sooner, at a hearing or within two weeks after a trial. By not spreading out hearings over weeks/months.
- Shut down the office of children's counsel. Stat.
- DCS improvements are necessary- turnover is horrendous which impacts the cases and permanency. This is only one example. Need consistency in policies or application of policies for case workers. Better communication and training, etc. Our local DCS works so well with our court. My comments are geared for the State level and the impacts that flow down to the county level over which the PM's have no control.
- Holding DCS to a higher standard than minimum (i.e. 2 hours visitation a week). Resources should be better allocated. The standard for the parents is close to perfection rather the adequate.
- Continued collaboration with outside agencies and helping parents understand the need of improving themselves.
- Better access to, and provision of, counseling and mental health services for children and adults. Consistency of providers and RBHAs willing to provide the necessary services. Also, DCS must have enough workers to safely investigate and care for the children in the system.

- Better & quicker mental health services. Quicker and more frequent visitation.
- The implementation of an agency to represent children has represented a huge negative impact to the representation of children.
- Behavioral health being held accountable more often. Some judges have started calling behavioral networks into court to get results because behavioral health networks are refusing to provide services due to costs.

4. *Additional Comments:*

- Overall the system works but it needs better processing so that children do not fall in a black hole or others returned to parents that are not ready and wind up back in the system.
- Try to reduce repeated DCS involvement by taking the emotional stress on the child more seriously
- This is my first case as a CASA and so am unable to comment on some of the questions regarding standard of the courts and certain processes. I have been satisfied with the proceedings so far. Thank you
- I am also not impressed with the child's attorney. She talks to him 10 minutes before the hearing and has no other contact with him. She frequently does not return calls when I try to reach her.
- Too much time is given to the parents, and the children need permanency now.
- Trauma training for volunteers was insightful, helped to identify the frustrations experienced. Thanks :)
- AZ has a great dependency process with lots of resources available to help parents regain custody of their children.
- Enlightenment with DCS and the role of CASA.
- The GAP Ministry group homes are excellent, truly outstanding. Some group homes are terrible.
- FCRB continues to have our children's best interest as paramount in our work.
- It's easy to be negative when all of the adults, paid to be with a foster child, change every few weeks. After 10 months I've lost count of all the adults who have come and gone in the system. Foster children become "un-bonded" people. This isn't emotionally healthy.
- My comments would be towards the Department of Child Service.
- I did not have a child this past year.
- There should be other pick options. As of collector of the data after the fact, I see different things. We have tried to implement language in the minute entry to identify 3 specific educational concerns. Some Judges follow them, some do not, and I'm sure in some cases, the Clerks put in what they want. As far as GAL's appointed prior to the PPH, it depends on what DCS requests, I do believe the Court complies as well as they are informed and able. From a data collection standpoint, I feel that minute entries should be templated with check boxes to better identify to the Judges and Clerks exactly what needs to be collected and how it should be stated.
- I am very honored to be a CASA in the Pima County Juvenile Justice Court. It does amazing caring for our juveniles. Everyone truly cares.

- I realize that Case Managers have huge caseloads, but I feel they need on-going training and encouragement from supervisors to have regular contact with clients and submit up-to-date information at each FCRB meeting.
- None
- Case managers have too many cases, need to lighten the load, we need to see case managers stay longer.
- I am a new volunteer with the program and have not had enough time to determine room for improvement. I am trying to envision an approach to educate parents before they abuse their children,
- I believe the judges are respectful of all parties and clear in their communications and expectations.
- Overall DCS does a great job. Sometimes the judges just seem to be out to lunch!!!!!!
- While the progress reports are usually available, there is much redundancy from one report to another.
- It is past time to make the welfare of the children a priority ranking above the wants of parents who do just enough to keep cases open without making real progress or positive lifestyle changes. We are not doing nearly enough to prepare teenagers in the system who age out of foster care. The statistics are heart breaking. Something has to be done about case manager turnover. Changes in case managers lead to additional time in care for children.
- The program has not improved over the past few years. The fault lies with an inadequate system, poor DCS case managers and supervisors.
- Allow FCRB to utilize laptop or tablet technology instead of paper!!!! You are losing potential volunteers because of the antiquated way we review and make notes on cases. Consider portal technology allowing caseworkers to put appropriate documents into an electronic folder for review. Why are there so many documents being mailed with paper instead of relying on current technology.
- We receive reams about the historic failings of the family, but very little information about the current status of the kids or the foster placement. I think we're failing the children in this regard.
- DCS caseworker should be required either to submit their report, or be present in person, or attend over the phone at all FCRB meetings.
- Mental health services for families are neither consistent nor timely, in part due to high turnover at the provider agencies. I would love to find a way to set aside time for severance trials so that they don't get spread over months.
- The representation of the Native Americans in court is not thorough. The representative makes promises in court but does not follow through.
- Some CASAs are invaluable, but too many are unaware of the legalities of these cases and end up with a position that isn't legally feasible and then the CASA becomes disruptive, not supportive to the case and children.
- My "don't" know responses are because I don't have first-hand knowledge, only a general impression, like about whether attorneys are having substantive communication with their clients before hearings.
- FCRB reports are insightful but often information is old due to timing of review hearings and permanency hearings vs FCRB schedule.

- The frequent turnover in case managers is a significant problem resulting in kids not getting necessary services and remaining too long in the care of the state. The newer case managers appear to do less to assist parents and children than in the past.

Appendix B – Courtroom Observation

| JD Number | Date | Type of Hearing | Judicial Officer |
|-----------|------------|---|------------------|
| 164141 | 02/11/2016 | Review/Permanency Hearings | Butler, J |
| 164201 | 02/09/2016 | Initial Termination Hearing | Stanford |
| 185432 | 02/16/2016 | Review/Initial Termination/Termination Hearings | Connors |
| 190333 | 02/10/2016 | Preliminary Protective/Initial Dependency/Hearings | Griffin |
| 190559 | 02/18/2016 | Preliminary Protective/Initial Dependency/Hearings | Griffin |
| 193039 | 02/10/2016 | Preliminary Protective/Initial Dependency/Hearings | Stanford |
| 198122 | 02/17/2016 | Review/Initial Guardianship/Initial Termination Hearings | Butler, M |
| 199343 | 02/11/2016 | Review/Permanency Hearings | Metcalf |
| 199730 | 02/08/2016 | Adjudication/Disposition/Initial Termination/Termination Hearings | Rosales |
| 20130033 | 02/08/2016 | Review Hearing | Wagener |
| 20130113 | 02/17/2016 | Review Hearing | Hochuli |
| 20130326 | 02/10/2016 | Review Hearing | Langford |
| 20140132 | 02/08/2016 | Review/Initial Termination/Termination Hearings | Kettlewell |
| 20140157 | 02/17/2016 | Adjudication/Disposition/Review Hearings | Wagener |
| 20140500 | 02/11/2016 | Permanency Hearing | Stanford |
| 20140766 | 02/08/2016 | Review Hearing | Kettlewell |
| 20140812 | 02/09/2016 | Review Hearing | Butler, J |
| 20140845 | 02/18/2016 | Review Hearing | Quigley |
| 20150157 | 02/09/2016 | Permanency Hearing | Butler, J |
| 20150293 | 02/16/2016 | Review/Permanency Hearings | Wagener |
| 20150328 | 02/10/2016 | Review Hearing | Stanford |
| 20150355 | 02/11/2016 | Review/Permanency Hearings | Wagener |
| 20150503 | 02/17/2016 | Initial Dependency/Pre-Trial/ Adjudication/ | Hochuli |

| JD Number | Date | Type of Hearing | Judicial Officer |
|-----------|------------|--|------------------|
| | | Disposition Hearings | |
| 20150533 | 02/16/2016 | Permanency Hearing | Langford |
| 20150555 | 02/17/2016 | Review/Permanency Hearings | Kettlewell |
| 20150566 | 02/08/2016 | Review/Permanency Hearings | Rosales |
| 20150595 | 02/18/2016 | Permanency Hearings | Connors |
| 20150616 | 02/17/2016 | Review/Permanency Hearings | Hochuli |
| 20150651 | 02/16/2016 | Disposition Hearing | Wagener |
| 20150697 | 02/08/2016 | Review Hearing | Rosales |
| 20150715 | 02/18/2016 | Initial Dependency/Adjudication/ Disposition/Review/Permanency/Hearings | Griffin |
| 20150717 | 02/09/2016 | Initial Dependency/Adjudication/ Disposition/Review Hearings | Stanford |
| 20150761 | 02/11/2016 | Review/Permanency Hearings | Butler |
| 20150783 | 02/16/2016 | Initial Dependency/Adjudication/ Disposition/Review Hearings | Connor |
| 20150789 | 02/16/2016 | Review Hearing | Metcalf |
| 20150790 | 02/18/2016 | Initial Dependency/Adjudication/ Disposition/Review Hearings | Quigley |
| 20150792 | 02/12/2016 | Review Hearing | Langford |
| 20150797 | 02/16/2016 | Adjudication/ Disposition Hearings | Langford |
| 20150832 | 02/11/2016 | Preliminary Protective/Initial Dependency/ Adjudication/Disposition/Hearings | Connors |
| 20150845 | 02/08/2016 | Initial Dependency/Adjudication/ Disposition Hearings | Rosales |
| 20150864 | 02/08/2016 | Preliminary Protective/Initial Dependency Hearings | Wagener |
| 201550 | 02/11/2016 | Initial Dependency/Adjudication/Disposition/ Initial Termination/Termination Hearings | Butler, J |
| 20160039 | 02/11/2016 | Adjudication/Disposition Hearings | Stanford |
| 20160057 | 02/12/2016 | Review of Temporary Custody | Langford |
| 20160080 | 02/10/2016 | Preliminary Protective/Initial Dependency Hearings | Stanford |
| 20160081 | 02/09/2016 | Preliminary Protective/Initial Dependency Hearings | Rosales |
| 20160088 | 02/16/2016 | Preliminary Protective/Initial Dependency Hearings | Langford |
| 20160089 | 02/11/2016 | Preliminary Protective/Initial Dependency Hearings | Butler, J |

| JD Number | Date | Type of Hearing | Judicial Officer |
|-----------|------------|--|------------------|
| 20160090 | 02/12/2016 | Preliminary Protective/Initial Dependency Hearings | Metcalf |
| 20160091 | 02/12/2016 | Preliminary Protective/Initial Dependency Hearings | Kettlewell |
| 20160098 | 02/17/2016 | Preliminary Protective/Initial Dependency Hearings | Kettlewell |
| 202998 | 02/09/2016 | Initial Dependency Hearing | Butler, J |
| 204096 | 02/16/2016 | Review/Initial Termination/Termination Hearings | Langford |
| 204201 | 02/18/2016 | Permanency Hearing | Wagener |

Appendix C – Court Case Files Reviewed

| Case JD Numbers | | | | | | |
|-----------------|----------|----------|----------|----------|----------|----------|
| 147568 | 158895 | 161442 | 163640 | 169416 | 172751 | 180478 |
| 183646 | 185198 | 185432 | 186445 | 188275 | 196618 | 197926 |
| 199182 | 199594 | 200334 | 200560 | 20130037 | 20130131 | 20130144 |
| 20130155 | 20130207 | 20130301 | 20130339 | 20130372 | 20130418 | 20140069 |
| 20140201 | 20140370 | 20140470 | 20140472 | 20140582 | 20140584 | 20140599 |
| 20140617 | 20040622 | 20140632 | 20140637 | 20140644 | 20140669 | 20140672 |
| 20140678 | 20140748 | 20140807 | 20140811 | 20140812 | 20140836 | 20140841 |
| 20140849 | 20150038 | 20150053 | 20150060 | 20150080 | 20150097 | 20150116 |
| 20150138 | 20150178 | 20150186 | 20150199 | 20150203 | 20150212 | 20150252 |
| 20150270 | 20150283 | 20150293 | 20150312 | 20150326 | 20150349 | 20150386 |
| 20150416 | 20150473 | 20150509 | 20150537 | 20150557 | 20150586 | 20150587 |
| 20150592 | 20150656 | 20150683 | 20150708 | 20150725 | 20150752 | 20150755 |
| 20150784 | 201742 | 201913 | 202266 | 203292 | 203430 | 203733 |
| 204664 | | | | | | |

Appendix D – CASA Case Files Missing/Incomplete Information

| JD Number | Missing / Incomplete Information and Contact Logs |
|-----------|---|
| 20140470 | Contact Logs: 12/2014; 11/2015 |
| 194318 | Contact Logs: 7/2015-11/2015 |
| 197456 | Contact Logs: 2/2015 |
| 168667 | Contact Logs: 4/2014 |

Appendix E – CASA Advocate Files Missing/Incomplete Information

| Advocate Name | Missing / Incomplete Information |
|---------------|------------------------------------|
| Adams, H | Missing Program Material Checklist |

| Advocate Name | Missing / Incomplete Information |
|-------------------|---|
| Banks, A | Missing 2015 continuing proof of insurance |
| Bennett, T | Missing Program Material Checklist |
| Boilard-Harkin, L | Missing annual AZ CASA program assessment; Program Material Checklist; no state or federal fingerprint results for 2016 re-certification |
| Canelose, S | Re-certification document and fingerprint results not completed at same time (a year a part); missing training log while active and waiting a case; missing annual CASA program assessment |
| Cook, R | Missing annual program assessment and volunteer performance assessment; missing training hours for CY14 and CY15 |
| Danze, T | Missing volunteer performance assessment; missing Program Material Checklist; missing training hours for CY15 |
| Gotschall, S | Missing training log while active and waiting a case; training hours CY15 |
| Hoffman, A | Missing training hours for CY15 |
| Isaacson, B | Missing continuing proof of insurance for 2015, 2016; training logs |
| Karr, D | Missing a personal reference; advocate certified 4/2015 but to date no assignment |
| Kulwin, A | Missing re-certification documentation |
| Lee, D | Missing Program Material Checklist |
| Lopez, E | Missing CASA program assessment; missing re-certification documents |
| Menke, A | Missing CASA program assessment and advocate performance assessment; Program Material Checklist; |
| Minisci, D | Missing CASA program assessment; re-certification documentation |
| Olvera, G | Missing CASA program assessment and advocate performance assessment; Program Material Checklist; state and federal fingerprints for recertification; active training logs; training hours for CY14 & CY15 |
| Vermeer, M | Missing CASA program assessment; Program Material Checklist |
| Werts, E | Missing CASA program assessment; Program Material Checklist |

Appendix F - County Response

**Pima County
Operational Review Response
Review Period Oct. 2013 – Dec. 2015**

Court Improvement Program

R1: *The team recommends that the Court develop and maintain a current list of all individuals who should have access to the Juvenile Court dependency data tracking system. Furthermore, the team recommends that the Court work with AOC ITD to develop and implement a simple process whereby the listing of those who should have access is reviewed and confirmed on a regular basis.*

CAP1: The Court will develop and maintain a local list of those individuals who should have access to the Juvenile Court dependency data tracking system. While the AOC's IT Division manages and maintains the current listing all of Pima County Juvenile court staff's security levels, the Court is willing to work with the IT Division to develop and implement a process to review and confirm the listing of those who should have access on a regular basis.

R2: *The team recommends that the Court review those items to ensure that the requirements for each hearing type are addressed.*

CAP2: The Pima County Presiding Juvenile Judge will review the hearing requirements with judicial officers at bench meetings. Judges will be educated about the need to advise parties at all hearings regarding the requirement to appear at hearing or decisions may be made without them. The Juvenile Bench Book was developed and contains all findings required by the AOC to support judges in their efforts to be 100% compliant with statutes and rules. Judges and Commissioners will be encouraged to use the latest version of the Juvenile Bench Book.

CASA Program

R1: *The team recommends that the CASA Coordinator develop a specific plan of action to ensure that Program Material Checklists are maintained in all files.*

CAP 1: The CASA Program Coordinator will request and ensure completion of the Program Material Checklist when each case closes. Checklist will be completed when case documents are turned into a CASA Program Staff member. Staff member will highlight where initials/dates and signatures are required to assist the advocate in completing the Program Checklist in its entirety

R2: *The team recommends that the CASA coordinator develop a specific plan of action to ensure that CASA Advocate Performance Assessments are completed.*

CAP 2: Our CASA Support Specialists will continue to complete a monthly audit to assist the Program Coordinators with reminders of when Performance Assessments are due. The CASA Program Coordinator will complete an assessment on their anniversary date or by the end of the calendar year.

R3: *The team recommends that the CASA coordinator develop a specific plan of action to ensure that Annual CASA Program Performance Assessments are completed.*

CAP3: CASA of Pima County will take the following measures to ensure each advocate completes the annual CASA Program Assessment.

4. Program Supervisor will send out the survey (electronic unless requested in hard copy form) to all individuals who were with CASA of Pima County the previous calendar year by February 1.
5. Program Supervisor will review responses and send out a follow up email to those who have not completed the survey by April 1.
6. Program Supervisor will again review responses received by May 1 and will then ask the Program Coordinator to do a personal follow-up with advocates who have not completed the survey.

R4: *The team recommends that the CASA coordinator develop a specific plan of action to ensure that the CASA Advocates submit monthly program activity logs if not assigned to a case.*

CAP4: Recently the CASA of Arizona program has developed an Activity log on the CASAaz Dashboard to allow advocates not on a case to submit their activities electronically.

The Program Supervisor will maintain a spreadsheet of advocates and their status to assist Program Coordinators and Support Specialists.

Program Coordinators will remind those who are "Active but not assigned" to participate in 3 hours monthly and submit their activities via the Dashboard Activity Log or by submitting a Special Projects Contact Log.

When an advocate's status changes the Program Coordinator will complete a Change request form and indicate their new status. If they become inactive they will list the reason and the intended date of return. This form will be filed in the Advocate file and the appropriate changes will be made in DCATS.

R5: *The team recommends that the CASA coordinator develop a specific plan of action to ensure that the inactive advocates submit a reason for their inactive status after six months and the advocate continue to participate in performance assessments and in-service training.*

CAP5: When an advocate's status changes the Program Coordinator will complete a Change request form and indicate their new status. For those that are designated as inactive the Program Coordinator will discuss with the Advocate the reason and an anticipated return date. The Program Coordinator will list the reason and the intended date of return on the Change Request form. This form will be filed in the Advocate file and the appropriate changes will be made in DCATS.

Also at this time the Program Coordinator will complete the advocate annual assessment to provide feedback to the advocate. The Program Coordinator will provide information to the advocate concerning their responsibility to complete in-service hours for the year (can be completed during time of inactivity and recorded on Dashboard or via Special Projects Log).

R6: *The team recommends that the CASA coordinator develop a specific plan of action to ensure that the Advocates complete all requirements for re-certification.*

CAP6: The CASA Support Specialists will continue to maintain the monthly audit which indicates when re-certification should take place. They will send out the fingerprint cards in advance of the re-certification date so that they are returned by that date. The CASA Support Specialist will mail out a letter and the recertification form to support the completion of this process. As needed the CASA Program Supervisor or Program Coordinator will assist with getting the form returned/completed.

D. Judicial Workload Brief (2016)

PIMA COUNTY JUVENILE COURT CENTER

Pima County Superior Court Juvenile Court Caseloads

8/30/2016

As an introduction to these statistics and to place them in context, a short literature review is provided that describes how juvenile courts are required to handle dependency cases per federal and state law. Laws were enacted over the past several years that have added requirements to courts in order to ensure that dependent children are kept safe and ultimately placed in safe and permanent homes. Also presented are the results from the recent Pima County Juvenile Court Operational Review, conducted by the Arizona Administrative Office of the Courts to show that Juvenile Court is in compliance with the key requirements for processing of dependency cases, data collection on these cases, and the administrative oversight of funds.

Overview

This report describes the judicial requirements for handling dependency cases and other factors that have contributed significantly in recent years to judicial officers' workloads in Pima County as well as nationally. It also describes what Juvenile Court has done to incorporate best practices in order to meet the federal and state standards within the context of increasing dependency filings and budgetary constraints.

Juvenile Court handles both juvenile delinquency and dependency cases. Juvenile delinquency cases are initiated by a petition to the court from the County Attorney typically for a youth's alleged commission of a misdemeanor or felony offense. Dependency cases are petitioned by the State alleging that a parent has abused or neglected one or more of his/her children.

In calendar year 2015, Juvenile Court received 2,345 delinquency case filings and 1,301 dependency case filings. Despite the higher number of delinquency case filings compared to dependency filings, delinquency cases are resolved over a shorter period of time than dependency cases, require fewer hearings, and typically are less complex in nature. Some of the factors that contribute to the duration and complexity of the dependency cases in Pima County are:

- 70% of parents with a dependency petition have substance abuse problems that are often time consuming and resource intensive to address
- Cases that involve severing parental rights require more judicial time and resources.

What follows is a short description of the various factors that have been described in the published literature that make dependency cases more complex and resource intensive than delinquency cases. Juvenile Court adheres to best practices and standards for dependency and delinquency case processing.

Literature Review

Why are dependency cases different and more resource-intensive than other types of criminal or civil court cases?

Jurisdictions across the nation, not just Pima County have been challenged with ensuring adequate resources for their courts in handling the complex demands of child dependency cases.

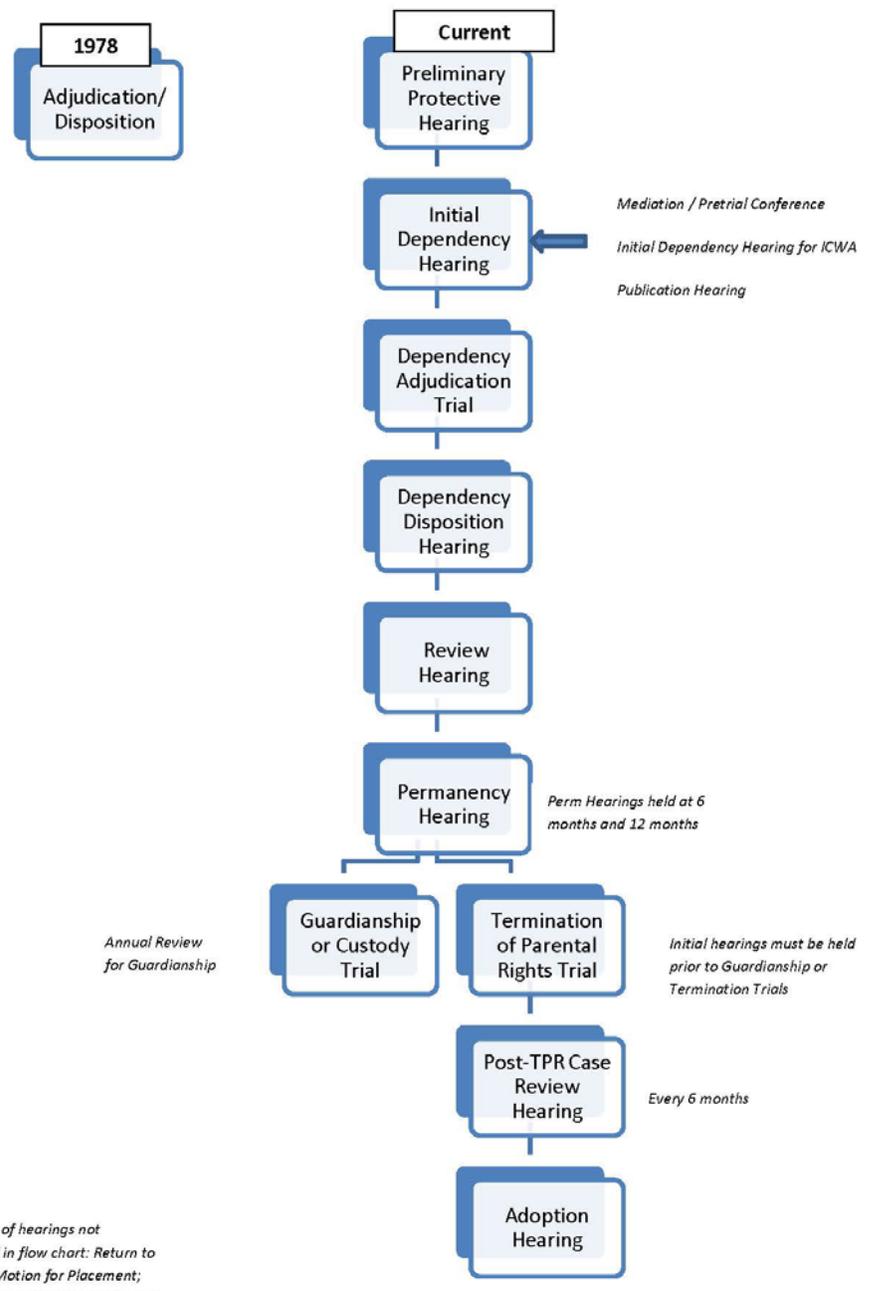
- Dependency cases are complex, requiring multiple hearings over multiple years before the case reaches resolution. On average, there are 14 hearings per dependency case in Pima, over the course of approximately two years. The major types of hearings held are: Preliminary Protective hearing, Disposition, Review, Permanency. The number and type of hearings that exist now were not always required. The following chart illustrates a comparison of the changes from 1978 to the present for the typical sequence of hearings for a child in foster care who cannot be returned home. In 1978, only an adjudication and disposition hearing were required, compared to now when at least 9 different types of hearings are required, if not more.

- The complexity of the dependency court system stems from state and federal mandates requiring judges to exercise more oversight in dependency cases and to become more active in developing and implementing innovative ways to help the children and families involved in the system.
 - The Adoption and Safe Families Act of 1997 (ASFA) - Requires increased judicial responsibility and duties in dependency cases and expands the court's role to protect abused and neglected children. ASFA also called for shortened timeframes for case processing, often requiring more hearings over a shorter length of time, with judges having to spend much more time on each case to faithfully implement the law.

New Federal Duties Imposed on Juvenile Courts since the Enactment of ASFA:

- Decisions about whether services to preserve or reunite families are required
- Case-specific findings regarding the need to remove children from their homes
- Case-specific findings regarding reasonable efforts to prevent unnecessary foster care placement, reunify families, and achieve permanency for children who cannot return home
- Earlier and more tightly structured permanency hearings
- Mandatory petitions for termination of parental rights
- Rights of foster parents, pre-adoptive parents, and relative caregivers to appear in court and participate in hearings
- Efforts to ensure timely interstate placements
- New procedures to facilitate interstate litigation in foster care cases

Typical Sequence of Hearings for Child in Foster Care Who Cannot Be Returned Home



- The Fostering Connections to Success and Increasing Adoptions Act of 2008 imposed new requirements related to locating families, sibling placement, foster child educational stability and health oversight, among other considerations coming under judicial review.
- Legal representation has expanded in child abuse and neglect cases. Attorneys are increasingly involved throughout the entire judicial process. Those entitled to appointed legal representation are children, mothers, all fathers, and legal guardians.
 - Additional parties are legally permitted to intervene in a case and although they are not entitled to a court appointed attorney, they may hire their own representation. These parties include: tribal nations, grandparents, foster parents and relatives seeking placement of the children.
- Time spent in hearings need to be sufficient and thorough in order to apply best practices for achieving the best possible outcomes for the child and family.
 - Research has demonstrated that thorough hearings, with substantive discussion of key topics, can improve outcomes for children and families
 - Positive outcomes for a dependency case are: child spends less time in non-relative foster care, and is reunified faster with parents.
 - Best and evidence based practices include spending more time in hearings discussing key dependency topics such as, but not limited to:
 - Reasons for removal, reasonable efforts to prevent removal
 - The applicability of the Indian Child Welfare Act (ICWA),
 - Parties who should be present
 - Services offered and their appropriateness
 - Placement of the child
 - Visitation
 - Cultural needs
 - Reasonable efforts to return the child home, if removed
- Growing caseload volumes
 - In 2012, the dependency petitions increased by 50%. These numbers have remained at this level.
 - Cuts in safety net and family support and preservation programs have also exacerbated dependency caseloads. There are fewer programs to prevent child abuse and neglect.
 - On average, a dependency case in Pima County takes 1.5-2 years to achieve case resolution.
- Consequences of judges with excessive case workloads
 - Judges may not be able to sufficiently review the written reports submitted by child protection agencies prior to most substantive hearings. A substantive report should describe the current circumstances of the child and family, explain any changes since

- the last hearings, outline the agency's efforts for the child, parent(s) and family (if applicable), and frame issues for the court.
- Crowded judicial calendars may result in courts missing legal deadlines for case processing which delays the achievement of permanency for children and families. States that are not in substantial compliance with ASFA requirements may also suffer from severe monetary penalties.
 - Judges with excessive caseloads may not take sufficient time to communicate effectively with all of the parties involved in hearings, especially parents and older children. As a consequence, the parties may fail to understand the case process, timeframes, and potential consequences and outcomes. Judges may have missed important opportunities to engage parties in the process often resulting in a perceived lack of fairness by parents.
 - Strain on judicial officers, attorneys, court staff and child welfare workers resulting from excessive workloads may result in truncated and inadequate case review hearings, unprepared judges, attorneys and caseworkers, and a lack of case-specific findings for simple uncontested hearings.
 - When hearings are cut short, discussion around key issues that can move the case forward may not be meeting even sufficient levels. This may ultimately lead to more hearings and longer time in care, and more use of limited resources.

Juvenile Court Follows Nationally Recommended Solutions to Handle Juvenile Dependency Workloads

The following are what efforts the court has made prior to adding the 14th judicial officer as well as items we continue to look at in order to be effective:

- Practice Changes
 - Use of non-hearing alternatives such as mediation, family team decision meetings, family navigators and parent mentoring programs
 - *The court uses mediation and has created a new Dependency Alternative Program to assist with resolving cases more efficiently and effectively.*
- Practice Reforms
 - Time-certain calendaring – The hearings are set at a specific time of day, rather than all at one time.
 - *The court has always conducted time-certain hearings.*
 - One-family one-judge model – If a child is both adjudicated dependent and delinquent one judge handles both of these cases for the same child.
 - *The court implemented this model in early 2000.*

2016 Juvenile Court Operation Review Statistics

In accordance with the Article VI, Section 3, of the Arizona Constitution, the Administrative Office of the Courts (AOC) has implemented a process for conducting operational reviews to maintain accountability throughout the state's court system. The AOC Dependent Children's Services Division (DCSD) conducted an operational review of the Juvenile Court and submitted their draft report of results this year to court leaders about the court's processing of dependency cases, the collection of information on dependency cases, findings made at the dependency hearings, and the administrative oversight of Court Appointed Special Advocates (CASA) state program. The table below shows that the court scored above 90% on key requirements identified by the AOC for dependency case processing. It is a summary of the hearing compliance for case files reviewed.

| | |
|--------------------------------|---------------|
| In-Home Intervention | 100% |
| In-Home Intervention Review | 100% |
| Preliminary Protective Hearing | 99% |
| Review of Temporary Custody | 100% |
| Initial Dependency | 89.75% |
| Settlement Conference | 100% |
| Pre Trial Conference | 73.75% |
| Adjudication | 96.54% |
| Disposition | 83.66% |
| Review | 87.96% |
| Permanency | 88.41% |
| Initial Guardianship | 81.82% |
| Guardianship Adjudication | 88.89% |
| Initial Termination | 83.70% |
| Termination | 77.45% |

Juvenile Courts in Comparison– Average Caseloads

The tables below show the average caseload per judicial officer on the juvenile bench for each county in Arizona. These statistics were collected from multiple sources and must be interpreted with extreme caution due to the variation in the following factors: 1) handling of dependency cases, 2) tracking of caseload numbers, 3) county population and resources. For example, as reflected in the table below, there is no standard across counties for the types of cases that judicial officers may hear. Five counties, including Pima, hear both dependency and delinquency cases only. Maricopa judicial officers hear only one type of caseload, either dependency or delinquency. For the other 9 counties, officers hear various permutations of both delinquency and dependency and other cases such as family, civil, criminal etc.

| Counties Where Judicial Officers Hear both Dependency* and Delinquency Cases Only | | | | | | | |
|---|-------------------|------------------|----------------------------|-------------------|-----------------------------|-------------------|-----------------------------|
| County | Judicial officers | Dependency Cases | Dependency Caseload Per JO | Delinquency Cases | Delinquency Caseload Per JO | Total Cases | Total Caseload per JO |
| Coconino | 1.5 | 63 | 42 | 262 | 174 | 325 | 216 |
| Pima | 14 | 1383 | 116 | 2354 | 168 | 3737 | 284** |
| Pinal | 2.5 | 410 | 172 | 1039 | 415 | 1449 | 579 |
| Yavapai | 1 | 165 | 165 | 435 | 435 | 600 | 600 |
| Yuma | 2 | 116 | 58 | 740 | 370 | 856 | 428 |
| Counties Where Judicial Officers Hear Only One Type of Juvenile Case | | | | | | | |
| County | Judicial officers | Dependency Cases | Dependency Caseload Per JO | | Judicial officers | Delinquency Cases | Delinquency Caseload Per JO |
| Maricopa | 17.5 | 7785 | 445 | | 5.4 | 2049 | 379 |

*See literature review for reasons why dependency cases are different and more resource-intensive

**Presiding Judge, Family Drug Court judge and adoption judge carry a reduced caseload due to additional responsibilities

| Counties Where Judicial Officers Hear EITHER Delinquency or Dependency and Other types of Cases e.g. Civil, Title IVD, Criminal, etc. | | | | | | | |
|---|-------------------|------------------|----------------------------|--|-------------------|-------------------|-----------------------------|
| County | Judicial officers | Dependency Cases | Dependency Caseload Per JO | | Judicial officers | Delinquency Cases | Delinquency Caseload Per JO |
| Apache | 1 | 20 | 20 | | .5 | 85 | 85 |
| Cochise | 1 | 81 | 81 | | 1 | 201 | 201 |
| Mohave | 3 | 224 | 75 | | 4 | 327 | 82 |

| Counties Where Judicial Officers Hear ALL Juvenile and Other types of Cases e.g. Civil, Title IVD, Criminal, etc. | | | | | | | |
|---|-------------------|------------------|--|-------------------|--|-------------|-----------------------|
| County | Judicial officers | Dependency Cases | | Delinquency Cases | | Total Cases | Total Caseload Per JO |
| Gila | 3 | 38 | | 166 | | 204 | 68 |
| Graham | 1 | 30 | | 143 | | 173 | 173 |
| Greenlee | 1 | 2 | | 43 | | 45 | 45 |
| La Paz | 1 | 14 | | 23 | | 37 | 37 |
| Navajo | 1 | 47 | | 328 | | 375 | 375 |
| Santa Cruz | 1 | 16 | | 191 | | 207 | 207 |

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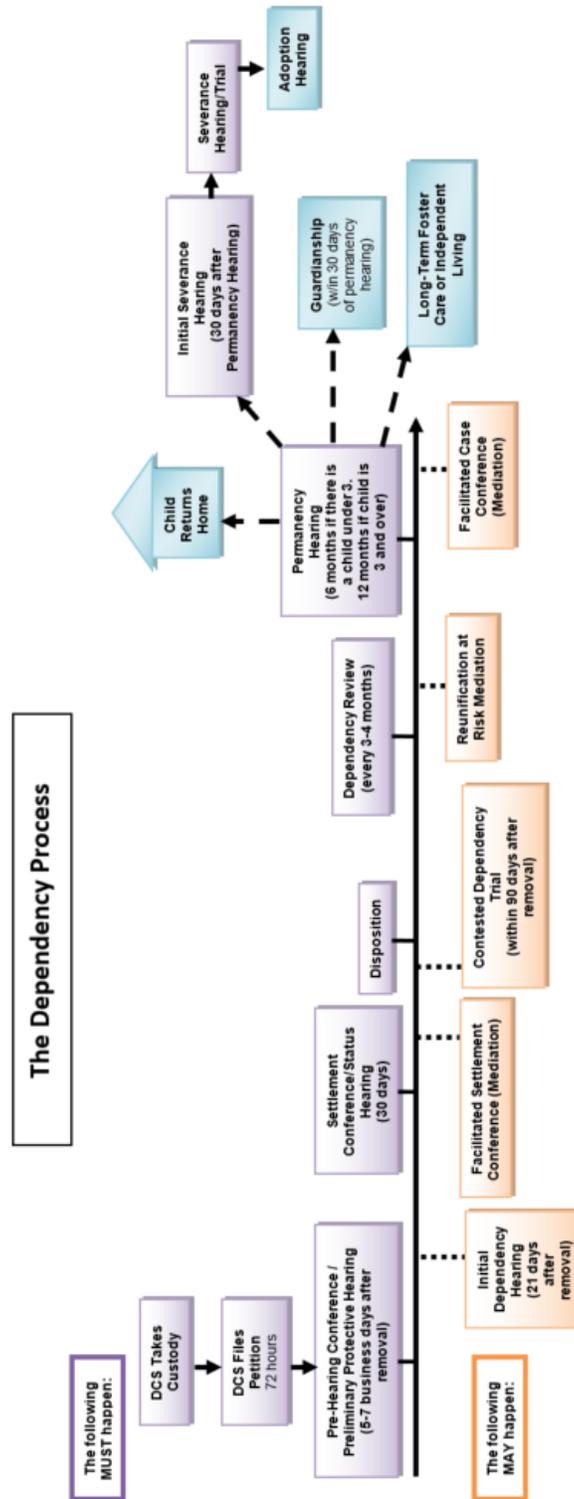
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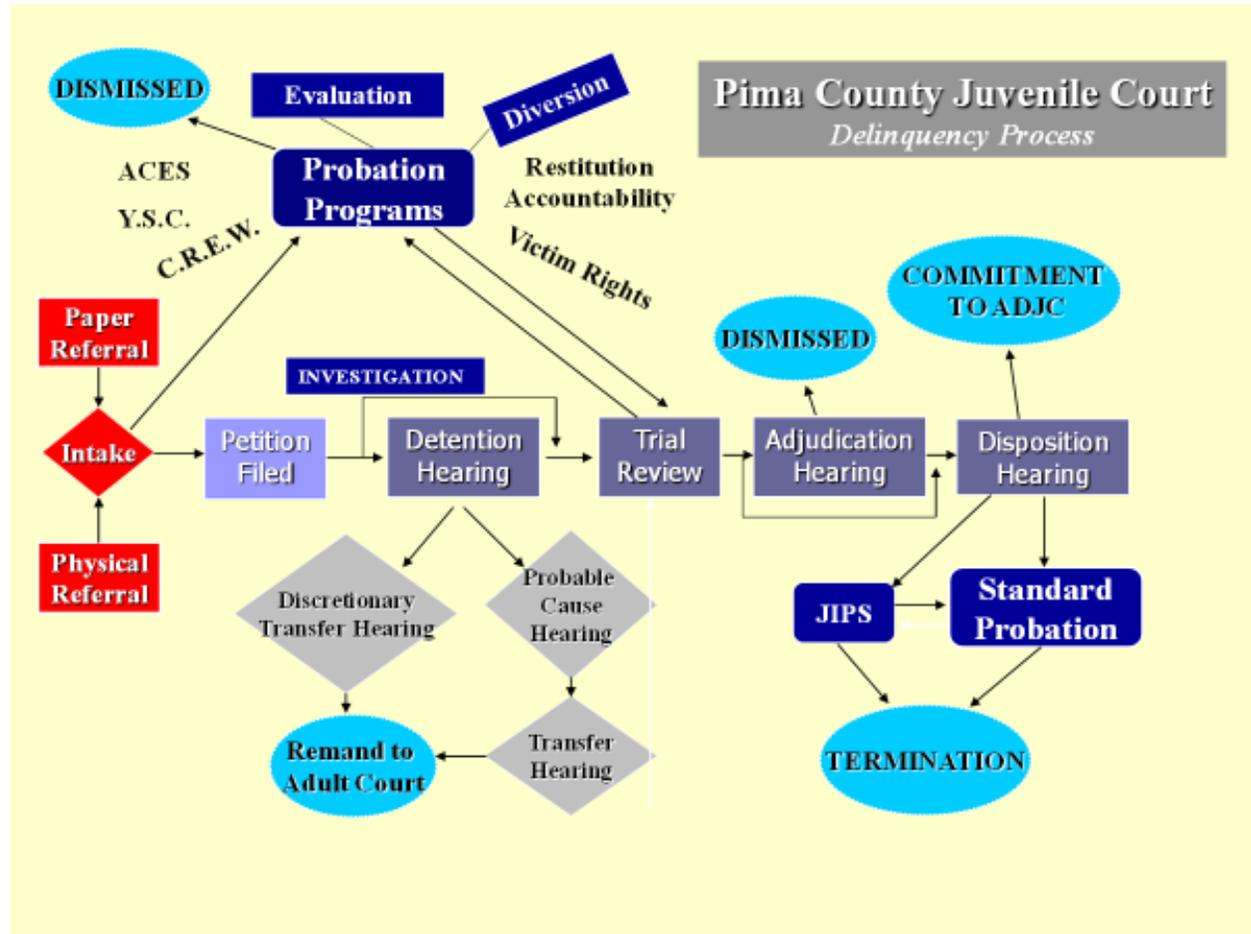
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E. Dependency Process



F. Delinquency Process



G. Judge Rotation Schedule



Arizona Superior Court

Pima County
110 West Congress
Tucson, Arizona 85701

BENCH ASSIGNMENTS

Effective February 6, 2017

Presiding Judge: Kyle Bryson
Associate Presiding Judge: Kenneth Lee

CASELOAD REASSIGNMENTS

Family Law cases assigned to Commissioner Jones will be reassigned to Commissioner Abrams
Family Law cases assigned to Commissioner Bibbens will be reassigned to Commissioner Butler
IV-D cases assigned to Commissioner Christoffel will be reassigned to Commissioner Bibbens
IV-D cases assigned to Commissioner Pennington will be reassigned to Commissioner Jones
Probate cases assigned to Commissioner Abrams will be reassigned to Commissioner Connors
Juvenile cases assigned to Commissioner Butler will be reassigned to Commissioner Christoffel
Juvenile cases assigned to Commissioner Connors will be reassigned to Commissioner Pennington

Civil

Jeffrey Bergin, Presiding
Gus Aragon
Richard Gordon
Leslie Miller
Sarah R. Simmons
Catherine Woods
Cynthia Kuhn

Criminal

Richard Fields, Presiding
Danelle Liwski, Mental Health Court
Paul Tang
Michael Butler
Jane L. Eikleberry
Kenneth Lee
Richard D. Nichols
Sean Brearcliffe
Janet C. Bostwick
Howard L. Fell (Pro Tem)
Teresa Godoy (Pro Tem- Drug Court)
Casey F. McGinley (Pro Tem- DTAP)

Juvenile

Kathleen Quigley, Presiding
Javier Chon-Lopez
Peter Hochuli
Brenden Griffin
D. Douglas Metcalf
K.C. Stanford
Joan Wagener

Probate

Charles Harrington, Presiding
Wayne Yehling (Comm)
Julia Connors (Comm)

Family Law

James Marner, Presiding
Deborah Bernini
Christopher Browning
Scott Rash
John Assini (Comm)
Lisa Bibbens (IV-D Comm)
Lisa Abrams (Comm)
Lori Jones (IV-D Comm)
Jane Butler (Comm)
Ken Sanders (Comm)
Geoffrey Ferlan (Comm)
Cathleen Linn (Comm)
Laurie San Angelo (Comm)

Hearing Officer

Lee Ann Roads

Juvenile

Alyce Pennington (Comm)
Dean Christoffel (Comm)
Patricia Green (Comm)
Susan Kettlewell (Comm)
Jennifer Langford (Comm)
Gilbert Rosales (Comm)
Deborah Pratte (Comm)

H. Commissioner Rotation Schedule

COMMISSIONER ASSIGNMENTS

| <u>2015</u> | <u>2016</u> | <u>2017</u> | <u>2018</u> | <u>2019</u> |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| TRIALS | TRIALS | TRIALS | TRIALS | TRIALS |
| Sanders | Ferlan | Butler | Langford | Kettlewell |
| Jones | Sanders | Ferlan | Butler | Langford |
| Pennington | Jones | Sanders | Ferlan | Butler |
| IVD | IVD | IVD | IVD | IVD |
| Green | Pennington | Jones | Sanders | Ferlan |
| JUVENILE | JUVENILE | JUVENILE | JUVENILE | JUVENILE |
| Rosales | Green | Pennington | Jones | Sanders |
| Connors | Rosales | Green | Pennington | Jones |
| Yehling | Connors | Rosales | Green | Pennington |
| PROBATE | PROBATE | PROBATE | PROBATE | PROBATE |
| Abrams | Yehling | Connors | Rosales | Green |
| Hochuli | Abrams | Yehling | Connors | Rosales |
| TRIALS | TRIALS | TRIALS | TRIALS | TRIALS |
| Assini | Hochuli | Abrams | Yehling | Connors |
| San Angelo | Assini | Hochuli | Abrams | Yehling |
| Bibbens | San Angelo | Assini | Hochuli | Abrams |
| Christoffel | Bibbens | San Angelo | Assini | Hochuli |
| IVD | IVD | IVD | IVD | IVD |
| Pratte | Christoffel | Bibbens | San Angelo | Assini |
| JUVENILE | JUVENILE | JUVENILE | JUVENILE | JUVENILE |
| Kettlewell | Pratte | Christoffel | Bibbens | San Angelo |
| Langford | Kettlewell | Pratte | Christoffel | Bibbens |
| Butler | Langford | Kettlewell | Pratte | Christoffel |
| Ferlan | Butler | Langford | Kettlewell | Pratte |

Rotation amended 2/23/2015

I. Committee List

| Court-wide Committees (Internal)-2017 | | | | |
|---|--|--|---|-------------------|
| Committee | Focus | Chair(s) | Members | Day/Time |
| ACES Committee | Continue to develop and improve community awareness and services | Gerri Virgolia | Teresa Campbell, Lisa Zortman, Jennifer Turchia, Jackie Olson | Monthly |
| Adoption Day Committee | Plan the annual Adoption Day Event | Chris Swenson-Smith | Rebecca Manoles, Susana Samborsky, Krissa Erickson, Veronica Hookland, Jackie Olson & various court and community members | Monthly |
| CAPE/Detention Committee | Address CAPE and Detention concerns | None | Shelly Duran, Yvonne Haymore, Rachael Long, Teri Padin, Larry Starks, Gale Green, Nandi Muhammad, & Jen Venich | Monthly |
| CAPE/Detention Transition Team | Planning for successful academic transition into community school systems | None | Rachael Long, Shelly Duran, Nandi Muhammad, Larry Starks, and Jennifer Venich | Quarterly |
| Competency Committee | Committee addresses issues including problem solving issues related to juvenile competency including mental health evaluation and restoration services | Dr. Tobiasson | Judge Rosales , Halka Gordon, Mona Ramirez, Leah Hamilton, Dale Cardy, Ray Rivas | Every other month |
| Cradle to Career Committee | Prepares every child in Pima County for success in school and life, ensuring the economic vitality of the community | Presiding Judge, Education Judge & Nandi Muhammad | Community, education, faith-based, non-profits, gov't, business investors, Vicki Balentine & Jon Kaste Community Leaders | Every other month |
| Crossover Youth Model Project Committee | Assists child welfare, juvenile justice & related agencies in adopting policies and procedures that better address the needs of crossover youth and improve their outcomes | Crossover Youth Judge, & John Jackson | Jill Labrie, Nicole Stockett, Anizza Alvarez, Rebecca Manoles, Chris Swenson Smith, Tina Mattison, John Schow, Jennifer Turchia | Monthly |
| Cross Training Committee Detention/Probation | Cross training detention and probation line staff in positions, roles and duties | Gus Markes | Beau Wilcox, Ramona Panas | Monthly |
| Data Committee | Addresses data needs and data quality issues, standard definitions and reporting. Reducing the amount of redundant database and data reports | Joanne Basta | Chris Vogler, Rachael Buck, Rachael Long, Anizza Alvarez | Once per month |
| Dependency Alternative Program Committee | Provides families an alternative to filing a dependency petition. | Presiding Judge | Contract attorneys, Judges, dependency court staff, DCS staff, court research, court IT, community providers | Monthly |

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|--|--|-------------------------------------|--|--|
| Dependency Alternative Program/ Cenpatico Sub Committee | Formulate ways to address parents/families that are unwilling/unable to parent an incorrigible teen | Judge Quigley | Rachel Buck, Ron Copeland, Chris Vogler, Amy Brandhuber, Randi Alexander, Julie Treinen, Kasey Coughlin, Sara Moody, Jenny Zelt, Stacey Brady, Traci Grabb, Jennie, Hoekstra | Bi-Monthly |
| Disproportionate Minority Contact Collaborative Meeting | DMC related work | Chris Vogler | Guen Nelson Melby, Sheila Pessingua, Da'Mond Holt, Dale Cardy, Leah Hamilton | Monthly |
| Diversity Committee- Juvenile & Superior Court | Focus on diversity within the Court; promote, retain and recruit personnel; develop staff appreciation | Judge Wagener Tony Olivier | Judge Harrington (Superior Court Judicial officer), Rafaela de Loera, Aileen de Bonet, Courtney Haymore, Joi Hollis, Cheryl Walker | Quarterly |
| Education Forum Committee | Present and discuss current trends and or programs related to education which will benefit and increase education outcomes for students, families and schools. | Education Judge & Nandi Muhammad | Judge Escher, Jennifer Harris, Andrea Molina, | Bi-Annually |
| Family Drug Court Leadership Committee | Utilizing Evidenced Based Practices, work towards goal of treating families as a whole and returning parents to their children. | Chris Swenson Smith | Judge Kettlewell, Maureen Accurso, Laura Gomez, Suzette Millet, Keith Brunson, Rebecca Manoleas, Kali Van Campen, Joanne Basta, Shelby Clarke | Monthly |
| Forms Committee | Revise detention forms to make useful and purposeful | Shannon Kinne | Karil Yamamoto, Phensy Lozoya, Cindy Nava, Kimberly Hubble | Monthly |
| Grants Committee | To review grant ideas that court wants to apply for and determine what is needed | Ann Meyer | HR, Finance, Research & Evaluation | Whenever a new grant is being considered |
| Incentives (youth) between probation and Detention Committee | Collaboration in developing youth incentives | John Jackson | Zac Rood, Cheryl Walker, Rachael Long, Shannon Kinne, Cary Steele-Williams | Quarterly |
| JDAI Assessment Team Committee | Develop and facilitate a self-assessment of our facility using JDAI standards | Sheila Pessingua | Gale Greene | Meetings increase as Assessment time draws near |
| Juvenile Justice Community Collaborative Committee | Collaboration with community partners on JDAI related topics | John Schow & Sheila Pessingua | Presiding Judge, Tina Mattison, Judge Hochuli, Chris Vogler, John Jackson, Rachael Long, Kim Chumley, Jennifer Torchia, & additional PCJCC staff & community members | Every other month |
| Juvenile Justice Community Collaborative Steering Committee | Provides oversight and recommendations for the Juvenile Justice Community Collaborative | John Schow & Sheila Pessingua | Presiding Judge, Tina Mattison, Judge Hochuli, Judge Wagener, Chris Vogler, Jen Torchia, John Jackson, & Various Community members | Quarterly |
| Juvenile Justice Community Collaborative Sub- Committee | DMC related issue work | Chris Vogler, | Guen Nelson Melby, Sheila Pessingua, Da'Mond Holt, Dale Cardy, Leah Hamilton, Kevin Koegel & Natalie Carrillo, Jennifer Torchia | Quarterly |

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| Juvenile Justice Collaborative-School Task Force Sub-Committee | How to implement equitable school disciplinary practices and reduce referrals to court that originate at schools | Natalie Carrillo & Kevin Koegel | Dale Cardy, Nandi Muhammad, Guen Nelson-Quarterly Melby, Chris Vogler, Representatives from schools in Pima County, Law enforcement, | Quarterly |
| Joint Detention/Probation Supervisor Meeting | Integrate cooperation between Probation and Detention | John Schow & Jennifer Torchia | All JDS's and all Probation Supervisors | Quarterly |
| Juvenile Detention Officer & CAPE Teacher Committee | Collaboration in classroom management | None | Gale Green, Yvonne Haymore & various JDO's | Quarterly |
| Juvenile Detention Supervisors Committee | Consistency within detention and decision making | None | Beau Wilcox, Courtney Haymore, Yvonne Haymore, Gale Green, Phensy Lozoya, Teresa Campbell, Shannon Kinne | Monthly |
| Juvenile Justice Leadership Team Committee | Discuss Juvenile Justice topics and information sharing | John Schow | Kim Chumley, Chris Vogler, John Jackson, Jennifer Torchia, Rachael Long, Nandi Muhammad, Dr. Tobiasson, Dr. Perez | Every other month |
| JCCCE Joint Council on Court Education Committee | Collaborative team to share resources and develop curriculums | Laura Beeson-Davis | Rafaela de Loera, Southern Arizona training directors and coordinators | Quarterly |
| Kids at Hope Committee | Integrating into the Court and Community partners, an environment and culture where all children experience success | Kim Chumley | Presiding Judge , Tina Mattison, John Schow, Chris Vogler, Rebecca Manoleas, Francisco Gonzales, Gabe Alvarez, Shelly Duran, Nandi Muhammad, Jennifer Torchia, Rachel Long, Courtney Haymore, Teresa Campbell, Suzy Towne, Ramiro Alviar, Jania Wright, Andris Rapa | Every other month |
| Kids at Hope 10-10-10 Sub Committee | Develop and hold Appreciation activities Celebrating staff as 10's throughout the year | Ramiro Alviar | Kim Chumley, Teresa Campbell, Nandi Muhammad, Jania Wright, Shannon Kinne, Suzy Towne | Monthly, more often as events draw near |
| Kids at Hope Training Sub Committee | Keep Trainers practiced and provide Kids at Hope Training to JCICC staff and Community members, parents and agencies | Jania Wright | Kim Chumley, Nandi Muhammad, Matthew Estes, Teresa Campbell, Ramiro Alviar | Monthly, more often as trainings draw near. |
| Kids at Hope Movie Sub Committee | Utilize movies such as Paper Tigers, Antwone Fisher, McFarland, Freedom Writers to enhance trainings and to create an understanding of objectives of the Kids at Hope Culture | Matthew Estes | Teresa Campbell, Suzy Towne, John Jackson, Sheila Pessingua | Monthly |
| Kids at Hope Video Sub Committee | Create a video which is informative and descriptive of characteristics of an ACE and Treasure Hunter | Undecided | Krissa Erickson, Olivia Timothy, Rachel Long, Shelly Duran, | Monthly |

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| Leadership Team Committee | Court-wide information sharing | Tina Mattison | Presiding Judge, John Schow, Kim Chumley, Chris Swenson Smith, Jackie Olson, Rachael Long, Jennifer Torchia, Nandi Muhammad, Kelly Morrissey, Ann Meyer..... | Monthly |
| MAC Medical Committee | Pima County contracted health services provider, and PCJCC meets to provide information, updates, and discuss changes and concerns | Estela Loya (Correct Care Solutions) | Teresa Campbell, Ramona Panas, Jennifer Torchia, Dr. Tobiason, CCS, the Pima County Health department & county contract staff | Quarterly |
| March for Children Committee | To increase public knowledge about evidence-based child abuse prevention and to give community resource agencies a venue to promote child abuse prevention month activities. | Bob Heslinga | Chris Swenson-Smith, Susana Samborsky, Anizza Alvarez, Rebecca Manoleas, Kim Chumley | Meet in August monthly, then more frequently as event draws near. |
| Mental Health Staffing Committee (Detention) | Discuss mental health challenges facing specific detained youth. Discuss release plans and behavioral needs. | Detention, CCS Metal Health | Dr. Tobiason, Dr. Perez, Jennifer Torchia, Teresa Campbell, Rachael Long, Ramona Panas, Tom Cleerman, Shannon Kinne | Weekly |
| Model Court Committee (CCCSF) | Enhancing and improving the dependency court process through collaboration with families, professionals and organizations | Presiding Judge, Tina Mattison and John Schow | Chris Swenson-Smith, Kim Chumley, Rebecca Manoleas, Stacey Brady, Anizza Alvarez, Rachael Buck, Pauline Machiche, Judge Kettlewell, Judge Wagener, Ron Copeland, & Community & Court staff | Every other month |
| Model Court (CCCSF) Steering Committee | An oversight committee setting agenda for Model Court (CCCSF) | Presiding Judge, Tina Mattison & John Schow | Kim Chumley, Pauline Machiche, Nandi Muhammad, Chris Swenson Smith, Ron Copeland, Michelle Nimmo, John Gilmore, Edie Croxen | Every other month |
| Model Court (CCCSF)- Building Blocks Sub-Committee | Best practices in addressing the special needs of infants and pre-school age children in dependency cases | Thea Gilbert & Judge Wagener | Rachel Buck, Bob Heslinga, Francie Julien-Chinn, Michelle Nimmo, Edie Croxen, Stacey Brady, & additional PCJCC staff | Monthly |
| Model Court (CCCSF) Educational Outcomes Foster Youth Sub Committee | Best practices in addressing the educational needs of foster youth | Nandi Muhammad & Carol Punske | Paul Bennet, Karen Abman, Pricilla Ordonez, Julie Aros-Thornton, Sandy Gutzetti, George Watkins, & additional PCJCC staff | Monthly |
| Model Court(CCCSF) Evidenced based parenting services & trauma focused treatment options Sub Committee | Identify, initiate, expand & order evidenced based parenting services & trauma focused treatment options for families in dependency cases/ Explore ways to simplify and streamline services for large families | Judge Susan Kettlewell & Chris Swenson Smith | Holly Babb-Preusser, Angelica Elias, Michelle Nimmo, Dr. Tobiason, Julie Treinen, Kali Van Campen, Kelly Morrissey, Anizza Alvarez, Ramiro Alvar, Ron Copeland, & additional PCJCC staff | Monthly |
| Motivational Interviewing Committee | Discuss upcoming events, training, changes, perspectives and ideas | Sheila Pessingua | Phensy Lozoya | Quarterly |
| Quality Assurance Committee (Detention) | Quality assurance and consistency within Detention | Ramona Panas | Ramona Panas, Gale Green, and various Detention staff | Monthly |

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|--|---|---|---|----------------------------|
| Reactivated Cases Committee | Complete a research study on variables that predict reactivation of dependency cases | Judge KC Stanford (retired) | Tina Mattison, Chris Swenson Smith, Anizza Alvarez, Rachael Buck, Jenny Zelt, Ann Meyer, Noemi Navarro, Michelle Nimmo, Ryan Davidson, Ashton Cronk | Monthly |
| Severance Committee | Addresses case management of severance trials in dependency and private actions | Judge Kettlewell | Stacey Brady, Anizza Alvarez, Alison Crane, Derek Koltonovich, Jillian Aja | Monthly |
| Step Up Committee | Review and update the currently used Step Up Program and re-create the outline if needed. | None | Shannon Kinne, JDS's, & JDO's | Varies |
| Strategic Planning Team Access to Justice (1) | Enhance access, eliminate barriers to information, services & court facilities | Team Leader Rachael Long & Court Sponsor, Judge Joan Wagener | Ramiro Alviar, Johanna Bliss, Courtney Haymore, Krissa Erickson, Becky Jorgenson, Julie Kurdna, Mark McConnell, Anthony Miles, & Jackie Olson | One to two times per month |
| Strategic Planning Team Case Management/ Efficient Operations(2) | Measure and reduce Court Case Continuances | Team Leaders Anizza Alvarez & Tom Deneke Court Sponsor Judge Jennifer Langford | Gabe Alvarez, Rene Barriga, Rachel Buck, Susan Foster, David Garcia, Mona Ramirez, Chris Vogler & Anna Marie Wuecker | Two times per month |
| Strategic Planning Team Programs and Services (3) | Conduct a gap analysis on programs and services | Team Leaders Joanne Basta & John Jackson Court Sponsor Judge Susan Kettlewell | Stacey Brady Teresa Campbell, Kim Chambley, Lorie Evans, Ann Meyer, Sheila Pessingula, Chris Swenson Smith, Beverly Tobiasson, | Once a month |
| Strategic Planning Team Employee Development & Satisfaction (4) | Administer survey to gauge employee satisfaction & engagement, develop a communication plan and determine the feasibility for a flexible staff schedule. | Team Leader Bill Semenowich & Court Sponsor Judge Dean Christoffel | Kris Baker, Joe Berriman, Jose Federico, Sherry Lacy, Cinnamon Lewis, Denise Ortiz, Ramona Panas, Lisa Ponder-Gilby, Jenni Roberts, Ernie Villa | Every other month |
| Strategic Planning Team External Relations (5) | Increase knowledge and education of service agencies and community programs which will enhance communication, collaboration and coordination of services within the realm of court work with youth and families. | Team Leaders Nandi Muhammad & Geri Yrigolla & Court Sponsor Judge Jennifer Langford | Francisco Gonzalez, Mike Klinicki, Keven Koegel, Rebecca Manoleas, Linda Perry, Zac Rood, Meghan Wells | Monthly |
| Training Advisory Committee | Assist the Training and Education Division in advising the court administrators of general and specialized training needs, determining curricula for specific training, identifying faculty to meet training needs, and evaluating the effectiveness of court training. | Patria Miller | Rebecca Manoleas, Michelle Moore, Nancy Smith, Kevin Koegel, Nancy Smith, Maria Renteria, Maria Strom, Rafaela de Loera- Ex-Oficio Member | Quarterly |
| Trauma Steering Committee | Provides oversight and recommendations in trauma responsive practices court-wide | Dr. Tobiasson | Presiding Judge, Tina Mattison, John Schow, Chris Swenson Smith, Kali Van Campen, Jennifer Torchia, Jackie Olson, Chris Vogler | Bi-monthly |

| Court-wide Committees (External)-2017 | | | | |
|---|--|--|--|-------------|
| Committee | Focus | Chair(s) | Members | Day/Time |
| Arizona Association of Superior Court Administrators (AASCA) | To provide a professional organization through which its members may communicate with judges, legislators, etc. and have a forum for the education, training and support of its members. | Eric Silverberg | Tina Mattison | Quarterly |
| Arizona Chief Probation Officer's Association (ACPOA) | Statewide Probation and Parole information sharing to include trends, policy changes, concerns and issues. | Varies | John Schow | Quarterly |
| Arizona Children's Executive Council | The promotion of statewide, cross-systems work on behalf of the system's involved with children, youth and families. | Dr. Salek, | Dr. Beverly Tobiason, State-wide representatives from AOC, Parole, RITBA/TRHIA, DCS, DDD, Education, AHCCCS, | Quarterly |
| Arizona Detention Administrator's Association | Statewide Detention information sharing to include trends, policy changes, concerns and issues. | Jennifer Torchia | Joseph Conrad, Ian Tong, Jay Boyer, Charles Gatwood, Scharlene Dehorney, Amber Freed, Chris Varner, Alicia Valenzuela, Tara Newman, Jolene Hefner | Quarterly |
| Cenpatico System of Care Committee | Regional system of care meeting for Pima County to discuss services lacking within the mental health system in our community, what is working well, and collaborate to meet community needs | Jennifer Kent | Rachael Long, various mental health system providers and community stakeholders. | Quarterly |
| Cenpatico/PCJCC Curriculum Workgroup | To discuss EBP's available from local mental health providers that would address youth's needs. Identify services needs and services gaps. Discuss areas of improvement. | Ron Copeland, | John Jackson, Chris Vogler, Rachael Long, Jennifer Torchia, Dr. Beverly Tobiason, Dr. Gustavo Perez, & many community providers. | Monthly |
| Cenpatico/PCJCC Processing Workgroup | Discuss barriers to implementation of services and release. Identify CFT needs and implement an improved CFT structure that shortens youth's length of detainment time | Justin Knight, George Owens | John Jackson, Chris Vogler, Rachael Long, Dr. Gustavo Perez, Dr. Beverly Tobiason Treatment Providers | Monthly |
| Children's Action Alliance | Advocating for the needs in children's education, child welfare, and juvenile justice in Southern Arizona | Michelle Crow | Education Judge, Dr. Tobiason, Kim Chunley, representatives from local children's advocacy groups, education and attorney reps. | Monthly |
| Committee on Juvenile Courts (COJC) | To facilitate communication and problem solving among the juvenile court judges in regard to juvenile court matters. To advocate for fair and equal treatment for children and recommend uniform policies and procedures to improve juvenile court operations. | AOC | Presiding Judge, John Schow, Tina Mattison | Quarterly |
| Committee on Probation Education (COPE) Detention Subcommittee | Statewide Detention educational needs and development/review of training curriculum/materials | Jolene Hefner | Jennifer Torchia, Amy Champean, Joseph Conrad, Chris Varner, Ian Tong, Mark Koch. | Quarterly |
| Commission on Minorities-AOC | To promote diversity in the Az. Judiciary and judicial staff | Judge Maurice Portley (not our judicial officer) | Judge Wagner & other judges, and lawyers statewide, Court Staff including Joanne Basta & Nandi Muhammad. | Quarterly |
| Committee on Probation | To examine current probation procedures, develop policies and procedures to improve quality, and promote standardization, consistency and coordination of probation procedures statewide. | AOC | John Schow | Quarterly |
| Community Advisory Board-Arizona Dept. of Environmental Quality | | | Jackie Olson | N/A |
| School & Law Enforcement Task Force | Creates more consistent decisions among schools districts as to when law enforcement should and should not be involved in matters of discipline | Natalie Carillo | Presiding Judge, Education Judge, Tina Mattison, John Schow, Kevin Koegel, Nandi Muhammad, Capt. Sayer, Gwen Nelson-Melby, Dr. Favela, Chris Vogler, Charter schools, Frank Morales, various community members from schools, businesses & government | Bi-Annually |
| Cradle to Career | An initiative striving to position every child in Pima County for success in school and life, ensuring the economic success and vitality for our community | Amanda Kucich | Presiding Judge, Education Judge | Monthly |
| Detention Mental Health Staffing | Discuss mental health challenges facing specific detained youth. Discuss release plans and behavior needs | Detention, CCS Mental Health | Dr. Tobiason, Dr. Perez, Jen Torchia, Teresa Campbell, Rachael Long, Ramona Panas, Tom Cleereman, Shannon Kinne | Weekly |
| Education/McKinney-Vento/Behavioral Health Committee | A committee focusing on strengthening the Educational services and outcomes for youth in Foster Care | Tiffany Chuer & Marisa Castro | Nandi Muhammad, Pima Co. School Districts, DCS and AYAP, Charter Schools, FosterEd liaisons, La Frontera, Homeless Youth Coalition, Youth on Their Own & other PCJCC staff | Monthly |

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|---|--|----------------------|--|------------------------|
| FosterEd Steering Committee | Working to improve the educational outcomes of foster children by ensuring each is supported by an educational champion and strengthened by the education team | Pete Hershberger | Education Judge , Nandi Muhammad, Karen Abman, Quarterly AG's office, AOC, Governor's office, Superintendents office, JTED, TUSD, Sunnyside, & United Way | Quarterly |
| Frances McClelland Institute for Children, Youth & Families | Establish annual goals to strengthen the well-being of children, youth and families | Feliz Baca | Kim Chunley, Dr. Russ Toomey, Program Directors & students from the U of A & other community representatives | Quarterly |
| Joint Council on Court Education Committee (JCCE) | Collaborative team who shares resources and develops curriculums | Laura Beeson-Davis | Rafaela de Loera, Yvonne Haymore, Southern Az. Training Directors | Quarterly |
| Justice Coordinating Council (JCC) | Multi-county agency council working with justice issues, items and concerns. | Ellen Wheeler | Presiding Judge , Tina Mattison & John Schow | Meets 5 times per year |
| Juvenile Administrators Meeting (JAM) | To ensure the effective administration of Juvenile Justice programs for delinquent and incorrigible youth in coordination with the juvenile courts. | AOC | John Schow | Quarterly |
| Pima County Trauma Informed Care Coalition | Promote trauma informed philosophies and practices within Pima County. 2017 focus will be on community training | Hilary Mahoney | Dr. Tobiason, Representatives from local behavioral health agencies, DCS, Schools | Quarterly |
| Pima County Youth Violence Prevention Coalition | Our coalition is a collaboration of community members, service providers and stake-holders dedicated to building and fostering a community for nonviolence and inclusion with youth for youth. | Brian Eller | Natalie Carrillo & various community members from government, nonprofits and the public. | Quarterly |
| PREA State Network | Focus on all operational workings and all aspects of PREA | Cameil Kimble | Ramona Panas | Quarterly |
| Southern Arizona Anti-Trafficking United Response Network (SAATURN) | Coordinate a unified response to address sex trafficking | CODAC | Dr. Tobiason, Representatives from law enforcement, Attorneys, Probation, Victim services, DCS, CODAC, SIROW | Quarterly |
| Secure Care Committee of Practitioners | Statewide secure care educators and Detention staff meet to train, create improved practices in education and report on trends within their schools | Janis Shoop | Gale Greene, Yvonne Haymore, Kim Chunley, Nandi Muhammad | Quarterly |
| Transnational Family Support Committee | Intersection of Immigration and Child Welfare System. Trouble shooting and problem solving efforts | Laurie Melrood | Presiding Judge , Tina Mattison, Maria Avila, DCS Pima Region, Office of Children's Council, Mexico Consulate, DIF-Nogales, Community Attorneys, Florence Immigrant & Refugee Rights Project, & Social Worker's | Bi-Monthly |
| Treatment Supervisors Committee (AOC) | Information sharing and other education regarding the treatment budgets and needs of Juvenile Justice involved youth | Hollie Sanger-Alarco | Dr. Tobiason Statewide Probation treatment Supervisors, AOC | Quarterly |
| Youth on the Rise | An initiative in conjunction with United Way, YOTR leverages collective cross-sector and community leadership and investments of Pima County to improve pathways to education and employment for opportunity youth ages 16-19 who have dropped out of high school. | Ashley Janield | Nandi Muhammad, Various community members from schools, behavioral health, faith based and community services. | Every other month |

J. Vermont Performance Measures

| DCF – FAMILY SERVICES DATA | Cohorts |
|---|--|
| 1. Placement Stability: % of children with two or fewer placements | children in custody 0-1 yrs |
| | children in custody 1-2 yrs |
| | children in custody 2+ yrs |
| 2. Time in Custody (For children exiting custody within past 12 months, how long were they in care?) | % under 1 yr |
| | % 1 to 2 yrs |
| | % 2 to 3 yrs |
| | % over 3 yrs |
| 3. Re-entry into Custody within 1 yr of reunification | For kids who came into custody that CY, what % had re-entered w/in 12 mo? |
| 4. Discharge Outcomes (for all children discharged from custody that year) | % Reunified |
| | % Permanent Guardianship ¹ |
| | % Adopted |
| | Percent of youth who age out |
| | Other (e.g., transfer to DOC) |
| 5. % of children w/ APPLA (Another Planned Permanent Living Arrangement) or transition to independent living as case plan goal (point in time) | % children in foster care w/ case plan goal of APPLA |
| | % children in foster care w/ case plan goal of indep. living |
| 6. Educational Stability (<i>data only for 2012, 2013, 2014</i>) | % of school-age youth who remained in their home school after entering DCF custody |
| 7. Kinship Placement (% of children in custody placed w/ kin) | abuse/neglect cases |
| | CHINS (C) beyond control |
| | Delinquency |
| EDUCATION DATA | Cohorts |
| Students in 12th grade as of Oct 1 (DCF population compared to general population) (<i>no data</i>) | no goal set |
| CORRECTIONS DATA | |
| Note re: Education Data: “% of foster care children who graduate from college” was removed because this | Incarcerated (by gender) |

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| cannot be tracked with existing data. <i>(no data)</i> | |
| COURT DATA | Cohorts |
| 8. Due Process: representation of parents at Temporary Care Hearings <i>(no data)</i> | % of cases in which parents are represented by an attorney at detention hearing. (CHINS (A) & (B), regardless of custody) |
| 9. Due Process: early identification of parents <i>(no data)</i> | % of cases in which both parents are identified within 30 days of case filing (for children in custody before dispo.) |
| 10. Timeliness of Initial Proceedings (for all children in custody) | Median time to disposition (from case filing) |
| | % of cases reaching merits within 60 days |
| | % of cases reaching disposition w/in goal (90 days before 2009; 95 days after <u>CY09</u>) |
| 11. Median time from case filing to 1st Permanency Hearing | Required for CIP grant (Toolkit Measure). Court data includes all case types, children in DCF custody and custody of "other" |
| 12. Timeliness of TPR proceedings (the count is for TPR <i>motions</i> , not children) | % of TPR Petitions decided within 5 months of TPR filing |
| | Median time from TPR petition to TPR decision |
| 13. Timeliness to Adoption a. If no appeal | % of cases where adoption occurs within 3 months of last TPR decision date |
| | Median time from last TPR decision to adoption |
| b. If appeal | % of appealed cases where adoption occurs within 2 months of TPR being affirmed |
| | Median time from Supreme Court's decision to adoption |
| 14. Timeliness of TPR appeals | % of TPR appeals decided within 6 months of filing notice of appeal |
| | Median time from Notice of Appeal to Supreme Court's decision |
| 15. Median length of time to permanency outcome (from Case Filing) <i>(use DCF data?)</i> | a. Reunification (Court uses transfer of custody date) |
| | b. Permanent Guardianship |
| | c. Adoption |
| 16. Judicial Oversight <i>(no data)</i> | May 2012: need to decide a measure for Judicial Oversight |
| 17. GALs (volunteer guardians ad litem) | Number of GALs with CHINS or delinquency case load |
| | Ratio of GALs who are active in CHINS & Delinq. cases (in custody) to children served |

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| 18. Youth in DCF custody with a subsequent delinquency petition <i>(no data)</i> | Number & % of children currently (?) in DCF custody with a subsequent delinquency petition. |
|--|---|

K. OJJDP Measures Related to Delinquency

OJJDP Juvenile Accountability Block Grant Program (JABG) Performance Measures Grid

The following pages outline the performance measures for the OJJDP Juvenile Accountability Block Grant Program (JABG). These pages show the performance measures and the data that the grantee must provide to calculate the performance measures. The calculations on the grid are performed automatically by the DCTAT with the values that are entered. Examples of calculated values include percentages, total amounts, and averages.

The performance measures are presented as outputs or outcomes. Output measures are the products of a program's implementation or activities and are usually counts of things, such as amount of service delivered; staff hired; systems developed; sessions conducted; materials developed; or policies, procedures, and/or legislation created. Outcome measures are the benefits or changes observed or realized through the outputs and may include program completion, behavior, attitudes, skills, knowledge, values, conditions, or other attributes.

Grantees are required to provide data for the indicators in the column labeled "data the grantee reports."

The performance measures for activities funded under JABG are reported in two formats: numeric data, and narrative questions that require a written response. Both formats are entered in the OJJDP Data Collection and Technical Assistance Tool (DCTAT) annually.

The activities funded by JABG are organized into 18 purpose areas:

- Graduated Sanctions
- Facilities
- Hiring Court Staff/Pretrial Services
- Hiring Prosecutors
- Funding for Prosecutors
- Training Law Enforcement/Court Personnel
- Gun Courts
- Drug Courts
- Juvenile Records
- Information Sharing
- Accountability-Based Programs
- Risk/Needs Assessments
- School Safety
- Restorative Justice
- Court/Probation Programming
- Hiring Detention/Corrections Staff
- Reentry
- Indigent Defense

The grantee is asked to select the purpose areas that correspond to the activities approved in each OJJDP application. The system then generates performance measures for each respective purpose area. The grid that follows is divided into the 17 purpose areas and the corresponding measures for each.

In addition to entering data in the DCTAT, the grantee is responsible for creating a *Performance Data Report* from the DCTAT in June of each calendar year. Each grantee then submits this report to OJJDP through the Grants Management System (GMS).

If you have any questions about the DCTAT or performance measures, please call the OJJDP-DCTAT Help Desk at 1-866-487-0512, or send an e-mail to: ojjdp-dctat@csrincorporated.com

For questions about JABG programs, please contact your OJJDP Program Manager.

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Bold indicates mandatory measures.

All award recipients are required to provide data for each applicable OJJDP Core Measure shown below. The data entered as "data grantee reports" should represent **ALL** youth who participate in programs funded by OJJDP awards. The numbering represented here may not always match the numbering in the DCTAT system. All percentages will be auto-calculated for you, but they have been included here so you can see what the data are used for.

| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|---|--|---|--|------------------|
| 1 | Number and percent of programs/initiatives employing evidence-based programs or practices | Report the number and percent of programs/initiatives employing evidence based programs or practices. These include programs and practices that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance abuse. Model programs can come from many valid sources (e.g., Blueprints, OJJDP's Model Programs Guide, SAMHSA's Model Programs, state model program resources, etc.). | A. Number of program/initiatives employing evidence based programs or practices B. Total number of programs/initiatives C. Percent (A/B) | |
| 2 | Number and percent of youth with whom an evidence-based program or practice was used | The number and percent of youth served with whom an evidence-based program or practice was used. These include programs and practices that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance abuse. Model programs can come from many valid sources (e.g., Blueprints for Violence Prevention, OJJDP's Model Programs Guide, SAMHSA's Model Programs, etc.). | A. The number of youth served using an evidence-based program or practice B. Total number of youth served during the reporting period C. Percent (A/B) | |
| 3 | Number of program youth and/or families served during the reporting period | An unduplicated count of the number of youth (or youth and families) served by the program during the reporting period. Program records are the preferred data source. | A. Number of program youth/families carried over from the previous reporting period B. New admissions during the reporting period C. Total youth/families served during the reporting period (A+B) | |
| 4 | Number and percent of program youth completing program requirements | The number and percent of program youth who have successfully fulfilled all program obligations and requirements. This does not include youth who are still participating in ongoing programs. Program obligations will vary by program, but should be a predefined list of requirements or obligations that clients must meet before program completion. The total number of youth (the "B" value) includes those youth who have exited successfully and unsuccessfully. Program records are the preferred data source. | A. Number of program youth who exited the program having completed program requirements B. Total number of youth who exited the program during the reporting period (either successfully or unsuccessfully) C. Percent (A/B) | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|---|--|--|---|------------------|
| 5 | Number and percent of program youth who OFFEND (short term) | <p>The number and percent of participating program youth who were arrested or seen at a juvenile court for a delinquent offense during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source.</p> <p>The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses. Ideally this number should be all youth served by the program during the reporting period.</p> <p>A youth may be 'committed' to a juvenile facility anytime that he/she is held overnight.</p> <p>Certain jurisdictions refer to adjudications as 'sentences'.</p> <p>Other sentences may be community based sanctions, such as community service, probation etc.</p> <p>Example: If I am tracking 50 program youth then, 'B' would be 50. Of these 50 program youth that I am tracking, if 25 of them were arrested or had a delinquent offense during the reporting period, then 'C' would be 25. This logic should follow for 'D' and 'E' and 'F' values. The percent of youth offending measured short-term will be auto calculated in 'G'.</p> | <p>A. Total number of program youth served</p> <p>B. Number of program youth tracked during the reporting period</p> <p>C. Of B, the number of program youth who had an arrest or delinquent offense during the reporting period</p> <p>D. Number of program youth who were committed to a juvenile facility during the reporting period</p> <p>E. Number of program youth who were sentenced to adult prison during the reporting period</p> <p>F. Number of youth who received another sentence during the reporting period</p> <p>G. Percent OFFENDING (C/B)</p> | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|--|---|------------------|
| 6 | Number and percent of program youth who OFFEND (long term) | <p>The number and percent of participating program youth who were arrested or seen at a juvenile court for a delinquent offense during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source.</p> <p>The number of youth tracked should reflect the number of program youth that are followed or monitored for arrests or offenses 6-12 months after exiting the program.</p> <p>A youth may be 'committed' to a juvenile facility anytime that he/she is held overnight.</p> <p>Certain jurisdictions refer to adjudications as 'sentences'.</p> <p>Other sentences may be community based sanctions, such as community service, probation etc.</p> <p>Example: A grantee may have several youth who exited the program 6-12 months ago, however, they are tracking only 100 of them, therefore, the 'A' value will be 100. Of these 100 program youth that exited the program 6-12 months ago, 65 had an arrest or delinquent offense during the reporting period, therefore the 'B' value should be recorded as 65. This logic should follow for 'C' and 'D' and 'E' values. The percent of youth offending measured long-term will be auto calculated in 'F'.</p> | <p>A. Total number of program youth who exited the program 6-12 months ago that you are tracking</p> <p>B. Of A, the number of program youth who had an arrest or delinquent offense during the reporting period</p> <p>C. Number of program youth who were committed to a juvenile facility during the reporting period</p> <p>D. Number of program youth who were sentenced to adult prison during the reporting period</p> <p>E. Number of youth who received another sentence during the reporting period</p> <p>F. Percent OFFENDING (B/A)</p> | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|---|------------------|
| 7 | Number and percent of program youth who RE-OFFEND (short term) | <p>The number and percent of participating program youth who were arrested or seen at a juvenile court for a new delinquent offense during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source.</p> <p>The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses. Ideally this number should be all youth served by the program during the reporting period.</p> <p>Certain jurisdictions refer to adjudications as 'sentences'.</p> <p>Other sentences may be community based sanctions, such as community service, probation etc.</p> <p>Example: If I am tracking 50 program youth then the 'B' value would be 50. Of these 50 program youth that I am tracking, if 25 of them had a new arrest or had a new delinquent offense during the reporting period, then 'C' would be 25. This logic should follow for 'D', 'E', and 'F' values. The percent of youth re-offending measured short-term will be auto calculated in 'G'.</p> | <p>A. Total number of program youth served</p> <p>B. Number of program youth tracked during the reporting period</p> <p>C. Of B, number of program youth who had a new arrest or new delinquent offense during the reporting period</p> <p>D. Number of program youth who were recommitted to a juvenile facility during the reporting period</p> <p>E. Number of program youth who were sentenced to adult prison during the reporting period</p> <p>F. Number of youth who received another sentence during the reporting period</p> <p>G. Percent RECIDIVISM (C/B)</p> | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|---|--|--|---|------------------|
| 8 | Number and percent of program youth who RE-OFFEND (long term) | <p>The number and percent of participating program youth who were arrested or seen at a juvenile court for a new delinquent offense during the reporting period. Appropriate for any youth-serving program. Official records (police, juvenile court) are the preferred data source.</p> <p>The number of youth tracked should reflect the number of program youth that are followed or monitored for new arrests or offenses 6-12 months after exiting the program.</p> <p>Certain jurisdictions refer to adjudications as 'sentences'.</p> <p>Other sentences may be community based sanctions, such as community service, probation etc.</p> <p>Example: A grantee may have several youth who exited the program 6-12 months ago, however, they are tracking only 100 of them for re-offenses, therefore, and the 'A' value will be 100. Of these 100 program youth that exited the program 6-12 months ago 65 had a new arrest or new delinquent offense during the reporting period, therefore the 'B' value should be recorded as 65. This logic should follow for 'C', 'D', and 'E' values. The percent of youth offending measured long-term will be auto calculated in 'F'.</p> | <p>A. Number of program youth who exited the program 6-12 months ago that you are tracking</p> <p>B. Of A, the number of program youth who had a new arrest or new delinquent offense during the reporting period</p> <p>C. Number of program youth who were recommitted to a juvenile facility during the reporting period</p> <p>D. Number of program youth who were sentenced to adult prison during the reporting period</p> <p>E. Number of youth who received another sentence during the reporting period</p> <p>F. Percent RECIDIVISM (B/A)</p> | |
| 9 | Number and percent of program youth who are VICTIMIZED (short term) | <p>The measure determines the number of program youth who are harmed or adversely affected by someone else's criminal actions. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property.</p> <p>The number of youth tracked should reflect the number of program youth that are followed or monitored for victimization. Ideally this number should be all youth served by the program during the reporting period.</p> <p>Example: If I am tracking 50 program youth, then the 'B' value would be 50. Of these 50 program youth that I am tracking, if 25 of them were victimized during the reporting period, then 'C' would be 25. The percent of youth who are victimized measured short-term will be auto calculated in 'D' based on 'B' and 'C' values.</p> | <p>A. Total number of program youth served</p> <p>B. Number of program youth tracked during the reporting period for victimization</p> <p>C. Of B, the number of program youth who were victimized</p> <p>D. Percent VICTIMIZED (C/B)</p> | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|--|------------------|
| 10 | Number and percent of program youth who are VICTIMIZED (long term) | <p>The measure determines the number of program youth who are harmed or adversely affected by someone else's criminal actions. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property.</p> <p>The number of youth tracked should reflect the number of program youth that are followed or monitored for victimization 6-12 months after exiting the program.</p> <p>Example: A grantee may have several youth who exited the program 6-12 months ago, however, they are tracking only 100 of them, therefore, and the 'A' value will be 100. Of these 100 program youth that exited the program 6-12 months ago 65 had been victimized during the reporting period, therefore the 'B' value should be recorded as 65. The percent of youth who are victimized measured long-term will be auto calculated in 'C' based on 'A' and 'B' values.</p> | <p>A. Number of program youth who exited the program 6-12 months ago that you are tracking for victimization</p> <p>B. Of A, the number of program youth who were victimized during the reporting period</p> <p>C. Percent VICTIMIZED (B/A)</p> | |
| 11 | Number and percent of program youth who are RE-VICTIMIZED (short term) | <p>The re-victimization measure counts the number of youth who experienced subsequent victimization. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property.</p> <p>The number of youth tracked should reflect the number of program youth that are followed or monitored for re-victimization. Ideally this number should be all youth served by the program during the reporting period.</p> <p>Example: If I am tracking 50 program youth, then the 'B' value would be 50. Of these 50 program youth that I am tracking, if 25 of them were re-victimized during the reporting period, then 'C' would be 25. The percent of youth who are re-victimized measured short-term will be auto calculated in 'D' based on 'B' and 'C' values.</p> | <p>A. Total number of program youth served</p> <p>B. Number of program youth tracked during the reporting period for re-victimization</p> <p>C. Of B, the number of program youth who were re-victimized</p> <p>D. Percent RE-VICTIMIZED (C/B)</p> | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|---|--|--|---|------------------|
| 12 | Number and percent of program youth who are RE-VICTIMIZED (long term) | <p>The re-victimization measure counts the number of youth who experienced subsequent victimization. Victimization can be physical or psychological; it also includes harm or adverse effects to youth's property.</p> <p>The number of youth tracked should reflect the number of program youth that are followed or monitored for re-victimization 6-12 months after exiting the program.</p> <p>Example: If I am tracking 50 program youth, then the 'A' value would be 50. Of these 50 program youth that I am tracking, if 25 of them were re-victimized during the reporting period, then 'B' would be 25. The percent of youth who are re-victimized measured long-term will be auto calculated in 'C' based on 'A' and 'B' values.</p> | <p>A. Number of program youth who exited the program 6-12 months ago that you are tracking for re-victimization</p> <p>B. Of A, the number of program youth who were re-victimized during the reporting period</p> <p>C. Percent RE-VICTIMIZED (B/A)</p> | |
| Select one of the following from 13A through 13L depending on the primary focus of the program. | | | | |
| 13A | Substance use (short term) | <p>The number and percent of program youth who have exhibited a decrease in substance use during the reporting period.</p> <p>Self-report, staff rating, or urinalysis are most likely data sources.</p> | <p>A. Number of program youth served during the reporting period with the noted behavioral change</p> <p>B. Total number of youth receiving services for target behavior during the reporting period</p> <p>C. Percent (A/B)</p> | |
| 13A | Substance use (long term) | <p>The number and percent of program youth who exhibited a decrease in substance use 6-12 months after exiting the program.</p> <p>Self-report, staff rating, or urinalysis are most likely data sources.</p> | <p>A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change</p> <p>B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago</p> <p>C. Percent (A/B)</p> | |
| 13B | Social competence (short term) | <p>The number and percent of program youth who have exhibited a desired change in social competencies during the reporting period. Social competence is the ability to achieve personal goals in social interaction while simultaneously maintaining positive relationships with others over time and across situations.</p> <p>Self-report or staff ratings are the most likely data sources.</p> | <p>A. Number of program youth served during the reporting period with the noted behavioral change</p> <p>B. Total number of youth receiving services for the target behavior during the reporting period</p> <p>C. Percent (A/B)</p> | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|-----|--|--|--|------------------|
| 13B | Social competence (long term) | The number and percent of program youth who exhibited a desired change in social competencies 6-12 months after exiting the program. Social competence is defined as the ability to achieve personal goals in social interaction while simultaneously maintaining positive relationships with others over time and across situations. Self-report or staff ratings are the most likely data sources. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |
| 13C | School attendance (short term) | The number and percent of program youth who have exhibited a desired change in school attendance during the reporting period. Self-report or official records are the most likely data sources. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B) | |
| 13C | School attendance (long term) | The number and percent of program youth who exhibited a desired change in school attendance 6-12 months after exiting the program. Self-report or official records are the most likely data sources. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |
| 13D | GPA (short term) | The number and percent of program youth who have exhibited a desired change in GPA during the reporting period. Self-report or official records are the most likely data sources. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B) | |
| 13D | GPA (long term) | The number and percent of program youth who exhibited a desired change in GPA 6-12 months after exiting the program. Self-report or official records are the most likely data sources. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |
| 13E | GED (short term) | The number and percent of program youth who earned their GED during the reporting period. Self-report or staff ratings are the most likely data sources. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B) | |
| 13E | GED (long term) | The number and percent of program youth who earned their GED 6-12 months after exiting the program. Self-report or staff ratings are the most likely data sources. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|-----|---|---|--|------------------|
| 13F | High School Completion (short term) | The number of youth who have completed High School during the reporting period. Program records are the preferred data source. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B) | |
| 13F | High School Completion (long term) | The number and percent of program youth who exhibited an increase in high school completion 6-12 months after exiting the program. Program records are the preferred data source. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |
| 13G | Job Skills (short term) | The number and percent of program youth who exhibited an increase in job skills during the reporting period. Self-report or staff rating is most likely data source. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B) | |
| 13G | Job Skills (long term) | The number and percent of program youth who exhibited an increase in job skills 6-12 months after exiting the program. Self-report or staff rating is most likely data source. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |
| 13H | Employment status (short term) | The number of program youth who have exhibited an improvement in employment status during the reporting period. Self-report or staff ratings are most likely data sources. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B) | |
| 13H | Employment status (long term) | The number and percent of program youth who exhibited an improvement in employment status 6-12 months after exiting the program. Self-report or staff ratings are most likely data sources. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |
| 13I | Family relationships (short term) | The number and percent of program youth who have exhibited a desired change in family relationships during the reporting period. Such changes are positive ones that could be related to increased positive interaction with family members. Examples are improved communication and increased emotional and practical support. Self-report or staff ratings are the most likely data sources. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for target behavior during the reporting period C. Percent (A/B) | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|-----|--|--|--|------------------|
| 13I | Family relationships (long term) | The number and percent of program youth who have exhibited a desired change in family relationships 6–12 months after exiting the program. Such changes are positive ones that could be related to increased positive interaction with family members. Examples are improved communication and increased emotional and practical support. Self-report or staff ratings are the most likely data sources. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |
| 13J | Antisocial behavior (short term) | The number and percent of program youth who have exhibited a desired change in antisocial behavior during the reporting period. Antisocial behavior is a pervasive pattern of behavior that displays disregard for and violation of the rights of others, societal mores, or the law (such as deceitfulness, irritability, fighting, disruptive behavior, consistent irresponsibility, lack of remorse, or failure to conform to social norms). Self-report or staff ratings are the most likely data sources. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B) | |
| 13J | Antisocial behavior (long term) | The number and percent of program youth who exhibited a desired change in antisocial behavior 6–12 months after exiting the program. Antisocial behavior is a pervasive pattern of behavior that displays disregard for and violation of the rights of others, societal mores, or the law (such as deceitfulness, irritability, fighting, disruptive behavior, consistent irresponsibility, lack of remorse, or failure to conform to social norms). Self-report or staff ratings are the most likely data sources. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |
| 13K | Gang resistance/ involvement (short term) | The number and percent of program youth who have exhibited a desired change in gang resistance behavior during the reporting period. Self-report or staff ratings are the most likely data sources. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B) | |
| 13K | Gang resistance/ involvement (long term) | The number and percent of program youth who exhibited a desired change in gang resistance behavior 6–12 months after exiting the program. Self-report or staff ratings are the most likely data sources. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |

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| # | OJJDP Core Measure | Definition | Data Grantee Reports | Record Data Here |
|-----|--|---|--|------------------|
| 13L | Cultural Skill building/Cultural Pride (short term) | The number of program youth who exhibit increased knowledge and/or understanding of tribal background, history, traditions, language and/or values. | A. Number of program youth served during the reporting period with the noted behavioral change B. Total number of youth receiving services for the target behavior during the reporting period C. Percent (A/B) | |
| 13L | Cultural Skill building/Cultural Pride (long term) | The number of program youth who exhibit increased knowledge and/or understanding of tribal background, history, traditions, language and/or values 6-12 months after exiting the program. | A. Total number of youth who exited the program 6-12 months ago who had the noted behavioral change B. Total number of youth who received services for the target behavior and who exited the program 6-12 months ago C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GRADUATED SANCTIONS

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|--|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number of graduated sanctions policies instituted | Determine level of program development. Most appropriate for sites that are developing graduated sanctions and may have developed program guidelines or policies but not yet implemented the program fully. Report the raw number of graduated sanctions policies developed by the grantee site. | A. Number of graduated sanctions policies | |
| 3 | Number of juvenile justice units that are implementing graduated sanctions programs | Determine coverage of the graduated sanctions approach within the local juvenile justice system. Most appropriate for projects run through local units of government or tribal equivalent. Report the number of units within the local juvenile justice system that are implementing, or in the process of implementing, graduated sanctions programs in the process? Includes things like training staff on graduated sanctions, developing policies on the use of graduated sanctions, or developing sub-contracts with service providers in anticipation of program. | A. Number of units implementing graduated sanctions programs | |
| 4 | Number and percent of programs using graduated sanctions | Determine coverage of graduated sanction approaches within an agency or juvenile justice unit. Most appropriate for grantees that run more than one program for juvenile offenders. Report the raw number of different graduated sanctions programs implemented. Percent is raw number divided by the total number of programs run by the grantee. | A. Number of different graduated sanctions programs implemented B. Total number of programs run by the grantee C. Percent (A/B) | |
| 5 | Number of supervision meetings per youth in graduated sanctions programs | Determine whether graduated sanctions are being used as intended with the frequent use of supervision meetings. This measures system accountability. Appropriate for all programs implementing graduated sanctions programs. Report the total number of supervision meetings held with youth divided by the number of youth served through graduated sanctions programs during the reporting period. Meetings are not limited to face-to-face contact but may include other forms of contact with youth such as telephone calls. | A. Number of supervision meetings held B. Number of youth served C. Number of meetings per youth in graduated sanctions | |
| 6 | Number and percent of youth who had a behavioral contract developed when they entered a program that was part of a graduated sanctions approach | Determine whether graduated sanctions are being used as intended with the development of behavioral contract at youth intake. This measures system accountability. Appropriate for all programs implementing graduated sanctions. Report raw number of youth in graduated sanctions programs that had a behavioral contract developed when they entered the program. Percent is the raw number of youth with a contract developed at intake divided by the total number of youth to enter the graduated sanctions program. | A. Number of youth with a behavioral contract developed when they entered the program B. Number of youth to enter the program C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GRADUATED SANCTIONS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|---|------------------|
| 7 | Number of sanctioning options available at each level (immediate, intermediate, secure care, and aftercare/reentry) | Determine coverage of the graduated sanctions approach within the local juvenile justice system. Most appropriate for projects responsible for justice supervision of youth (e.g., courts, probation departments, detention facilities). Report raw number of different sanctioning options by level. Different implies that the options either employ different techniques or activities, target different populations, or have different goals. | A. Number of different immediate sanctioning options B. Number of different intermediate sanctioning options C. Number of different secure care sanctioning options D. Number of different aftercare/reentry sanctioning options | |
| 8 | Number and percent of staff trained on the use of graduated sanctions | To determine coverage of the graduated sanctions approach within an agency or unit of local government or tribal equivalent with regard to institutional investment as expressed through training provided. Appropriate for any agency or unit of government or tribal equivalent that directly serves youth and is implementing a graduated sanctions program. Report the raw number of staff trained during the reporting period. Percent is the raw number divided by the total number of staff who offer direct services to youth. Include both training that offers general information about the topics and practical training. Include training from any source and using any medium as long as the training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the reporting period. | A. Number of staff trained B. Number of staff who offer direct services C. Percent (A/B) | |
| 9 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 10 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 11 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 12 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GRADUATED SANCTIONS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 13 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 14 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GRADUATED SANCTIONS

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|--|------------------|
| 15 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 16 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 17 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period. C. Percent (A/B) | |
| 18 | Number and percent of sanctions that were successfully contested | Gain insight into the appropriateness of sanctions imposed based on the assumption that overturned sanctions were inappropriate or inappropriately applied. Most appropriate for programs that are implementing graduated sanctions programs. Report the raw number of sanctions that were overturned. Percent is the raw number divided by the <u>total</u> number of sanctions applied. | A. Number of sanctions overturned B. Number of sanctions applied C. Percent (A/B) | |
| 19 | Number of hours of service received per youth | Measure the amount of service youth are getting through the graduated sanctions program. Appropriate for programs with implemented graduated sanctions programs. Report the total number of hours of service that youth in the program received divided by the number of youth in the program. Include both hours of service directly offered by the program as well as hours of service received due to program participation (e.g., hours of service received through agencies affiliated with, or that sub-contract to, the grantee). | A. Number of hours of service to youth B. Number of youth C. Number of hours per youth (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GRADUATED SANCTIONS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|---|------------------|
| 20 | Cost savings | Determine the efficiency of the graduated sanctions program based on the assumption that graduated sanctions reduce the penetration of youth further into the justice system and, therefore, cost less per youth. Most appropriate for a unit of local government or tribal equivalent, justice system, or large agency implementing a graduated sanctions program. Report the average total cost per comparable case (e.g., similar justice history and intake offense) to the grantee at the start of the reporting period subtracted by the average cost per case at the end of the reporting period. If several disparate programs are included under the grant, please report the figure per program (e.g., if the grant covers services offered through a pre-trial unit and a detention, facility, please report cost savings per program). For example, if it used to cost \$1,000 to process a case through the pre-trial unit at the start of the reporting period, but only costs \$800 dollars at the end, the cost savings would be \$200 per case. | A. Total cost per case not using graduated sanctions B. Total cost per graduated sanctions case C. Cost savings (A-B) | |
| 21 | Number and percent of cases that result in alternatives to detention | Determine if the program is working as intended by actually reducing the number of cases that result in detention. Most appropriate for a court or other program in which staff have the capacity to assign youth to detention. Report the raw number of program youth who were assigned to an alternative to detention that without the program would have been assigned to detention. Percent is the raw number divided by the raw number plus the number of youth assigned to detention. | A. Number of youth who without the program would have been assigned to detention B. Number of youth assigned to detention C. Percent (A/(A + B)) | |
| 22 | Number and percent of cases that result in community service, monetary restitution, and direct service to victims | Determine whether the graduated sanctions program is being implemented as intended with regard to holding youth accountable using restorative justice approaches. Report the raw number of cases handled through the graduated sanctions program that resulted in one of the listed categories. Percent would be the raw number per type divided by the number of cases handled by the grantee. | A. Number of cases to result in community service B. Number of cases to result in monetary restitution C. Number of cases to result in direct service to victims D. Number of cases handled by the grantee E. Percent of cases resulted in community service (A/D) F. Percent of cases resulted in monetary restitution (B/D) G. Percent of cases resulted in direct service to victims (C/D) | |
| 23 | Number and percent of sanction changes that were from a less restrictive to a more restrictive sanction | Determine if sanctions are being applied appropriately based on the understanding that a well-run system will have a balance between increasing and reducing sanctions. Report the raw number of times sanction levels were changed to become more restrictive, and Percent would be the raw number divided by the total number of sanction-level changes during the reporting period. | A. Number of sanction-level changes to more restrictive B. Number of sanction-level changes C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GRADUATED SANCTIONS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 24 | Time in hours from infraction to sanction | Determine if the program is becoming more efficient. It is based on the idea that graduated sanctions must be applied swiftly. Appropriate for any program implementing a graduated sanctions program. Applies to youths' infractions while in the graduated sanctions program funded with JABG/Tribal JADG funds. Report the cumulative number of hours from infractions by youth according to their behavioral contracts to the infraction being addressed with a sanction divided by the number of infractions. If there are infractions that have not resulted in sanctions, count the number of hours from the infraction until the end of the youth's participation in the program. | A. Cumulative hours from infractions to sanctions B. Number of infractions C. Average (A/B) | |
| 25 | Number and percent of youth who were monitored according to the terms in their behavioral contracts | Determine if the program is becoming more accountable as shown by staff upholding their part of the behavioral contract (i.e., not acting capriciously). Appropriate for any program implementing a graduated sanction program. Report the raw number of youth for whom program staff followed the guidelines of that youth's behavioral contract (e.g., made contact as required, responded to infractions as described in the contract, etc.). Percent would be the raw number divided by the total number of youth in the program. | A. Number of youth for whom staff followed the guidelines of the youth's behavioral contract B. Number of youth served C. Percent (A/B) | |
| 26 | Number of non-compliant events (e.g., missing appointments) and percent of all events that were non-compliant | Determine if youth are acting more accountably as indicated by their fulfillment of their program requirements. Report the raw number of times youth did not do things they specifically had agreed to do in their behavioral contracts (or did things they agreed not to do). Percent would be the raw number divided by the total number of things the youth were expected to do (or not to do). For example, if a youth was to attend school every day, each day missed would be a non-compliant event. Percent would be the number of school days missed divided by the total number of days school was in session during the reporting period. | A. Number of non-compliant events B. Number of youth requirements C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FACILITIES

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|---|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number and percent of new secure detention beds | Determine the increase in secure detention capacity. Most appropriate for facilities that house juvenile offenders (e.g., detention centers, secure treatment facilities, etc.) that used the funds to build, expand, or renovate. Report the raw number of new secure residential beds or slots created. Percent is the raw number divided by the total number of secure residential beds or slots prior to the addition. | A. Number of new secure detention beds since last report B. Total number of secure detention beds C. Percent (A/B) | |
| 3 | Number and percent of new non-secure detention beds | Determine the increase in non-secure detention capacity. Most appropriate for facilities that house juvenile offenders (e.g., residential treatment facilities, etc.) that used the funds to build, expand, or renovate. Report the raw number of new non-secure residential slots created. Percent is the raw number divided by the total number of non-secure residential slots prior to the addition. | A. Number of new non-secure detention beds since last report B. Total number of non-secure detention beds C. Percent (A/B) | |
| 4 | Number and percent of square feet of improved space | Determine the scope of physical plant improvements relative to the size of the facility. Most appropriate for facilities that used funds to expand or renovate. Report the raw number of square feet created by the expansion or renovation. Percent is the raw number divided by total square footage of the facility. For programs housed in their own buildings this would be the square footage of the facility; for programs that share a building, this would be the total square footage that the program had prior to the improvement. Please include interior and exterior space (e.g., playgrounds, picnic areas, seating areas, walkways). | A. Number of additional square feet of operational client space since last report B. Total Number of square feet of operational client space C. Percent (A/B) | |
| 5 | Number of square feet of operational client space | Determine the scope of physical plant improvements on space used by clients (rather than administration). Most appropriate for facilities that used the funds to build, expand, or renovate client space. Report the raw number of square feet of space that clients have access to (e.g., examination rooms, hallways, dining rooms, counseling rooms, waiting rooms) affected by the building, expansion, or renovations. Percent would be the raw number divided by the total number of square feet of operational client space. | A. Number of square feet of operational client space since last report B. Total number of square feet of operational client space C. Percent (A/B) | |
| 6 | Number and percent of new client service slots (non-residential) | Determine change in program capacity. Most appropriate for non-residential facilities that serve juvenile offenders (e.g., day reporting centers, out-patient treatment facilities, etc.) that used the funds to build, expand, or renovate. Report the raw number of new service slots created (i.e., the number of additional clients the program can serve at any one time). Percent is the raw number divided by the total number of clients the program could serve prior to the expansion. | A. Number of new client service slots (non-residential since last report) B. Total client service slots (non-residential) C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FACILITIES

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|---|------------------|
| 7 | Number and percent of staff salaries paid | Gain insight into the operational costs covered. Most appropriate for programs that are paying operating costs, specifically staff salaries. Report the number of staff positions paid. If full positions are not covered, report the number of full-time equivalents (FTE) paid for. To calculate FTE, divide the number of staff hours paid using JABG/Tribal JADG funds by 2000. Percent is the number of staff positions or FTE divided by the total number of program staff positions or FTE. | A. Number of staff positions or FTE paid with JABG/Tribal JADG funds B. Number of staff positions (or FTE) C. Percent (A/B) | |
| 8 | Amount spent on program supplies and percent of total supply budget | Gain insight into the operational costs covered. Most appropriate for programs that are paying operating costs, specifically buying tangible program supplies (e.g., office supplies, outreach materials, or other materials needed to operate the program). Report the dollar amount spent on tangible supplies. Percent is the dollar amount above divided by the total amount spent on supplies during the reporting period. | A. Dollar amount spent on program supplies B. Total amount spent on supplies C. Percent (A/B) | |
| 9 | Amount spent on other operating costs and percent of total other operating costs | Gain insight into the operational costs covered. Most appropriate for programs that are paying operating costs that are not staff or tangible supplies. These would include things like utility costs or rent. Report the dollar amount spent on other operating costs. Percent is the dollar amount above divided by the total amount spent on other operating costs during the reporting period. | A. Dollar amount spent by program on other operating costs B. Total amount spent on other operating costs C. Percent (A/B) | |
| 10 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 11 | Number of technical assistance events HELD | Number of technical assistance events held during the reporting period. Technical assistance events include in-person, telephone, or on-line assistance. Preferred data source is program records. | A. Number of technical assistance events held during the reporting period | |
| 12 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 13 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 14 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FACILITIES

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 15 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA. C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FACILITIES

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 16 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 17 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 18 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period. C. Percent (A/B) | |
| 19 | Amount and percent of staff time spent on security per week | Determine if project activities are improving staffing. Most appropriate for programs in operation, not programs that are still under construction. Report the raw number of hours per week that client staff (i.e., staff that work directly with clients) spend on security (e.g., searching clients, making sure the facility is secure). Percent is the raw number divided by the total number of hours per week that that staffs work. | A. Number of hours spent on security per week B. Number of hours worked per week C. Percent (B/A) | |
| 20 | Amount and percent of staff time spent on behavioral management | Determine if project activities are improving staffing. Most appropriate for programs in operation, not programs that are still under construction. Report the raw number of hours per week that client staff (i.e., staff that work directly with clients) spend on behavioral management. Percent is the raw number divided by the total number of hours per week that staff works. | A. Number of hours spent on behavioral management per week B. Number of hours worked per week C. Percent (A/B) | |
| 21 | Amount and percent of staff time spent on individual counseling | Determine if project activities are improving staffing. Most appropriate for programs in operation, not programs that are still under construction. Report the raw number of hours per week that client staff (i.e., staff that work directly with clients) spend counseling clients (e.g., clinical counseling sessions, one-on-one time conducting assessments, talking with clients about their progress). Percent is the raw number divided by the total number of hours per week that staff works. | A. Number of hours spent on individual counseling per week B. Number of hours worked per week C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FACILITIES

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|--|------------------|
| 22 | Number of square feet per youth | Determine if overcrowding is an issue. Most appropriate for projects that built, expanded, or renovated their physical plant. Report the number of square feet of operational client space divided by the number of clients in the affected facility. | A. Number of square feet operational client space B. Number of clients C. Number of square feet per youth (A/B) | |
| 23 | Percent of capacity | Determine if overcrowding is an issue. Most appropriate for projects that built, expanded, or renovated their physical plant. Report the average number of youth served during the reporting period divided by the licensed facility capacity of the affected facility. If the licensed capacity changed during the reporting period, count the average number of clients served from the point that the capacity increased until the end of the reporting period divided by the capacity at the end of the period. | A. Average number of youth at facility B. Average number of youth facility is licensed for C. Percent (A/B) | |
| 24 | Number and percent of youth fulfilling their court-determined length of stay | Determine if project activities are improving staff ability to control client length of stay. Most appropriate for programs in operation, not programs that are still under construction. Report the raw number of youth that left the facility at the end of their legally, or court-mandated, period. Include clients who left the facility based on new or emerging service needs, violations of program rules, or changes in their court dispositions. Exclude clients who were transferred from the facility or within the facility based on space considerations (e.g., to make room for other clients or to reduce crowding). Percent is the raw number divided by the total number of youth to leave the facility during the reporting period. | A. Number of clients to leave at court-determined time B. Number of clients to leave the facility C. Percent (A/B) | |
| 25 | Number and percent of days operated at full capacity | Determine if the program has the resources to operate at full capacity. Most appropriate for programs paying for operating costs. Report the raw number of days the facility was able to serve the maximum number of youth, employed the required number of staff, and operated for the full number of hours per day. Days in which the facility operated under full capacity based on external issues (e.g., severe weather closures, there were not enough juveniles in the system), should be counted as being able to operate at full capacity. Percent is the raw number divided by the number of days the facility was expected to operate. For 24 hours a day facilities, that would be the total number of days in the reporting period, or since the facility opening (which ever was later). For facilities that operate on selected days (e.g., weekdays), the divisor would be the number of days that the facility was scheduled to be open. | A. Number of days operated at full capacity B. Number of days elapsed C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FACILITIES

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|--|------------------|
| 26 | Percent of space that is used as intended | Measure system accountability based on operating as intended. Most appropriate for programs that built, expanded, or renovated their physical plant. Report the raw number of square feet of facility space that is being used for its originally intended purpose. For example, dining halls are used for eating not housing youth, storage closets are used for supplies not administrative offices, and program offices are staffed and open. The percent is the raw number divided by the total number of square feet of the facility. | A. Number of square feet used as intended B. Number of square feet C. Percent (A/B) | |
| 27 | Number of safety violations | Determine if the facility is safer. Appropriate for any program. Report the total number of safety violations documented. Include violations reported by outside inspectors, youth, families, visitors, or facility staff. Include both physical plant and personal safety violations. | A. Number of safety violations reported | |
| 28 | Number of disciplinary actions against youth | Determine if the facility is safer. Related to appropriate management of youth behavior. Appropriate for any operational program. Report the total number of disciplinary actions against youth (e.g., reductions in privileges, warnings, or citations). | A. Number of disciplinary actions against youth | |
| 29 | Number of disciplinary actions against staff | Determine if the facility is safer. Related to appropriate management of staff behavior. Appropriate for any operational program. Report the total number of disciplinary actions against staff (e.g., suspensions, warning or citations, negative events entered into staff employment records, dismissal for cause). | A. Number of disciplinary actions against staff | |
| 30 | Number of physical injuries to youth | Determine if the facility is safer. Appropriate for any operational program. Report the total number of physical injuries to youth from any cause. | A. Number of physical injuries to youth | |
| 31 | Number of physical injuries to staff | Determine if the facility is safer. Appropriate for any operational program. Report the total number of physical injuries to staff from any cause. | A. Number of physical injuries to staff | |
| 32 | Number and percent of youth held in secure detention | Measure use of secure detention. Appropriate for any operational program. Report the raw number of youth held in secure detention for any period of time. If a facility cannot hold youth in secure detention themselves, but refer youth to secure facilities, include those referrals in this count. Percent is the raw number divided by the total number of youth served during the reporting period. | A. Number of youth held in secure detention B. Number of youth served C. Percent (A/B) | |
| 33 | Number of hours youth were held in secure detention | Measure use of secure detention. Appropriate for any operational program. Report the raw number of hours youth were held in secure detention. If a facility cannot hold youth in secure detention themselves, but refer youth to secure facilities, include the number of hours of secure detention to result from those referrals in this count. | A. Number of hours youth were held in secure detention | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
 JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FACILITIES

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|--|------------------|
| 34 | Number and percent of youth placed elsewhere because of lack of space. | Determine if the facility is meeting community need. Appropriate for any program. Report the raw number of youth that would normally be assigned to the facility but could not be because there was no open slot. Percent is the raw number divided by the combination of the total number of youth served by the facility during the reporting period and the raw number. | A. Number of youth diverted B. Number of youth served C. Percent $(A/(A + B))$ | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING COURT STAFF/PRETRIAL SERVICES

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|--|---|---|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for system improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number and percent of each of the following types of staff hired: judges, probation officers, defenders, special advocates, pretrial service staff | Determine the distribution of the money. Appropriate for projects that hire staff. Report the raw number of staff hired by staff type. Percent is the raw number (by staff type) divided by the total number of staff (by type). | A. Number of judges hired B. Total number of judges C. Percent (A/B) D. Number of probation officers hired E. Total number of probation officers: F. Percent (D/E) G. Number of defenders hired H. Total number of defenders I. Percent (G/H) J. Number of special advocates hired K. Total number of special advocates L. Percent (J/K) M. Number of pretrial service staff hired N. Total number of pretrial staff O. Percent (M/N) | |
| 3 | Number of cases per staff member | Measure of infrastructure. Appropriate for programs that serve youth. Report the number of cases open at any point during the reporting period divided by the number of client staff (i.e., staff that work directly with clients). | A. Number of cases B. Number of court staff C. Number of cases per staff (A/B) | |
| 4 | Number and percent of vacant positions for each of the following staff types: judges, probation officers, defenders, special advocates, pretrial service staff | Determine program operational capacity. Appropriate for programs with the type of staff listed. Report the raw number of vacant positions. Percent is the raw number divided by the total number of positions (open and filed). | A. Number of vacant positions B. Total number of positions C. Percent (A/B) | |
| 5 | Number of different pretrial service types | Determine program scope. Appropriate for programs that offer pretrial services. Report the raw number of types of pretrial services offered. Include both service types directly delivered by the program as well as service types that youth have access through the program. Different types of programs would include those, for example, that offer different services, serve different populations, have different procedures or criteria for inclusion or operation, or are run by different people/agencies/organizations. | A. Number of different types of pretrial services | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING COURT STAFF/PRETRIAL SERVICES

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 6 | Number of pretrial service slots | Determine program scope. Appropriate for programs that offer pretrial services. Report the raw number of different pretrial services slots that the program has at any one time. Include both services directly delivered by the program as well as services that youth have access to through the program. For example, if a program can assess 5 youth at one time and offers a drug education course for 10 youth per session, the number of slots would be 15. | A. Number of pretrial service slots | |
| 7 | Number of hours of training about pretrial services offered to staff | Measure of infrastructure. Appropriate for programs whose staff delivers pretrial services. Report the raw number of hours of training offered about pretrial services. Include in-house and external training and any training medium (classes, observations, on-line, etc.) as long as it can be verified that staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if the training did not conclude before the end of the period. | A. Number of hours of training offered | |
| 8 | Number and percent of staff trained in pretrial services (including screening) | Measure of infrastructure. Appropriate for programs whose staffs deliver pretrial services. Report the raw number of staff to receive some training about pretrial services. Include in-house and external training and any training medium (e.g., classes, observations, on-line, etc.) as long as training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the period. Percent is the raw number divided by the total number of pretrial staff. | A. Number of staff trained in pretrial services B. Number of staff C. Percent (A/B) | |
| 9 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 10 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 11 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 12 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING COURT STAFF/PRETRIAL SERVICES

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 13 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 14 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA. C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |
| 15 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 16 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 17 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period. C. Percent (A/B) | |
| 18 | Number of pretrial services received per youth | Measure of program implementation and coverage. Appropriate for any program offering pretrial services or serving pretrial youth. Report the number of pretrial services (e.g., individual services, not service types) divided by the number of youth served. | A. Number of individual services delivered B. Number of youth served C. Number of services per youth (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
 JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM
 PURPOSE AREA: HIRING COURT STAFF/PRETRIAL SERVICES**

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 19 | Number of hours per week and percent of staff time spent directly serving clients | Measure of program implementation. Appropriate for programs with any of the following types of staff: judges, probation officers, defenders, special advocates, and pretrial service staff. Report the average number of hours, by staff type, that staff spent in contact with youth (in person, by telephone, by e-mail, etc.) Percent is the average number of hours per week divided by the total number of hours those staff work per week. For example, if staff A spends 15 hours per week and staff B spends 35 hours per week, the average number of hours is 25 hours per week. If they each work 40 hours per week, the percent is 63 percent. | A. Average number of hours judges spend in direct service per week B. Average number of hours judges work per week C. Percent (A/B) D. Average number of hours probation officers spend in direct service per week E. Average number of hours probation officers work per week F. Percent (D/E) G. Average number of hours defenders spend in direct service per week H. Average number of hours defenders work per week: I. Percent (G/H) J. Average number of hours special advocates spend in direct service per week K. Average number of hours special advocates work per week L. Percent (J/K) M. Average number of hours pretrial service staff spend in direct service per week N. Average number of hours pretrial service staff work per week O. Percent (M/N) | |
| 20 | Number and percent of youth screened | Measure of program implementation. Appropriate for programs that deliver services to youth or refer youth to services. Report the raw number of youth to receive a complete screening. Percent is the raw number divided by the total number of youth in the program. | A. Number of youth screened B. Number of youth in program C. Percent (A/B) | |
| 21 | Number and percent of youth assessed | Measure of program implementation. Appropriate for programs that deliver services to youth or refer youth to services. Report the raw number of youth to receive a complete assessment. Percent is the raw number divided by the total number of youth in the program. | A. Number of youth assessed B. Number of youth in program C. Percent (A/B) | |
| 22 | Average time in hours from first contact to screening | Measure of program efficiency. Appropriate for programs that conduct youth screening or refer youth to screening. Report the raw number of hours from determination that a youth needs a screening to the screening being completed. The determination can be based on a rule (e.g., all youth brought to the intake center must be screened) or a judgment (e.g., case managers evaluate which youth receive screening based on their clinical judgment). | A. Average number of hours from determination of screening need to end of screening | |
| 23 | Average time in hours from screening to assessment | Measure of program efficiency. Appropriate for programs that assess clients or refer clients for assessment. Report the average number of hours from youths screening being completed (i.e., all screening data being completely collected) to their assessment being completed (i.e., all assessment data being completely collected). | A. Average number of hours from end of screening to end of assessment | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING COURT STAFF/PRETRIAL SERVICES

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 24 | Number of youth to receive pretrial services | Measure of program implementation and coverage. Most appropriate for local government departments or agencies, including court or prosecution units through which pretrial youth are processed. Report the raw number of youth to receive at least one pretrial service. Percent is the raw number divided by the total number of youth seen that meet the criteria for pretrial services. | A. Number of youth receiving pretrial service B. Number of youth that meet pretrial criteria C. Percent (A/B) | |
| 25 | Average time in days from case assignment to first meeting between staff member and youth or family | Measure of program efficiency. Appropriate for programs that provide direct client services. Report the average number of calendar days from a case being assigned to the program and the first meeting between program staff and the youth and/or the youth's family. | A. Average number of days from assignment to first meeting with staff | |
| 26 | Number and percent of complete case files | Measure of infrastructure. Appropriate for programs that track clients or client information such as treatment providers, probation departments, or court units. Report the raw number of case files that have all of the required information. If there are no formal requirements, determine a minimum criteria for a complete file and use that as the requirement. Time dependent requirements are fine. For example, youth that have been in the program for 1 week must have a screening and assessment, while youth who have been in the program for 6 months should have a screening, assessment, at least one urinalysis, and six sets of case manager meeting notes. Percent is the raw number divided by the number of open cases. | A. Number of complete files B. Number of open cases C. Percent (A/B) | |
| 27 | Average time in days from referral to pretrial services to completion of pretrial processing | Measure of program efficiency. Appropriate for programs that provide pretrial services. Report the average number of calendar days from a case being officially referred to pretrial services to the case being closed by the pretrial program. Referral can be an automatic event, such as the end of one phase triggering the start of the pretrial phase or a referral by staff based on judgment. | A. Average number of days from referral to the completion of pretrial processing | |
| 28 | Number and percent pretrial appointments missed by youth or families | Measure of youth accountability. Appropriate for programs providing or overseeing pretrial services. Report the raw number of pretrial appointments (e.g., assessments, case management meetings, court appearances, appointments for services arranged through the pretrial program) that have been missed by youth, or the youths family, assigned to the pretrial program. Include face-to-face and other meetings or appointments. Percent is the raw number divided by the total number of appointments scheduled. | A. Number of pretrial appointments missed B. Number of pretrial appointments scheduled C. Percent (A/B) | |
| 29 | Number and percent of youth to go through the system as intended (no service gaps, in the intended order, etc.) | Measure of system operations and accountability. Appropriate for operational pretrial programs. Report the raw number of youth whose progress through the program matched the intended client flow developed for the program. For example, this includes having events occur in the anticipated order (screening before assessment, before service referral), events occurring according to schedule (e.g., screenings occurring within 24 hours of program intake). Percent is the raw number divided by the total number of clients in the program. | A. Number of clients that flow through program as intended B. Number of clients C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
 JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM
 PURPOSE AREA: HIRING COURT STAFF/PRETRIAL SERVICES**

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|---|------------------|
| 30 | Number and percent of youth to receive mental health services | Measure of program scope. Appropriate for programs that offer pretrial services. Report the raw number of youth to receive a mental health service. Do not include mental health assessments. Do include clinical services that the client receives based on their participation in the program whether those services are delivered directly through the program or through a third-party provider. | A. Number of youth to receive mental health services B. Number of youth served C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING PROSECUTORS

Grantees are required to select at least one Output measure for each Program Area selected.

| | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|--|--|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for system improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number and percent of new prosecutors hired | Measure of infrastructure change. Most appropriate for programs that hire prosecutors. Report raw number of prosecutors hired during the reporting period. If full positions are not covered, report the number of full-time equivalents (FTE) paid for. To calculate FTE, divide the number of staff hours paid using JABG/Tribal JADG funds by 2000. Percent is the number of prosecutors hired or FTE covered divided by the total number of program prosecutors or prosecutor FTE. | A. Number of prosecutors hired B. Number of prosecutors C. Percent (A/B) | |
| 3 | Number and percent of vacant prosecutor positions | Measure of program capacity. Appropriate for programs that staff prosecutors. Report the raw number of vacant prosecutor positions. Percent is the raw number divided by the total number of prosecutors? Positions (open and filed). | A. Number of vacant prosecutor positions B. Number of total prosecutor positions C. Percent (A/B) | |
| 4 | Number of cases involving violent offenders per prosecutor | Measure of infrastructure. Appropriate for programs that staff prosecutors and handle violent offenders. Report the total number of cases involving violent offenders divided by the number of prosecutors that handled cases of violent offenders. | A. Number of cases involving violent offenders B. Number of prosecutors that handled cases involving violent offenders C. Number of cases per prosecutor (A/B) | |
| 5 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 6 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 7 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 8 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING PROSECUTORS

| | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 9 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 10 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA. C. Percent of programs served by TTA that report using an evidence-based program and/or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING PROSECUTORS

Grantees are required to select at least one Outcome measure for each Program Area selected.

| | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|--|------------------|
| 11 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 12 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 13 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period. C. Percent (A/B) | |
| 14 | Number and percent of specialized prosecutors | Measure of system accountability based on the idea that prosecutor specialization can speed case flow. Appropriate for larger prosecutors, offices or offices with prosecutor specialization. Report the raw number of prosecutors that handle specific types of cases or specialize in specific types of clients or crimes. Percent is the raw number divided by the total number of prosecutors in the target office, unit, or program. | A. Number of specialized prosecutors B. Number of prosecutors C. Percent (A/B) | |
| 15 | Length of employment in months per prosecutor | Measure of program continuity based on the idea that staff consistency affects program quality. Appropriate for programs that staff prosecutors. Report the cumulative number of months of employment for the prosecutors in the target office, unit, or program divided by the number of prosecutors. If the program does not specifically employ prosecutors, but has them assigned to them, report the average number of months that the same prosecutors have been assigned to the program. Report actual months of employment, not solely number of months during the reporting period. | A. Cumulative number of months of prosecutors employment B. Number of prosecutors C. Average length of employment (A/B) | |
| 16 | Number and percent of court units restructured | Measure of system accountability based on the idea that offices or departments may need to be restructured in order to best serve clients. Appropriate for courts. Report the raw number of court units that have been or are in the process of being restructured. This includes things like changing staffing structures, client flow, work processes, assessment information accessed, and relevant policies. Percent is the raw number divided by the total number of court units. | A. Number of restructured court units B. Number of court units C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING PROSECUTORS

| | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 17 | Number of staff per manager | Measure of infrastructure based on the idea that managers need a certain number of staff to work efficiently. Appropriate for programs that staff prosecutors. Report the number of prosecutors divided by the number of managers. | A. Number of prosecutors B. Number of managers C. Number of prosecutors per manager (A/B) | |
| 18 | Average number of days from arrest to first court date | Measure of system efficiency. Relates to the goal of a speedy trial. Appropriate for programs that have some control over when court dates are set. Report the number of calendar days from arrest to first court appearance for the arresting crime. | A. Average number of days from arrest to first court appearance for the arresting crime | |
| 19 | Average number of days from arrest to case disposition | Measure of system efficiency. Relates to the goal of due process. Appropriate for programs that have some control over how quickly cases are disposed of. Includes the base of dispositions (i.e., trials and plea bargaining or diversion agreements). Report the number of calendar days from arrest to when the relevant case is closed by the court unit slot (e.g., the youth is adjudicated, found not guilty, or assigned to a diversion program). | A. Number of days from arrest to case disposition | |
| 20 | Number and percent of days per youth spent in detention between arrest and case disposition | Measure of system efficiency. Relates to the goal of reducing youth confinement. Appropriate for programs that have some control over whether youth are held in custody. Report the cumulative number of days youth spent in detention between arrest and case disposition. Percent is cumulative number divided by the total number of days between arrest and case disposition (for all youth). | A. Cumulative number of days in detention B. Number of days from arrest to disposition combined for all youth C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FUNDING FOR PROSECUTORS

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|---|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Amount of funds allocated to programs that help prosecutors address cases involving drugs, gangs, or youth violence | Measure of infrastructure based on the idea that programs need sufficient funding to operate. Appropriate for programs that have staff prosecutors. Report the dollar amount allocated for programs that support prosecutors that deal with drug, gang, or violence cases involving juvenile offenders. Include money spent on things like relevant training, program curricula or literature, evaluation support, and support staff or consultants. | A. Number of dollars spend to support prosecutors dealing with drug, gang, and violence cases | |
| 3 | Amount of funds spent on equipment for prosecution of cases involving drugs, gangs, or youth violence | Measure of infrastructure based on the idea that programs need sufficient equipment to operate well. Appropriate for prosecution programs that handle drug, gang, and violence cases involving juvenile offenders. Report the dollar amount allocated for equipment to support prosecutors that deal with drug, gang, or violence cases involving juvenile offenders. Equipment may include things like electronic monitors and drug testing kits. | A. Number of dollars spent on equipment | |
| 4 | Number and percent of prosecutors trained in topics related to drugs, gangs, or youth violence | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for programs that have staff prosecutors. Report the raw number of prosecutors to receive some training in the relevant topics. Include in-house and external training and any training medium (e.g., classes, observations, on-line, etc.) as long as training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the period. Percent is the raw number divided by the total number of prosecutors that come in contact with drug, gang, and violence cases involving juvenile offenders. | A. Number of prosecutors trained B. Number of prosecutors C. Percent (A/B) | |
| 5 | Number of hours of training offered to prosecutors on topics related to drugs, gangs, or youth violence | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for programs that have staff prosecutors. Report the raw number of hours of training offered in the relevant topics. Include in-house and external training and any training medium (e.g., classes, observations, on-line, etc.) as long as it can be verified that prosecutors were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if the training did not conclude before the end of the period. | A. Number of hours of training offered | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FUNDING FOR PROSECUTORS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 6 | Number of hours of mentoring that new prosecutors receive in their first 6 months | Measure of infrastructure based on the idea that staff is supported are more effective. Appropriate for programs that staff prosecutors. Report the cumulative number of hours of mentoring that new prosecutors received divided by the number of new prosecutors. Include prosecutors that have transferred to new units or positions or who have been assigned new duties as well as new hires. | A. Cumulative number of hours of mentoring B. Number of prosecutors C. Hours of mentoring per prosecutor (A/B) | |
| 7 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 8 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 9 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 10 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 11 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 12 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA. C. Percent of programs served by TTA that report using an evidence-based program and/or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FUNDING FOR PROSECUTORS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|--|------------------|
| 13 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 14 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 15 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period. C. Percent (A/B) | |
| 16 | Number and percent of prosecutors that handle cases involving juvenile offenders exclusively | Measure of system effectiveness based on the idea that specialization can lead to more effective staff. Appropriate for programs staffing prosecutors that can potentially handle adult or juvenile cases (this will probably be at the county/county village, rancheria, pueblo, reservation or jurisdictional level rather than the court unit level). Report the raw number of prosecutors in the program that prosecute only cases involving juvenile offenders or cases handled through the juvenile court. Percent is the raw number divided by the total number of prosecutors. | A. Number of juvenile-only prosecutors B. Number of prosecutors C. Percent (A/B) | |
| 17 | Number and percent of cases disposed involving drugs, gangs, or youth violence | Measure of program efficiency. Appropriate for programs that prosecute drug, gang, or violence cases involving juvenile offenders. Report the total number of relevant cases disposed of (i.e., closed). Percent is the raw number divided by the total number of relevant cases open during any part of the reporting period. | A. Number of cases disposed B. Number of cases C. Percent (A/B) | |
| 18 | Number and percent of violent offenders cases prosecuted on a "fast track" | Measure of program efficiency. Appropriate for programs that prosecute drug, gang, or violence cases involving juvenile offenders. Report the total number of relevant cases handled according to the rules of fast track prosecution. Percent is the raw number divided by the total number of cases involving violent juvenile offenders open during any part of the reporting period. | A. Number of cases fast-tracked B. Number of cases C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: FUNDING FOR PROSECUTORS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|--|------------------|
| 19 | Number of options available for handling cases involving drugs, gangs, or youth violence | Measure of program accountability based on the idea that it is important to be able to individualize case outcomes. Appropriate for programs through which cases involving drugs, gangs, or youth violence are processed. Include options for case handling (e.g., fast track prosecution or diversion) as well as case dispositions (e.g., participation in restorative justice programs, detention, and probation). Report the raw number of different options available at any point in the prosecution process. | A. Number of options available | |
| 20 | Time in hours spent per month by prosecution staff coordinating between other court units | Measure of system accountability based on the idea that system collaboration results in better service. Appropriate for programs that involve, or operate with, more than one court unit. Report the total number of hours per month for all prosecution staff spent coordinating between or collaborating with staff of other court units. This might include joint meetings, sharing reports or data, discussing methods for handling cases, and coordinating staff schedules across units for shared staff. | A. Number of hours per month spent on coordination | |
| 21 | Number and percent of cases involving drugs, gangs or youth violence to be prosecuted using community prosecution principles | Measure of system accountability based on the idea that bringing the community into the prosecution process makes systems more accountable to the communities in which they operate. Appropriate for programs that prosecute drug, gang, or violence cases involving juvenile offenders. Report the raw number of cases handled using community prosecution principles. Percent is the raw number divided by the total number of drug, gang, or violence cases involving juvenile offenders prosecuted by the grantee. | A. Number of cases handled through community prosecution B. Number of cases C. Percent (A/B) | |
| 22 | Average time in days from a case being assigned to the prosecution unit to disposition for cases involving drugs, gangs, or youth violence | Measure of program efficiency. Appropriate for programs that prosecute drug, gang or violence cases involving juvenile offenders. Report the average number of calendar days from a case assigned to the prosecution unit until it is closed by the prosecution unit. | A. Average number of days from assignment to closing a case | |
| 23 | Ratio of senior staff to junior staff | Measure of infrastructure, based on the idea that there needs to a balance between senior and junior staff for an office to work efficiently. Appropriate for programs that staff prosecutors. Report the number of senior staff divided by the number of junior staff. | A. Number of senior staff B. Number of junior staff C. Number of senior to junior staff (A/B) | |
| 24 | Hours and percent of prosecutor hours per month spent on cases involving first time offenders | Measure of system operation. Helps determine where resources are being expended. Appropriate for programs that prosecute both first-time and repeat juvenile offenders. Report the average number of hours per month per prosecutor spent working cases involving first-time offenders. Divide the average above by the average number of working hours per month for those same prosecutors. For both calculations, include all prosecutors in the program or grantee, not just those handling first-time offenders. | A. Number of hours per month on first-time offenders B. Number of hours per month working C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: TRAINING LAW ENFORCEMENT/COURT PERSONNEL

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|--|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number and percent of law enforcement staff trained in preventing or controlling juvenile crime | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for programs providing or facilitating training for law enforcement staff or programs, such as police departments, utilizing law enforcement staff. Report the raw number of law enforcement staff to receive any formal training about preventing or controlling crime during the reporting period (include both training that offers general information about the topics and practical training). Include training from any source and using any medium as long as the training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the reporting period. Percent is the raw number divided by the total number of law enforcement personnel in the pool from which those trained were selected. For example, if 10 law enforcement staff from a police department were trained, the total pool would be the law enforcement staff from the entire department. | A. Number of law enforcement staff trained B. Number of law enforcement staff C. Percent (A/B) | |
| 3 | Number and percent of court personnel trained in preventing or controlling juvenile crime | Measure of infrastructure. Appropriate for programs providing or facilitating training for court personnel or programs, such as court, that utilize court personnel. Report the raw number of court personnel to receive any formal training about preventing or controlling crime during the reporting period (include both training that offers general information about the topics and practical training). Include training from any source and using any medium as long as the training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the reporting period. Percent is the raw number divided by the total number of court personnel in the pool from which those trained were selected. For example, if 10 law clerks from the district court were trained, the total pool would be the total personnel serving the district court. | A. Number of court personnel trained B. Number of court personnel C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: TRAINING LAW ENFORCEMENT/COURT PERSONNEL

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|--|---|---|------------------|
| 4 | Number of hours of training offered to law enforcement staff | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for programs providing or facilitating training for law enforcement staff or programs, such as police departments, utilizing law enforcement staff. Report the raw number of hours of training offered to staff during the reporting period. Include in-house and external training and any training medium as long as it can be verified that the target staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties.) Include training that started during the reporting period even if it did not conclude before the end of the reporting period. | A. Number of hours of training offered to law enforcement staff | |
| 5 | Number of hours of training offered to court personnel | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for programs providing or facilitating training for court personnel or programs, such as courts, that use court personnel. Report the raw number of hours of training offered to staff during the reporting period. Include in-house and external training and any training medium as long as it can be verified that the target staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if it did not conclude before the end of the reporting period. | A. Number of hours of training offered to court personnel | |
| 6 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period | |
| 7 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 8 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source. | A. Number of program materials developed | |
| 9 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: TRAINING LAW ENFORCEMENT/COURT PERSONNEL

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 10 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 11 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |
| 12 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training B. Number of people trained during the reporting period C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 13 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 14 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period C. Percent (A/B) | |
| 15 | Number and percent of staff to rate the training received as helpful | Measure of program quality. Appropriate for programs offering training, whether directly or indirectly. Report the raw number of staff to rate the training as helpful. Programs will most likely need to use training evaluation forms. Programs do not need to report the specific rating level, just counts of people that found it at least minimally helpful. Percent is the raw number divided by the total number of training attendees. | A. Number of staff to rate training helpful B. Number of staff trained C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: TRAINING LAW ENFORCEMENT/COURT PERSONNEL

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 16 | Number and percent of staff trained who take additional courses on prevention and control of juvenile crime | Measure of staff involvement and interest in the topic. This is a proxy for training quality based on the idea that if training was helpful, staff may elect to take additional training on the topic. Appropriate for programs, such as police departments or courts that use such staff or personnel. Report the number of staff to take at least a second or follow-up training on prevention and control of juvenile crime. Do not include mandatory retraining or refresher courses. | A. Number of staff to take more training B. Number of staff trained initially C. Percent (A/B) | |
| 17 | Number and percent of sick days taken by law enforcement staff or court personnel | Measure of staff morale based on the idea that well-trained staff is happier in their jobs and, on average, less likely to take sick days. This is a proxy measure. Appropriate for programs, such as police departments or courts that use such staff or personnel, whose staff have received at least some training in crime prevention and control. Report the cumulative number of sick days taken during the reporting period. Percent is the cumulative number divided by the total number of possible workdays during the reporting period. | A. Number of sick days taken B. Number of workdays possible C. Percent (A/B) | |
| 18 | Number and percent of days law enforcement staff or court personnel are late to work | Measure of staff morale based on the idea that well-trained staff are happier in their jobs and, on average, more likely to arrive for work on time. This is a proxy measure. Appropriate for programs, such as police departments or courts, whose staff have received at least some training in crime prevention and control. Report the cumulative number of late arrivals during the reporting period. Percent is the cumulative number divided by the total number of possible workdays during the reporting period. | A. Number of days staff were late to work B. Number of workdays possible C. Percent (A/B) | |
| 19 | Number and percent of law enforcement staff or court personnel rated as improved by supervisors | Measure of training benefit based on the idea that properly trained staff will perform better in their jobs. Appropriate for programs, such as police departments or courts, whose staff have received at least some training in crime prevention and control. Report the raw number of law enforcement staff or court personnel to receive either the highest possible rating or an improved rating on the staff evaluations with regard to their general performance. If the evaluation has a place to rate knowledge or implementation of new concepts covered in the trainings, that category should be used in place of a general performance category. Percent is the raw number divided by the total number of such staff evaluated during the reporting period. | A. Number of staff improved B. Number of staff C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: TRAINING LAW ENFORCEMENT/COURT PERSONNEL

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|--|------------------|
| 20 | Number and percent of law enforcement staff or court personnel to leave the office/unit | Measure of staff satisfaction based on the idea that staff training can positively impact staff turnover. This is a proxy measure. Appropriate for programs, such as police departments or courts, whose staff have received at least some training in crime prevention and control. Report the raw number of staff to leave the program during the reporting period. Do not include staff that was promoted out of the program. Percent is the raw number divided by the staff positions in the staff pool. For example, if 10 law clerks from the district court were trained, the total pool would be the total personnel serving the district court. | A. Number of staff to leave the program B. Total number of staff C. Percent (A/B) | |
| 21 | Number of staff/youth conflicts | Measure of program operations. Based on the idea that staff training can improve operation and reduce conflict. Appropriate for programs, such as police departments or courts, whose staff have received at least some training in crime prevention and control. Report the raw number of conflicts between staff and youth recorded within the program. For example, this may include conflicts that result in youth punishment or revocations or staff reprimands or demerits. | A. Number of staff/youth conflicts | |
| 22 | Number of staff reprimands | Measure of program operations. Based on the idea that well-trained staff will receive fewer reprimands. Appropriate for programs, such as police departments or courts, whose staff or personnel have received at least some training in crime prevention and control. Report the number of reprimands recorded during the reporting period. Reprimands include things like notes in staff files, meetings with supervisors to discuss problematic behaviors, and changes in duties based on problematic performance. | A. Number of staff reprimands | |
| 23 | Number of complaints about staff filed by youth | Measure of program operations. Based on the idea that well-trained staff will receive fewer complaints. Appropriate for programs such as police departments or courts, whose staff or personnel have received at least some training in crime prevention and control. Report the number of complaints recorded during the reporting period. Include only formal complaints filed or for which the filing process was started. | A. Number of complaints about staff filed by youth | |
| 24 | Number and percent of policies based on a public health approach to crime control and prevention | Measure of program quality based on the idea that current research shows the value of public health approaches to crime control and prevention. Appropriate for any grantee under this purpose area. Report the number of policies, rules, or regulations that incorporate public health ideals and approaches. Percent is the number of policies, rules, or regulations filed during the reporting period. | A. Number of policies that incorporate public health approaches B. Number of policies filed C. Percent (a/b) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GUN COURTS

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|--|--|---|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number and percent of staff trained on gun court procedures | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for any grantee working with or administering a gun court. Report the raw number of staff to receive formal training on gun court related topics. Percent is the raw number divided by the total number of staff in the pool from which those trained were selected. For example, if 10 staff from a probation department were trained, the total pool would be the staff from the entire probation department. | A. Number of staff trained B. Number of staff C. Percent (A/B) | |
| 3 | Number of hours of training on gun court procedures offered | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for any grantee working with or administering a gun court. Report the raw number of hours of training offered to staff during the reporting period. Include in-house and external training and any training medium as long as it can be verified that the target staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if it did not conclude before the end of the reporting period. | A. Number of hours of training offered | |
| 4 | Number and percent of arrests for gun offenses in which a juvenile offender is assessed for participation in the gun court | Measure of program operation level. Appropriate for any gun court program or larger jurisdiction that includes a gun court. Report the raw number of arrests for any type of gun-related offense that results in the juvenile offender being assessed for participation in the gun court. Include face-to-face assessments, review of records, or any other process used to determine appropriateness for gun court participation. The unit of measurement is the case, not the individual youth. Percent is the raw number divided by the total number of arrests of juveniles for gun-related offenses. | A. Number of gun court assessments B. Number of gun-related arrests of juveniles C. Percent (A/B) | |
| 5 | Number and percent of families of youth charged with gun offenses who are assessed | Measure of program operation level. In part, based on the idea that family participation has an effect on youth outcomes. Appropriate for any gun court program or larger jurisdiction that includes a gun court. Report the raw number of families who have at least one member (other than the offender who is participating in the gun court) assessed through the gun court. Percent is the raw number divided by the number of youth involved in the gun court. | A. Number of families assessed B. Number of youth enrolled in the gun courts C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GUN COURTS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 6 | Number of agencies involved in the gun court | Measure of system accountability based on the idea that specialty court success is based on providing coordinated services. Appropriate for any gun court program. Report the raw number of agencies or groups with which the gun court (or gun court lead agency) has a formal partnership agreement. Such agreements can take the form of a memorandum of understanding, formal procedures for referrals between the agency and the gun court, or any other document that outlines how the agency will work with the gun court. | A. Number of agencies involved in the gun court | |
| 7 | Number of gun court slots | Measure of program scope. Appropriate for any gun court program. Report the number of youth that can participate in the gun court simultaneously. | A. Number of gun court slots | |
| 8 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 9 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 10 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 11 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 12 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GUN COURTS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|---|------------------|
| 13 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |
| 14 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 15 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 16 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 17 | Time in days from arrest to enrollment in the gun court | Measure of program efficiency. Appropriate for any gun court program. Report the raw number of calendar days from the arrest of a juvenile offender to his/her first participation in the gun court. For example, this might be the youth/family signing consent to participate, engaging in a gun court assessment, or a meeting between the family and the gun court staff to explain the requirements of the gun court. | A. Number of days from arrest to enrollment | |
| 18 | Number of treatment (clinical) slots available to the gun court | Measure of program quality based on the idea that for a specialty court to be effective, it has to have adequate ability to refer youth to needed services. Appropriate for any gun court. Report the number of clinical treatment slots to which the gun court can refer youth. For example, if the court is able to refer 10 youth to residential drug treatment, 15 youth to outpatient mental health services, and 30 youth for physical examinations at any one time, the program would report having 55 slots. | A. Number of clinical treatment slots | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GUN COURTS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|--|------------------|
| 19 | Number of types of treatment (clinical) offered through the gun court | Measure of program quality based on the idea that for a specialty court to be effective, it has to have adequate ability to refer youth to needed services. Appropriate for any gun court. Report the number of different types of clinical treatment to which the gun court can refer youth. Include treatment types for which there are an agreement or history of referral, not treatment types that the court can refer to if a need arises. Clinical treatment includes services provided by a licensed professional such as a medical doctor, psychologist, licensed social worker, certified family counselor, or certified addictions specialist. | A. Number of types of clinical treatment available | |
| 20 | Number of service (non-clinical) slots available to the gun court | Measure of program quality based on the idea that for a specialty court to be effective, it has to have adequate ability to refer youth to needed services. Appropriate for any gun court. Report the number of non-clinical service slots to which the gun court can refer youth. For example, if the court is able to refer 10 youth to life skills training, 15 youth to vocational training, and 30 youth for GED classes, the program would report having 55 slots. | A. Number of non-clinical service slots | |
| 21 | Number of types of service offered through the gun court | Measure of program quality based on the idea that for a specialty court to be effective, it has to have adequate ability to refer youth to needed services. Appropriate for any gun court. Report the number of different types of non-clinical services to which the gun court can refer youth. Include service types, for which there is an agreement or history of referral, not service types that the court can refer to if a need arises. For example, services may include transportation, food vouchers, housing assistance, help getting back into school. | A. Number of types of non-clinical services | |
| 22 | Number and percent of eligible youth to enter the gun court | Measure of system accountability based on the idea that the system has a responsibility to serve as many eligible youth as possible. Appropriate for any gun court or larger jurisdiction that includes a gun court. Report the raw number of juveniles who actually become enrolled in the gun court. Enrollment may include things like signing a participation agreement, assignment of a gun court case specialist, or appearing before a gun court judge. Percent is the raw number divided by the number of juveniles who meet minimal gun court eligibility. For example, if eligibility is based on the commission of a certain group of crimes and 100 youth commit at least one of those crimes, and the gun court enrolls 30 people, the percent would be 30. | A. Number of youth enrolled B. Number of youth eligible C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GUN COURTS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|--|------------------|
| 23 | Number of judicial contacts per youth per month | Measure of system accountability based on the idea that specialty courts require strict monitoring of their participants. Appropriate for any gun court. Report the average number of judicial contacts with gun court participants per month. Specifically, take the number of judicial contacts with gun court youth in a 1-month period. Divide that number by the number of youth enrolled during any part of that month. | A. Number of judicial contacts with youth B. Number of youth enrolled in the gun court C. Number of contacts per youth (A/B) | |
| 24 | Number of hours of treatment received per youth participating in the gun court | Measure of system accountability based on the idea that specialty courts result in higher levels of treatment receipt than do traditional courts. Appropriate for any gun court. Report the average number of clinical treatment hours received per youth per month. Specifically, take the number of clinical treatment hours that gun court youth receive in a 1-month period. Divide that number by the number of youth enrolled during any part of that month in clinical treatment, which include services provided by a licensed professional such as a medical doctor, psychologist, licensed social worker, certified family counselor, or certified addictions specialist. | A. Average number of hours of clinical treatment received B. Number of youth enrolled in the gun court C. Number of clinical hours per youth (A/B) | |
| 25 | Service intensity | Measure of system accountability based on the idea that specialty courts result in higher levels of service receipt than do traditional courts. Appropriate for any specialty court (e.g. gun court or drug court). Report the average number of days a non-clinical service was received by number of days enrolled in specialty court across youth. For example, services may include transportation, food vouchers, housing assistance, or help getting back into school | A. Average number of days of service per youth while enrolled B. Average number of days youth are enrolled C. Percent (A/B) | |
| 26 | Number and percent of families of participants to actually participate in at least one recommended service (not including court appearances) | Measure of client accountability. Appropriate for any gun court program. Report the raw number of families with a member enrolled in the gun court to participate in at least one gun court service or treatment. Do not include appearances by family members at court dates or family members who solely drop youth off for their gun court requirements. Percent is the raw number divided by the total number of families that have a member enrolled in the gun court. | A. Number of families to participate B. Number of families with a youth enrolled C. Percent (A/B) | |
| 27 | Average number of different services and treatments received by youth gun court participants | Measure of system accountability. Appropriate for any gun court. Report the average number of different types of service or clinical treatment received by gun court participants. For example, if a participant received outpatient mental health treatment, transportation services, and literacy counseling, that would count as three services. But, for example, if a participant received medical treatment from two different providers or on two different occasions that would count as one treatment unless the treatment was for different conditions (e.g., a broken leg and a pregnancy). | A. Average number of types of service received per client | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: GUN COURTS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|--|------------------|
| 28 | Number of days of youth enrollment in the gun court | Measure of youth accountability. Appropriate for any gun court. Report the average number of calendar days that youth enroll in the gun court. Enrollment includes things like signing a participation agreement, assignment of a gun court case specialist, or appearing before a gun court judge. Include active enrollment, not days on court rolls but where youth cannot be located or are otherwise non-participants (e.g., have moved out of the jurisdiction, but the paperwork to close the case has not been processed). | A. Average number of days of court enrollment per youth | |
| 29 | Number and percent of youth to successfully complete treatment/services referred to as part of the gun court | Measure of program quality based on the idea that well-operated gun courts with appropriate resources will have higher rates of treatment/service completion than would poor-quality programs. Appropriate for any gun court. Report the raw number of youth that successfully complete all of the treatment and service programs that they enter as part of the gun court. Percent is the raw number divided by the total number of youth to enter at least one service or treatment through the gun court. | A. Number of youth to successfully complete their treatment/service requirements B. Number of youth enrolled in treatment/service C. Percent (A/B) | |
| 30 | Number and percent of youth to successfully complete their gun court requirements | "Measure of program quality based on the idea that well-operated gun courts with appropriate resources will have higher rates of completion than would poor-quality programs. Appropriate for any gun court. Report the raw number of youth that successfully complete all of their gun court requirements (service, treatment, and legal). Percent is the raw number divided by the total number of youth to enroll in the gun court. Enrollment includes things like signing a participation agreement, assignment of a gun court case specialist, or appearing before a gun court judge." | A. Number of youth to successfully complete their gun court requirements B. Number of youth to exit the gun court C. Percent (A/B) | |
| 31 | Cost savings per case | Measure of program efficiency. Appropriate for any gun court. Report the average cost in dollars to adjudicate a youth through the gun court subtracted from the average cost for adjudication of equivalent cases by the regular court. | A. Average cost per gun court case B. Average cost per equivalent non-gun court case C. Cost savings (B-A) | |
| 32 | Number and percent of court appearances missed by gun court participants | Measure of youth accountability. Appropriate for any gun court. Report the raw number of court appearances missed by gun court participants. Percent is the raw number divided by the total number of court appearances scheduled. | A. Number of missed court appearances B. Number of appointments C. Percent (a/b) | |
| 33 | Number and percent of gun court participants for whom a bench warrant is issued | Measure of system accountability. Appropriate for any gun court. Report the raw number of gun court participants to be issued a bench warrant. Percent is the raw number divided by the number of gun court participants enrolled during any part of the reporting period. | A. Number of participants issued a bench warrant B. Number of participants C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: DRUG COURTS

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|--|---|---|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number and percent of staff trained on drug court procedures | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for any grantee working with or administering a drug court. Report the raw number of staff to receive formal training on drug court related topics. Percent is the raw number divided by the total number of staff in the pool from which those trained were selected. For example, if 10 staff from a probation department were trained, the total pool would be the staff from the entire probation department. | A. Number of staff trained B. Number of staff C. Percent (A/B) | |
| 3 | Number of hours of training on drug court procedures offered | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for any grantee working with or administering a drug court. Report the raw number of hours of training offered to staff during the reporting period. Include in-house and external training and any training medium as long as it can be verified that the target staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if it did not conclude before the end of the reporting period. | A. Number of hours of training offered | |
| 4 | Number and percent of youth charged with drug offenses, who are assessed for participation in the drug court | Measure of program operation level. Appropriate for any drug court program, or larger jurisdiction that includes a drug court. Report the raw number of arrests for any type of drug-related offense that results in the juvenile offender being assessed for participation in the drug court. Include face-to-face assessments, review of records, or any other process used to determine appropriateness for drug court participation. The unit of measurement is the case, not the individual youth. Percent is the raw number divided by the total number of arrests of juveniles for drug-related offenses. | A. Number of drug court assessments B. Number of drug-related arrests of juveniles C. Percent (A/B) | |
| 5 | Number and percent of families of youth charged with drug offenses, who are assessed for participation in the drug court | Measure of program operation level. In part, based on the idea that family participation has an effect on youth outcomes. Appropriate for any drug court program, or larger jurisdiction that includes a drug court. Report the raw number of families who have at least one member (other than the offender who is participating in the drug court) assessed through the drug court. Percent is the raw number divided by the number of youth involved in the drug court. | A. Number of families assessed B. Number of youth enrolled in the drug court C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: DRUG COURTS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|---|------------------|
| 6 | Number of agencies involved in the drug court | Measure of system accountability based on the idea that specially court success is based on providing coordinated services. Appropriate for any drug court program. Report the raw number of agencies or groups with which the drug court (or drug court lead agency) has a formal partnership agreement. Such agreements can take the form of a memorandum of understanding, formal procedures for referrals between the agency and the drug court, or any other document that outlines how the agency will work with the drug court. | A. Number of agencies enrolled in the drug court | |
| 7 | Number of drug court slots | Measure of program scope. Appropriate for any drug court program. Report the number of youth that can participate in the drug court simultaneously. | A. Number of drug court slots | |
| 8 | Time in days from arrest to enrollment in the drug court | Measure of program efficiency. Appropriate for any drug court program. Report the raw number of calendar days from the arrest of a juvenile offender to his/her first participation in the drug court. For example, this might be the youth/family signing a consent to participate, engaging in a drug court assessment, or a meeting between the family and the drug court staff to explain the requirements of the drug court. | A. Number of days from arrest to enrollment in the drug court | |
| 9 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 10 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 11 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 12 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: DRUG COURTS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 13 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 14 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program and/or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA. C. Percent of programs served by TTA that report using an evidence-based program and/or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: DRUG COURTS

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 15 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 16 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 17 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations based on training and technical assistance during the reporting period. B. Number of organizations served by TTA during the reporting period. C. (A/B) | |
| 18 | Number of clinical treatment slots available to the drug court | Measure of program quality based on the idea that for a specialty court to be effective, it has to have adequate ability to refer youth to needed services. Appropriate for any drug court. Report the number of clinical treatment slots to which the drug court can refer youth. For example, if the court is able to refer 10 youth to residential drug treatment, 15 youth to outpatient mental health services, and 30 youth for physical examinations at any one time, the program would report having 55 slots. | A. Number of clinical treatment slots | |
| 19 | Number of types of treatment (clinical) offered through the drug court | Measure of program quality based on the idea that for a specialty court to be effective, it has to have adequate ability to refer youth to needed services. Appropriate for any drug court. Report the number of different types of clinical treatment to which the drug court can refer youth. Include treatment a type for which there is an agreement or history of referral, not treatment types that the court can refer to if a need arises. Clinical treatment includes services provided by a licensed professional such as a medical doctor, psychologist, licensed social worker, certified family counselor, or certified addictions specialist. | A. Number of types of clinical treatment available | |
| 20 | Number of service (non-clinical) slots offered through the drug court | Measure of program quality based on the idea that for a specialty court to be effective, it has to have adequate ability to refer youth to needed services. Appropriate for any drug court. Report the number of non-clinical service slots, to which the drug court can refer youth. For example, if the court is able to refer 10 youth to life skills training, 15 youth to vocational training, and 30 youth for GED classes, the program would report having 55 slots. | A. Number of non-clinical service slots | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: DRUG COURTS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 21 | Number of types of non-clinical service offered through the drug court | Measure of program quality based on the idea that for a specialty court to be effective, it has to have adequate ability to refer youth to needed services. Appropriate for any drug court. Report the number of different types of non-clinical services to which the drug court can refer youth. Include service types for which there is an agreement or history of referral, not service types that the court can refer to if a need arises. For example, services may include transportation, food vouchers, housing assistance, or help getting back into school. | A. Number of types of non-clinical services | |
| 22 | Frequency of drug testing | Measure of system accountability based on the idea that drug testing is a tool available to drug courts and can affect youth outcomes and system responses to youth. Report the ratio of number of drugs tests given by the number of days participating in the drug court. For example, if the drug court offered 500 tests and served 30 youth who averaged 120 days of drug court participation, the result would be an average of 17 tests per youth (500/30) or one test per youth every 7 days (120/17). | A. Number of drug tests given B. Number of drug court participants C. Average number of days of drug court participation per youth D. Frequency (C/A/B) | |
| 23 | Number and percent of eligible youth to enter the drug court | Measure of system accountability based on the idea that the system has a responsibility to serve as many eligible youth as possible. Appropriate for any drug court or larger jurisdiction that includes a drug court. Report the raw number of juveniles who actually become enrolled in the drug court. Enrollment may include things like signing a participation agreement, assignment of a drug court case specialist, or appearing before a drug court judge. Percent is the raw number divided by the number of juveniles who meet minimal drug court eligibility. For example, if eligibility is based on the commission of a certain group of crimes and 100 youth commit at least one of those crimes, and the drug court enrolls 30 people, the percent would be 30 percent. | A. Number of youth enrolled B. Number of youth eligible C. Percent (A/B) | |
| 24 | Number of judicial contacts per youth participating in the drug court | Measure of system accountability based on the idea that specialty courts require strict monitoring of their participants. Appropriate for any drug court. Report the average number of judicial contacts with drug court participants per month. Specifically, take the number of judicial contacts with drug court youth in a 1-month period. Divide that number by the number of youth enrolled during any part of that month. | A. Number of judicial contacts with youth B. Number of youth enrolled in the drug court C. Number of contacts per youth (A/B) | |
| 25 | Number of hours of treatment received per youth participating in the drug court | Measure of system accountability based on the idea that specialty courts result in higher levels of treatment receipt than do traditional courts. Appropriate for any drug court. Report the average number of clinical treatment hours received per youth per month. Specifically, take the number of clinical treatment hours that drug court youth receive in a 1-month period. Divide that number by the number of youth enrolled during any part of that month. Clinical treatment includes services provided by a licensed professional such as a medical doctor, psychologist, licensed social worker, certified family counselor, or certified addictions specialist. | A. Number of hours of clinical treatment received B. Number of youth enrolled in the drug court C. Number of clinical hours per youth (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: DRUG COURTS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 26 | Number and percent of youth to test positive for drug use | Measure of youth accountability. Appropriate for any drug court. Report the raw number of youth to receive at least one positive drug test result. Percent is the raw number divided by the total number of youth tested. | A. Number of youth to test positive B. Number of youth enrolled C. Percent (A/B) | |
| 27 | Service intensity | Measure of system accountability based on the idea that specialty courts result in higher levels of service receipt than do traditional courts. Appropriate for any specialty court (e.g. gun court or drug court). Report the average number of days a non-clinical service was received by number of days enrolled in specialty court across youth. For example, services may include transportation, food vouchers, housing assistance, or help getting back into school | A. Average number of days of service per youth while enrolled B. Average number of days youth are enrolled C. Percent (A/B) | |
| 28 | Number of families of participants to actually participate in at least one recommended service (not including court appearances) | Measure of client accountability. Appropriate for any drug court program. Report the raw number of families with a member enrolled in the drug court to participate in at least one drug court service or treatment. Do not include appearances by family members at court dates or family members who solely drop youth off for their drug court requirements. Percent is the raw number divided by the total number of families that have a member enrolled in the drug court. | A. Number of families to participate B. Number of families with a youth enrolled C. Percent (A/B) | |
| 29 | Average number of different services received by youth drug court participants | Measure of system accountability. Appropriate for any drug court. Report the average number of different types of services or clinical treatment received by drug court participants. For example, if a participant received outpatient mental health treatment, transportation services, and literacy counseling, that would count as three services. But if, for example, a participant received medical treatment from two different providers or on two different occasions that would count as one treatment unless the treatment was for different conditions (e.g., a broken leg and a pregnancy). | A. Average number of types of services received per client | |
| 30 | Number of days of youth enrollment in the drug court | Measure of youth accountability. Appropriate for any drug court. Report the average number of calendar days that youth participate in the drug court. Enrollment includes things like signing a participation agreement, assignment of a drug court case specialist, or appearing before a drug court judge. Include active enrollment, not days a youth appears on case rolls but cannot be located or is otherwise a non-participant (e.g., the case is closed but the paper work has not yet been processed). | A. Average number of days of court participation per youth | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: DRUG COURTS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|--|------------------|
| 31 | Number and percent of youth to successfully complete treatment/services referred to as part of the drug court | Measure of program quality based on the idea that well-operated drug courts with appropriate resources will have higher rates of treatment/service completion than would poor-quality programs. Appropriate for any drug court. Report the raw number of youth that successfully complete all of the treatment and service programs that they enter as part of the drug court. Percent is the raw number divided by the total number of youth to enter at least one service or treatment through the drug court. | A. Number of youth to successfully complete their treatment/services requirements B. Number of youth enrolled in treatment/services C. Percent (A/B) | |
| 32 | Number and percent of youth to successfully complete their drug court requirements | Measure of program quality based on the idea that well-operated drug courts with appropriate resources will have higher rates of completion than would poor quality programs. Appropriate for any drug court. Report the raw number of youth that successfully complete all of their drug court requirements (service, treatment, and legal). Percent is the raw number divided by the total number of youth to enroll in the drug court. Enrollment includes things like signing a participation agreement, assignment of a drug court case specialist, or appearing before a drug court judge. | A. Number of youth to successfully complete their drug court requirements B. Number of youth enrolled in the drug court C. Percent (A/B) | |
| 33 | Cost savings per youth | Measure of program efficiency. Appropriate for any drug court. Report the average cost in dollars to adjudicate a youth through the drug court subtracted from the average cost for adjudication of cases by the regular court. | A. Average cost per gun court case B. Average cost per equivalent non-gun court case C. Cost savings (B-A) | |
| 34 | Number and percent of court appearances missed by drug court participants | Measure of youth accountability. Appropriate for any drug court. Report the raw number of court appearances missed by drug court participants. Percent is the raw number divided by the total number of court appearances scheduled. | A. Number of missed court appearances B. Number of court appearances schedule C. Percent (A/B) | |
| 35 | Number and percent of drug court participants for whom a bench warrant is issued | Measure of system accountability. Appropriate for any drug court. Report the raw number of drug court participants to be issued a bench warrant. Percent is the raw number divided by the number of drug court participants enrolled during any part of the reporting period. | A. Number of participants issued a bench warrant B. Number of participants C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: JUVENILE RECORDS

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|---|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement Only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number and percent of units of local government (ULG) or tribal equivalent that have automated data systems | Determine level of automated data system. Most appropriate for State, county-level grantees, Tribal, or regional grantees or grantees that encompass more than one ULG or tribal equivalent. Report the raw number of ULGs or tribal equivalent that have at least partial automation of their juvenile justice data systems. This could include things like electronic youth assessment processes that do not require hardcopies, electronic data request procedures, centralized databases that multiple systems can access, electronic consent forms that once completed automatically allow data access to the specified person(s). Percent is the raw number divided by the total number of ULGs or tribal equivalent under the grantee. | A. Number of ULGs with automation B. Number of ULGs C. Percent (A/B) | |
| 3 | Number and percent of cases that are in the automated systems | Determine the scope of the automation. Most appropriate for grantees that have some level of automation of the juvenile justice records. Report the raw number of justice cases (not individual youth) that have at least some information entered into the data system. This includes things like locator information, screening or assessment data, case management information, probation meeting summaries, or results of drug tests. Percent is the raw number divided by the total number of cases opened or handled by the grantee. | A. Number of cases with automated information B. Number of cases total C. Percent (A/B) | |
| 4 | Number and percent of data elements that are automated | Determine the efficiency of the system. Appropriate for grantees that have at least partial data automation. Report the raw number of data elements in the system. Percent is the raw number divided by the number of data elements that exist. For example, each variable could be one of the responses to assessment questions, the responses on forms required for a cases record (e.g., notations about probation or case management meetings), information about treatment, information about the arresting crime, justice charges, judicial status, and service referrals, and youth and family locator information. | A. Number of variables in system B. Number of variables total C. Percent (A/B) | |
| 5 | Number and percent of staff trained to use the automated systems | Determine system accountability based on the idea that for the system to be useful, staff must be trained to use it. Appropriate for grantees with at least partially automated systems. Report the raw number of staff that have received any amount of formal training about the automated systems. Training can be in any format or medium as long as its receipt can be verified. Training can be from any source as long as it was at least facilitated by the JABG/Tribal JADG funds. Percent is the raw number divided by the total number of grantee staff. | A. Number of staff strained B. Number of staff C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: JUVENILE RECORDS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 6 | Number of hours of training provided on the automated systems | Determine system accountability based on the idea that for the system to be useful, staff must be trained to use it. Appropriate for grantees with at least partially automated systems. Report the raw number of hours of training provided. Training can be in any format or medium as long as it can be verified that staff were aware of the training and were able to avail themselves of it (e.g., it was not cost prohibitive or offered at a time that conflicted with other necessary duties). Training can be from any source as long as it was at least facilitated by the JABG/Tribal JADG funds. | A. Number of hours of training offered | |
| 7 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 8 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 9 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 10 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 11 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 12 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: JUVENILE RECORDS

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|---|------------------|
| 13 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 14 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 15 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 16 | Number and percent of case files that are completely automated | Determine the level of operationalization of the automation. Appropriate for grantees with at least partial data automation. Report the raw number of case files (not individual youth) that are completely automated (i.e., all required data about that case are entered in the automated system and ready for use). Percent is the raw number divided by the total number of cases processed or handled by the grantee. | A. Number of completely automated cases B. Number of cases total C. Percent (A/B) | |
| 17 | Number and percent of staff with access to the automated system | Measure of system accountability based on the idea that for the system to work, relevant staff needs to be able to access the system. Appropriate for grantees with at least partial data automation. Report the raw number of staff that can access the data system as needed. Do not include people who do not have passwords or system authorization or staff who do not have the needed training or equipment to access the data system. Percent is the raw number divided by the total number of grantee staff that would need data access to perform their jobs. | A. Number of staff with access B. Number of staff C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: JUVENILE RECORDS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 18 | Number and percent of programs about which the data are complete | Measure of operational scope. Most appropriate for county-level grantees or grantees that comprise more than one program (e.g., more than one court unit, more than one level of probation). Report the raw number of programs about which all of their data has been entered into the automated system. This includes each of their clients and the full data about each of those clients. Percent is the raw number divided by the total number of grantee programs. | A. Number of programs that are automated B. Number of programs C. Percent (A/B) | |
| 19 | Number of complaints about data accuracy (including timeliness) | Measure of system quality. Appropriate for any program that has at least partial automation. Report the number of reports of data inaccuracy. Include data change requests or other changes to data made after they have been made available to staff for use or reporting. Do not include errors found during the quality assurance process before the data are available for staff use. | A. Number of complaints | |
| 20 | Time in hours from contact to information being entered into the system | Measure of system efficiency. Appropriate for grantees with at least partial automation. Report the average number of hours from information being gathered to it being entered into the automated system and ready for use. Include data entry and quality control time. If data are entered into the system as they are being collected, the time required would be zero. | A. Average number of hours from data collection to complete automation | |
| 21 | Staff time required for client administration | Measure of system efficiency. Appropriate for any grantee with at least partial automation. Report the raw number of hours staff spend on client administration per month divided by the number of hours of staff work. For example, entering client data, verifying school or justice records, compiling assessment or screening data, or tracking client referrals. Do not include time spent in direct contact with client or time providing services or treatment. Time spent arranging or scheduling service or treatment should be counted. | A. Number of hours staff spend on administration B. Number of hours staff work C. Percent of hours on administration (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: JUVENILE RECORDS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 22 | Percent of redundant assessments/intakes performed | Measure of system efficiency. Appropriate for grantees with at least partial automation. Determine the average number of assessments that clients receive as part of the program. Report number of repeat assessments administered to clients divided by the average number of assessments clients must complete as part of the program. Repeat assessments include youth assessed on the same issues, such as to determine level of drug use or for personal locator information, more than once in a 90-day period. It does not include intentional periodic re-assessments for clinical reasons or re-assessments conducted because of a change in client circumstances. For example, if a client had been assessed regarding treatment and service needs by the pretrial unit before adjudication, as well as by the probation officer post adjudication and the two programs to which the probation officer refers the youth, this youth would have 75 percent redundancy in assessment. | A. Number of repeat assessments B. Number of total assessments C. Percent (A/B) | |
| 23 | Number and percent of requests for missing information about a youth or case | Measure of system effectiveness. Appropriate for grantees with at least some level of automation. Report the raw number of repeat requests for information or requests for additional detail in existing information. Also include requests for client information that would be expected to be in the automated system but is missing. Percent is the raw number divided by all requests for client information. | A. Number of repeat information requests B. Number of information requests C. Percent (A/B) | |
| 24 | Number and percent of data/information requests that must be submitted more than once | Measure of system effectiveness. Appropriate for grantees with at least partial automation. Report the raw number of times that the same data must be submitted to the system. Includes data that are lost after submission, and data that become unusable after submission or data that must be resubmitted because of system revisions or changes. Percent is the raw number divided by the total number of data submissions. Count batch submissions (e.g., routine submissions of a week's worth of client assessments) as single submissions regardless of the number of variables or cases included. | A. Number of repeat data submissions B. Number of data submissions C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
 JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: JUVENILE RECORDS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 25 | Number and percent of units with agreements to use common intake/assessment forms | Measure of system accountability based on the idea that the use of a single form increases system efficiency and reduces the burden on clients. Appropriate for most grantees under this purpose area. Report the number of different entities that require youth assessments and that have agreements to use the data from the same assessment. Include both entities that have formal agreements to this effect or those who have a history of sharing their assessment data. Percent is the raw number divided by the number of entities that clients are in contact with. If multiple groups share assessment data among themselves but not with each other, report the number that is the larger of the two as the raw number. | A. Number of entities that have assessments to share B. Number of entities that use assessments data C. Percent (A/B) | |
| 26 | Number of data queries | Measure of system use and a proxy for data usefulness. Appropriate for grantees with at least partial automation. Report the number of separate times that authorized users access the automated data. Do not include access for the purpose of data entry. | A. Number of times data are accessed | |
| 27 | Number of different standard reports that are programmed into the system | Measure of system accountability to staff. Appropriate for grantees with at least partial automation. Report the number of different standard reports that users can create with the system. Standard reports are those that are routinely required of users or are choices programmed into a report menu offered to users. Do not include custom reports that users can create individually. | A. Number of standard reports possible | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INFORMATION SHARING

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|--|---|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number of partner agencies | Measure of collaboration. Appropriate for any grantee involved in at least one partnership. Report the number of agencies that have formal partnership agreements (e.g., memoranda of understanding, contracts, or letters of agreement) with the grantee. | A. Number of partner agencies | |
| 3 | Number of data elements shared among partner agencies | Measure of collaboration. Appropriate for any grantee with at least one partnership. Report the number of different pieces of information that are shared by the grantee and its partner agencies. Different pieces of information might be each of the responses to an assessment, case manager reports, results of drug tests, or informed consent. | A. Number of shared data elements | |
| 4 | Number and percent of youth about whom there is a complete case file | Measure of system accountability. Appropriate for grantees that require client information from outside sources (e.g., school records, public health records) under this purpose area. Report the raw number of grantee case files (not individual youth) that are complete (i.e., all required data about that case are in the case file). Percent is the raw number divided by the total number of case files that are active, and processed or handled by the grantee. | A. Number of complete case files B. Number of case files C. Percent (A/B) | |
| 5 | Number and percent of staff trained in information sharing | Determine system accountability based on the idea that for the process to be useful, staff must be trained to use it. Appropriate for most grantees under this purpose area. Report the raw number of staff that have received any amount of formal training about information sharing (include both general information and agency specific information). Training can be in any format or medium as long as its receipt can be verified. Training can be from any source as long as it was at least facilitated by the JABG/Tribal JADG funds. Percent is the raw number divided by the total number of grantee staff. | A. Number of staff trained in information sharing B. Number of staff total C. Percent (A/B) | |
| 6 | Number of hours of training provided about the information sharing | Determine system accountability based on the idea that for the process to be useful, staff must be trained to use it. Appropriate for most grantees under this purpose area. Report the raw number of hours of training provided. Training can be in any format or medium as long as it can be verified that staff were aware of the training and were able to avail themselves of it (e.g., it was not cost prohibitive or offered at a time that conflicted with other necessary duties). Training can be from any source as long as it was at least facilitated by the JABG/Tribal JADG funds. | A. Number of hours of training offered | |
| 7 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INFORMATION SHARING

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 8 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 9 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 10 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 11 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 12 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INFORMATION SHARING

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|---|------------------|
| 13 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 14 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 15 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 16 | Number of interagency information requests | Proxy for system usefulness. Appropriate for grantees with operational information sharing programs. Report the number of requests for information both to the grantees agency from staff at partner agencies or from the grantees agency to staff at partner agencies. | A. Number of interagency information requests | |
| 17 | Average time in hours from information request to information receipt | Measure of system efficiency. Appropriate for grantees with operational information sharing programs. Report the number of hours from the time interagency information is requested to the time it is received by the requestor. Include time for initial data receipt as well as any additional time for follow-up requests based on missing, unusable, or confusing data. | A. Number of hours from request receipt to request fulfilled | |
| 18 | Number and percent of youth that are referred for similar services through different agencies or staff (i.e., redundant referrals) | Measure of system accountability. Appropriate for grantees with operational information sharing programs. Report the raw number of youth who receive redundant referrals (i.e., referrals for the same type of service or treatment from multiple sources or from the same agency as part of the same case). Do not include referrals for cause (e.g., a new problem arises, a new provider must be found, or the problem reoccurs). Percent is the raw number divided by the number of youth served by the grantee. | A. Number of redundantly referred youth B. Number of youth C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INFORMATION SHARING

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 19 | Number and percent of youth on waiting lists for treatment or service | Measure of system accountability. Appropriate for grantees with operational information sharing programs. Report the raw number of youth put on a waiting list for treatment or service at any point in their process through the system and for any length of time. Percent is the raw number divided by the total number of clients handled or processed by the grantee. | A. Number of youth put on a waiting list B. Number of youth C. Percent (A/B) | |
| 20 | Number and percent of days youth spend on waiting lists for treatment or service | Measure of system accountability. Appropriate for grantees with operational information sharing programs. Report the cumulative number of calendar days any client is on a waiting list for service or treatment. Percent is the cumulative number of calendar days divided by the total number of days that clients were served by, or the responsibility of, the grantee. | A. Number of days clients are on waiting lists B. Number of days clients served by the grantee C. Percent (A/B) | |
| 21 | Number and percent of youth who cannot receive identified services (e.g., slots full, service not provided locally) | Measure of system accountability. Appropriate for grantees with operational information sharing programs. Report the raw number of youth who for any reason do not receive the service or treatment indicated as needed by their assessment. Percent is the raw number divided by the number of clients served by, or the responsibility of, the grantee. | A. Number of youth that did not receive treatment B. Number of youth served by the grantee C. Percent (A/B) | |
| 22 | Percent of staff time required to access client data from outside agencies | Measure of system efficiency. Appropriate for grantees that require client information from outside sources (e.g., school records, public health records) under this purpose area. Report the percent of staff hours spent on gathering client data from outside entities per month. For example, getting school attendance data or probation status. Include time required to get data from clients that other entities may already have, but do not include time gathering unique information directly from client. | A. Number of hours staff spent on gathering data per month B. Number of hours staff worked per month C. Percent of time spent on gathering data (A/B) | |
| 23 | Number and percent of youth about whom information is shared across agencies | Measure of system scope. Appropriate for grantees with operational information sharing programs. Report the raw number of grantee clients about whom the grantee either receives from or distributes information to partner agencies. Percent is the raw number divided by the total number of grantee clients. | A. Number of clients about whom data is shared across agencies B. Number of clients served by the grantee C. Percent (A/B) | |
| 24 | Number and percent of youth to enter services or treatment to which they are referred | Measure of system accountability. Appropriate for grantees with operational information sharing programs. Report the raw number of youth who are referred to a service or treatment and who receive at least one session of that service or treatment. Percent is the raw number divided by the total number of youth referred to at least one service or treatment. | A. Number of youth to enter treatment or services referred to B. Number of youth referred to treatment or services C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INFORMATION SHARING

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 25 | Number and percent of services and treatments successfully completed by youth | Measure of youth accountability. Appropriate for grantees with operational information sharing programs. Report the raw number of services and treatment for which the enrolled youth successfully complete all of the requirements of that service or treatment. Percent is the raw number divided by the total number of services or treatments in which youth are enrolled. There may be multiple entries per youth. | A. Number of treatments/services successfully completed B. Number of treatments or services in which youth are enrolled C. Percent (A/B) | |
| 26 | Average time to service (days) | Measure of system accountability. Appropriate for grantees with operational information sharing programs. Report the average number of days from the time a client is assessed as needing a service to the first receipt of that service. There may be multiple entries per youth. | A. Average number of days from assessment to first service | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: ACCOUNTABILITY-BASED PROGRAMS

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|---|------------------|
| 1 | Number and percent of staff trained in accountability programming | Determine system accountability based on the idea that for the process to be useful, staff must be trained to use it. Appropriate for most grantees under this purpose area. Report the raw number of staff that have received any amount of formal training about accountability programming (include both general information and agency specific information). Training can be in any format or medium as long as its receipt can be verified. Training can be from any source as long as it was at least facilitated by the JABG/Tribal JADG funds. Percent is the raw number divided by the total number of grantee staff. | A. Number of staff trained B. Number of staff C. Percent (A/B) | |
| 2 | Number of hours of training about accountability programming offered | Determine system accountability based on the idea that for the process to be useful, staff must be trained to use it. Appropriate for most grantees under this purpose area. Report the raw number of hours of training provided. Training can be in any format or medium as long as it can be verified that staff were aware of the training and were able to avail themselves of it (e.g., it was not cost prohibitive or offered at a time that conflicted with other necessary duties). Training can be from any source as long as it was at least facilitated by the JABG/Tribal JADG funds. | A. Number of hours of training offered | |
| 3 | Number of accountability programs in operation | Measure of program implementation. Appropriate for grantees that have accountability programs in operation. Report the number of different accountability programs that are operational (e.g., serving clients). Include programs that are partially and fully operational. Different programs would be those, for example, that offer different services, serve different populations, have different procedures or criteria for inclusion or operation, or are run by different people/agencies/organizations. | A. Number of accountability programs operating | |
| 4 | Number and percent of justice agencies providing accountability programming | Measure of system accountability. Appropriate for grantees that encompass multiple justice agencies. For example, a county justice system, a county government, or a service provider that works throughout the entire justice system. Report the raw number of different justice agencies that have at least one operational accountability program. Percent is the raw number divided by the total number of justice agencies in the local area (e.g., if the grantee is a county, the divisor would be the total number of justice agencies in the county). | A. Number of agencies with an operational accountability program B. Number of justice agencies C. Percent (A/B) | |
| 5 | Number of accountability program slots | Determine program scope. Appropriate for programs that offer accountability programming. Report the raw number of accountability programming slots that the program has at any one time. Include both services directly delivered by the program and services that youth have access to through the program. For example, if a program can process victim impact statements for 5 juvenile offenders and serve 25 youth through a victim empathy class, the number of slots would be 30. | A. Number of accountability slots | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: ACCOUNTABILITY-BASED PROGRAMS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 6 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 7 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 8 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 9 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 10 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 11 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: ACCOUNTABILITY-BASED PROGRAMS

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|---|------------------|
| 12 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 13 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 14 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 15 | Number of supervision meetings per youth per month | Measure of program quality. Appropriate for grantees with operational accountability programs. Report the average number of times participating youth met with a representative of the justice system in the preceding month. Depending on the program, it may be youths' probation or parole officer, a specialty court judge, or the staff at the detention or day reporting center that monitors youths' progress towards fulfilling their justice requirements. | A. Average number of supervision meetings per youth per month | |
| 16 | Time in days from offender intake into the accountability program to receipt of a sanctions schedule | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the average number of calendar days from youth intake in the accountability program to their receiving a sanctions schedule. Intake can include things like signing a participation agreement or assignment of a program case specialist. | A. Average number of calendar days from enrollment to receipt of a sanctions schedule | |
| 17 | Number and percent of youth with a behavioral contract developed at their intake into the accountability program | Determine whether graduated sanctions are being used as intended with the development of behavioral contract at youth intake. This measures system accountability. Appropriate for all programs implementing graduated sanctions. Report raw number of youth in graduated sanctions programs that had a behavioral contract developed when they entered the program. Percent is calculated by dividing the number of youth with a contract developed at intake by the total number of youth to enter the accountability program. | A. Number of youth with a behavioral contract at intake B. Number of youth to enter the program C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: ACCOUNTABILITY-BASED PROGRAMS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 18 | Average time in hours from infraction to sanction | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the average number of hours from when a youth does something that violates the behavioral contract, the program rules, school behavior rules or guidelines to that youth receiving a sanction. Include only closed cases (i.e., those in which a sanction has been administered or the case dismissed). | A. Average number of hours from infraction to sanction | |
| 19 | Number and percent of sanctions that are successfully contested by youth or their families | Measure of program accountability based on the idea that procedures for contesting sanctions are a vital part of accountability programming. Appropriate for grantees with operational accountability programs. Report the raw number of sanctions that are overturned, reversed, or revised. Percent is the raw number divided by the total number of sanctions enacted. | A. Number of sanctions successfully contested B. Number of sanctions imposed C. Percent (A/B) | |
| 20 | Number and percent of youth referrals across departments, organizations, agencies or units | Measure of system collaboration. Appropriate for grantees that work with other agencies to provide client services. Report the raw number of client referrals (to or from the grantee) that involve other departments, organizations, agencies, or units). Percent is the raw number divided by the total number of client referrals. | A. Number of cross-agency client referrals B. Number of client referrals C. Percent (A/B) | |
| 21 | Number and percent of eligible youth entering an accountability program | Measure of system accountability based on the idea that the system should meet the identified need for service. Appropriate for grantees that oversee youth, such as court systems or probation departments. Report the raw number of youth enrolled in accountability programs during any part of the reporting period. Percent is the raw number divided by the total number of youth processed by the grantee during any part of the reporting period that met the criteria for inclusion into an accountability program (e.g., they were not arrested for an excluded crime). | A. Number of youth in accountability programs B. Number of youth processed by grantee C. Percent (A/B) | |
| 22 | Number and percent of youth to receive aftercare services | Measure of system accountability. Appropriate for operational accountability programs or grantees that oversee youth (e.g., case managers, probation, or parole officer) who participate in accountability programming. Report the raw number of youth to receive aftercare programming as part of the accountability program. Percent is the raw number divided by the total number of youth to participate in an accountability program. | A. Number of youth to receive aftercare B. Number of youth to participate in an accountability program C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: ACCOUNTABILITY-BASED PROGRAMS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 23 | Average percent of days youth received treatment/services | Measure of system accountability and program implementation. Appropriate for grantees with operational accountability programs. Report the average number of calendar days that youth receive an accountability program treatment or service divided by the total number of days they were enrolled in the program. Include clinical, non-clinical, and supervision treatment services. | A. Average number of days youth receive a service B. Average number of days youth are enrolled in accountability programming C. Percent (A/B) | |
| 24 | Number and percent of youth assigned to alternatives to detention | Measure of system accountability based on the idea that youth should not be placed in detention unnecessarily. Appropriate for grantees with operational accountability programs. Report the raw number of program youth who were assigned to an alternative to detention that, without the program, would have been assigned to detention. Percent is the raw number divided by the raw number plus the number of youth assigned to detention. | A. Number of youth assigned to alternatives to detention B. Number of youth to receive detention C. Percent (A/(A+B)) | |
| 25 | Average number of days of program participation per youth | Measure of program scope. Appropriate for grantees with operational accountability programs. Report the average number of calendar days youth participate in the program (i.e., from intake to completion). Include both clients who complete successfully and those who do not. | A. Average number of days youth are enrolled in the program | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RISK/NEEDS ASSESSMENTS

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|--|---|------------------|
| 1 | Number and percent of intake units using valid and reliable risk assessments | Measure of program implementation. Appropriate for grantees that oversee more than one unit, department, or entity that conducts youth intake procedures. Report the raw number of units that use a risk assessment tool (with at least 80 percent of the youth they process) that has been determined through research or evaluation to be valid and reliable. Percent is the raw number divided by the total number of intake units overseen by the grantee. | A. Number of units that use a validated risk assessment tool B. Number of units C. Percent (A/B) | |
| 2 | Number and percent of intake units using valid and reliable needs assessments | Measure of program implementation. Appropriate for grantees that oversee more than one unit, department, or entity that conducts youth intake procedures. Report the raw number of units that use a needs assessment tool (with at least 80 percent of the youth they process) that has been determined through research or evaluation to be valid and reliable. Percent is the raw number divided by the total number of intake units overseen by the grantee. | A. Number of units that use a validated needs assessment tool B. Number of units C. Percent (A/B) | |
| 3 | Average number of sources used in assessment process | Measure of system accountability based on the idea that the more sources used, the more accurate the assessment will be. Appropriate for grantees that conduct youth assessments. Report the average number of data sources used in the assessment process (e.g., school records, parental reports, justice records, face-to-face assessments, behavioral observation). If members of a youth's family are assessed separately, count them as different sources, but if they are interviewed together or more than one interview is required to fill in missing information, count them as one source. | A. Average number of data sources used per youth assessment | |
| 4 | Number and percent of assessment staff with specialized training | Measure of system accountability based on the idea that properly trained staff provides better service. Appropriate for grantees that conduct assessments. Report the number of staff who conduct assessments, have either received specific training about conducting assessments, or have specialized degrees or certifications (such as being Certified Addictions Specialists, or licensed social workers). Percent is the raw number divided by the total number of staff who conducts assessments. | A. Number of assessors with specialized training B. Number of assessors C. Percent (A/B) | |
| 5 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 6 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 7 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RISK/NEEDS ASSESSMENTS

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 8 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 9 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 10 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RISK/NEEDS ASSESSMENTS

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 11 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 12 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 13 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 14 | Number and percent of youth fully assessed using risk and needs assessments | Measure of system accountability. Appropriate for grantees that conduct youth assessments. Report the raw number of youth to have complete assessment files (i.e., all assessments were completely administered and there are no missing data). Percent is the raw number divided by the total number of youth processed by the grantee. | A. Number of youth with complete files B. Number of youth C. Percent (A/B) | |
| 15 | Of the total number of youth identified as needing substance abuse treatment, the percent identified through the screening/assessment process | Measure of system accountability based on the idea that effective assessment systems will catch the majority of youth with the targeted service needs. Appropriate for grantees that use the results of youth assessments (whether or not they conduct the assessments themselves). Report the raw number of youth identified as needing substance abuse treatment through the assessment process divided by the total number of youth identified as needing substance abuse treatment. | A. Number of youth assessed as needing substance abuse treatment B. Number of youth identified as needing substance abuse treatment C. Percent (A/B) | |
| 16 | Of the total number of youth identified as needing mental health services, the percent identified through the screening/assessment process | Measure of system accountability based on the idea that effective assessment systems will catch the majority of youth with the targeted service needs. Appropriate for grantees that use the results of youth assessments (whether or not they conduct the assessments themselves). Report the raw number of youth identified as needing mental health treatment through the assessment process divided by the total number of youth identified as needing mental health treatment. | A. Number of youth assessed as needing mental health treatment B. Number of youth identified as needing mental health treatment C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RISK/NEEDS ASSESSMENTS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|---|------------------|
| 17 | Average time in hours from screening to assessment | Measure of program efficiency. Appropriate for programs that assess clients or refer clients for assessment. Report the average number of hours from youths screening being completed (i.e., all screening data being completely collected) to their assessment being completed (i.e., all assessment data being completely collected). | A. Average number of hours from screening completion to assessment completion | |
| 18 | Average time in days from assessment to first service receipt | Measure of program efficiency. Appropriate for programs that serve clients or refer clients for service. Report the average number of calendar days from youths assessment being completed (i.e., all assessment data being completely collected) to their first receipt of service. | A. Average number of days from assessment completion to first service | |
| 19 | Number and percent of referrals to primary prevention services | Measure of program operation. Appropriate for grantees that generate client referrals or oversee the referral process (e.g., a county, village, rancharo, pueblo or reservation grantee spending the funds on building accountability capacity in a probation department). Report the raw number of referrals (not individual youth) for a primary prevention service. Percent is the raw number divided by the total number of referrals generated. | A. Number of referrals for a primary prevention service B. Number of referrals total C. Percent (A/B) | |
| 20 | Number and percent of referrals to secondary prevention services | Measure of program operation. Appropriate for grantees that generate client referrals or oversee the referral process (e.g., a county, village, rancharo, pueblo or reservation grantee spending the funds on building accountability capacity in a probation department). Report the raw number of referrals (not individual youth) for a secondary prevention service. Percent is the raw number divided by the total number of referrals generated. | A. Number of referrals for a secondary prevention service B. Number of referrals C. Percent (A/B) | |
| 21 | Number of different service referrals per youth | Measure of program operation. Appropriate for grantees that generate client referrals or oversee the referral process (e.g., a county, village, rancharo, pueblo or reservation grantee spending the funds on building accountability capacity in a probation department). Report the average number of referrals received by program participants while they are in the program. Different programs would be those, for example, that offer different services, serve different populations, have different procedures or criteria for inclusion or operation, or are run by different people/agencies/organizations. | A. Average number of referrals per youth | |
| 22 | Average time in hours from first justice contact for current offense to youth screening | Measure of program efficiency. Appropriate for programs that screen clients or refer clients for screening. Report the average number of hours from youth entering the system (e.g., being referred to the system by their school, being arrested, etc.) to their screening being completed (i.e., all screening data being completely collected). | A. Average number of hours from first justice contact to screening completion | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RISK/NEEDS ASSESSMENTS

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|---|------------------|
| 23 | Number and percent of times services identified through youth assessment are actually received by the assessed youth | Measure of system accountability based on the idea that if the system identifies a service need, it has the responsibility to meet that need. Appropriate for grantees that use the results of youth assessments (whether or not they conduct the assessments themselves). Report the raw number of times a youth enrolls in, or receives, a service that they were assessed as needing. Percent is the raw number divided by the total number of services that youth were assessed as needing." | A. Number of times youth receive referred service B. Number of services youth were assessed as needing C. Percent (A/B) | |
| 24 | Number and percent of cases assigned to alternatives to detention | To determine if the program is working as intended by actually reducing the number of cases that result in detention. Most appropriate for grantees that include detention in their list of potential sanctions. Report the raw number of program youth who were assigned to an alternative institution and who would otherwise have been assigned to detention. Percent is the raw number divided by the raw number plus the number of youth assigned to detention. | A. Number of cases assigned to an alternative to detention B. Number of cases assigned to detention C. Percent (A/(B +B)) | |
| 25 | Number and percent of youth who cannot receive identified services (e.g., slots full, service not provided locally) | Measure of system accountability. Appropriate for grantees that use the results of youth assessments (whether or not they conduct the assessments themselves). Report the raw number of youth who do not receive the service or treatment indicated as needed by their assessment. Percent is the raw number divided by the number of youth assessed as needing service. | A. Number of youth that do not receive services they are assessed as needing B. Number of youth assessed as needing services C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: SCHOOL SAFETY

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|---|------------------|
| 1 | Percent of time per week spent on accountability programming | Measure of system accountability. Appropriate for schools implementing or developing accountability programming or grantees that work with schools on accountability programming. Report the average number of hours per week that school staff spends on accountability programming. Percent is average time spent divided by average number of hours worked per week. Compute averages by school. If a grantee is computing for more than one school, report the average across schools. | A. Average number of hours per week staff spend on accountability programming B. Average number of hours per week that staff work C. Percent (A/B) | |
| 2 | Number and percent of school staff trained to implement accountability programming | Measure of system accountability. Appropriate for schools implementing or developing accountability programming or grantees that work with schools on accountability programming. Report the raw number of staff that have received any amount of formal training about accountability programming (include both general information and agency specific information). Training can be in any format or medium as long as its receipt can be verified. Training can be from any source as long as it was at least facilitated by the JABG funds. Percent is the raw number divided by the total number of school staff. | A. Number of staff trained B. Number of staff C. Percent (A/B) | |
| 3 | Number of different graduated sanctions options per level (immediate, intermediate, secure care, aftercare) | Determine coverage of the graduated sanctions approach within the local juvenile justice system or comprehensive programs. Most appropriate for projects with operational accountability programs. Report raw number of different sanctioning options by level. Different implies that the options either employ different techniques or activities, target different populations, or have different goals. | A. Number of immediate sanctioning options B. Number of intermediate sanctioning options C. Number of secure care sanctioning options D. Number of aftercare/reentry sanctioning options | |
| 4 | Number of different accountability programs operating | Measure of program implementation. Appropriate for grantees that have operational accountability programs. Report the number of different accountability programs that are operational (e.g., serving clients). Include programs that are partially and fully operational. Different programs would be those, for example, that offer different services, serve different populations, have different procedures or criteria for inclusion or operation, or are run by different people/agencies/organizations. | A. Number of different accountability programs operating | |
| 5 | Number of graduated sanctions slots per level (immediate, intermediate, secure care, aftercare) | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the number of youth that the program(s) can serve simultaneously at each sanction level. | A. Number of immediate sanction slots B. Number of intermediate sanction slots C. Number of secure care sanction slots D. Number of aftercare/reentry sanction slots | |
| 6 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 7 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: SCHOOL SAFETY

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 8 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 9 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 10 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 11 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: SCHOOL SAFETY

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 12 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 13 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 14 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 15 | Number and percent of staff participating in accountability programs | Measure of system accountability based on the idea that programs require full staffing to work appropriately and a larger percent of staff involvement implies more institutionalization. Report the raw number of school staff working on, participating in, or contributing to accountability programming. Percent is the raw number divided by the total number of school staff. | A. Number of staff participating in accountability programming B. Number of staff C. Percent (A/B) | |
| 16 | Number of school-community partnerships | Measure of system accountability based on the idea that program success depends on providing coordinated services. Appropriate for most grantees under this purpose area. Report the raw number of community agencies or groups with which the school (or school district) has a formal partnership agreement. Such agreements can take the form of memorandums of understanding, formal procedures for referrals between the agency and the school, or any other document that outlines how the community agency will work with the school. | A. Number of community partner agencies | |
| 17 | Number of school-justice partnerships | Measure of system accountability based on the idea that program success depends on providing coordinated services. Appropriate for most grantees under this purpose area. Report the raw number of justice agencies (e.g., probation departments, police departments, community policing units, day reporting centers) with which the school (or school district) has a formal partnership agreement. Such agreements can take the form of memorandums of understanding, formal procedures for referrals between the agency and the school, or any other document that outlines how the justice agency will work with the school. | A. Number of justice partner agencies | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: SCHOOL SAFETY

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 18 | Number of different school safety programming options in place | Determine coverage of the school safety approach. Most appropriate for schools, school districts, county, village, rancho, pueblo or reservation offices that work with schools/education issues. Report raw number of different school safety programs in operation. Different implies that the options either employ different techniques or activities, target different populations, or have different goals. | A. Number of different school safety programs in operation | |
| 19 | Number and percent of youth to receive a sanctions schedule at school orientation | To help determine whether accountability programming is being implemented as intended with the distribution of the sanctions schedule at school orientation. This measures system accountability. Appropriate for schools, school districts, county, village, rancho, pueblo or reservation departments that oversee schools/education. Report raw number of youth that received a sanctions schedule at school orientation. If there is no formal orientation, use the start of classes as the time point. Percent is calculated by dividing the number of youth to receive a sanctions schedule at orientation by the number of youth to enter the school(s). | A. Number of youth to receive a sanctions schedule at orientation B. Number of youth served/enrolled C. Percent (A/B) | |
| 20 | Average time in hours from infraction to sanction | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the average number of hours from when a youth does something that violates the behavioral contract, the program rules, school behavior rules or guidelines to that youth receiving a sanction. Include only closed cases (i.e., those in which a sanction has been administered or the case dismissed). | A. Average number of hours from infraction to sanction | |
| 21 | Number and percent of misconduct events handled using accountability sanctions/guidelines | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the raw number of infractions to result in the prescribed sanctions (the type of sanction, the timing of the sanction, etc.). Percent is the raw number divided by the total number of infractions. | A. Number of infractions to result in prescribed sanction B. Number of infractions C. Percent (A/B) | |
| 22 | Number of target youth referred to the justice system | Measure of youth accountability. Appropriate for grantees with operational accountability programs. Report the raw number of youth who are receiving or participating in accountability programming (including those bound by accountability sanctions schedules even if they are receiving no direct services) to be referred to the justice system from the school. Percent is the raw number divided by the total number of youth who are receiving or participating in accountability programming (including those bound by accountability sanctions schedules even if they are receiving no direct services). | A. Number of youth referred from the school to the justice system B. Number of youth participants in accountability programs C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: SCHOOL SAFETY

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 23 | Number of formal incident reports | Measure of youth accountability based on the idea that incident reports partially represent youth misbehavior. Appropriate for programs that serve youth. Report the number of incident reports made to the school. Include reports to the school administration about accidents, fights, non-attendance at class, or other forms of misbehaviors. Also, include any other formal notations about misbehaviors such as warnings issued or notices to parents. | A. Number of formal incident reports | |
| 24 | Number of crimes reported to the police | Measure of youth accountability based on the idea that crime reports partially represent youth misbehavior. Appropriate for programs that serve youth. Report the number of crimes reported to police that involves crime affecting school personnel, school property, or students. For reports of crime against people, include events that occur on school property, involve students (or recent students) as perpetrators, or are otherwise related to the school. | A. Number of crimes reported to the police | |
| 25 | Number and percent of teachers threatened at school | Measure of youth accountability. Most appropriate for schools or school districts. Report the raw number of teachers that receive threats from students (actual or presumed). Percent is the raw number divided by the total number of teachers. | A. Number of teachers threatened B. Number of teachers C. Percent (A/B) | |
| 26 | Average number of hours youth spend out of learning activities | Measure of system operation, based on the idea that students should remain in a learning environment when possible. Appropriate for schools or programs providing education or training. Report the average number of hours youth spend outside of learning activities (e.g., lectures, presentations, field trips, or other activities designed to meet the instructional goals of the program/school) per week divided by the total hours of instruction possible per week. | A. Average number of hours spent out of class per week B. Number of hours of possible class time C. Percent (A/B) | |
| 27 | Number of weapons seized | Measure of youth accountability. Appropriate for programs that serve youth. Report the number of weapons (e.g., guns, knives, sticks) seized from youth. | A. Number of weapons seized | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RESTORATIVE JUSTICE

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|--|---|------------------|
| 1 | Number of different restorative justice programs implemented | Measure of program implementation. Appropriate for grantees that administer more than one restorative justice program. Report the maximum number of different restorative justice programs in operation simultaneously. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals | A. Number of different restorative justice programs in operation | |
| 2 | Number and percent of youth to participate in any of the following events: victim offender mediation/dialogue; family group conferencing; peacemaking circles; restitution; personal services to victims; community service; apologies; victim/community impact panels; community/neighborhood impact statements; victim empathy groups/classes | Measure of program operation. Appropriate for most restorative justice programs. Report the raw number of youth to participate in any of the following events: victim offender mediation/dialogue; family group conferencing; peacemaking circles; restitution; personal services to victims; community service; apologies; victim/community impact panels; community/neighborhood impact statements; victim empathy groups/classes. Percent is the raw number divided by the number of youth served by the slots | A. Number of youth to participate in any of the listed events B. Number of youth served by grantee C. Percent (A/B) | |
| 3 | Amount of funds allocated to restorative justice programming | Determine the distribution of the money. Appropriate for any project paying for restorative justice programming. Report the raw dollar amount of JABG/Tribal JADG funds spent on restorative justice programming. | A. Number of dollars spent on restorative justice programming | |
| 4 | Number of restorative justice program slots | Determine program scope. Appropriate for programs that offer restorative justice programming. Report the raw number of restorative justice programming slots that the program has at any one time. Include both programs directly delivered by the grantee as well as programs that youth have access to through the grantee. For example, if a program can process victim impact statements for 5 juvenile offenders and serve 25 youth through a victim empathy class, the number of slots would be 30. | A. Number of restorative justice slots | |
| 5 | Number of hours of restorative justice training offered to justice staff by type (orientation, continuing education, cross training with community-based organizations) | Measure of infrastructure. Appropriate for programs whose staff offer restorative justice programming. Report the raw number of hours of training offered about restorative justice (by topic). Include in-house and external training and any training medium (classes, observations, online, etc.) as long as it can be verified that staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if the training did not conclude before the end of the period. | A. Number of hours of orientation training offered B. Number of hours of continuing education training offered C. Number of hours of cross training offered | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RESTORATIVE JUSTICE

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 6 | Number of hours of community outreach about restorative justice programming | Measure of infrastructure. Appropriate for programs that offer or promote restorative justice programming. Report the number of hours of outreach activities conducted by staff or on behalf of staff. For example, if someone made a presentation at a PTA meeting for 1 hour, count 1 hour plus travel and administration time; if someone dropped off flyers at a PTA meeting, count the actual time spent delivering the flyers. | A. Number of hours of community outreach about restorative justice programming | |
| 7 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 8 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 9 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 10 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 11 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 12 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RESTORATIVE JUSTICE

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 13 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include polices that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 14 | Percent of organizations reporting improvements in operations based on training and technical assistance | | A. Number of organizations that receive training and technical assistance during the reporting period B. Number of those served by TTA during the reporting period | |
| 15 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 16 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 17 | Number and percent of times restorative justice is part of case dispositions of juvenile offenders | Measure of system accountability. Appropriate for entities that use restorative justice programming such as courts (whether they actually deliver it themselves or not). Report the raw number of case dispositions that include restorative justice programming. Percent is the raw number divided by the number of case dispositions. Include diversion, formal adjudications, warrant hearings, and all other methods of resolving cases against juvenile offenders. | A. Number of case dispositions that include restorative justice B. Number of case dispositions C. Percent (A/B) | |
| 18 | Number and percent of target youth to receive restorative justice programming | Measure of system accountability. Appropriate for entities that use restorative justice programming (whether they actually deliver it themselves or not). Report the raw number of youth to participate in restorative justice programming. Percent is the raw number divided by the total number of youth served by the grantee. | A. Number of youth to participate in restorative justice B. Number of youth served C. Percent (A/B) | |
| 19 | Number of different restorative justice sanctioning options available | Determine coverage of the restorative justice approach. Most appropriate for grantees implementing or referring youth to restorative justice programming. Report raw number of different restorative justice sanctions available. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals. | A. Number of restorative justice sanctions options available | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RESTORATIVE JUSTICE

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|---|------------------|
| 20 | Number and percent of offenses for which restorative justice is an option | Determine coverage of the restorative justice approach. Most appropriate for programs that refer youth to restorative justice programs. Report the raw number of juvenile justice offenses (criminal, statutory or civil) for which restorative justice programming may be considered as an option. Percent is the raw number divided by the total number of offenses on the books. | A. Number of offenses for which restorative justice is an option B. Number of offenses on the books C. Percent (A/B) | |
| 21 | Number and percent of crime victims to participate in restorative justice programming | Measure of system accountability. Appropriate for entities that use restorative justice programming (whether they actually deliver it themselves or not). Report the raw number of victims of juvenile crime to participate in restorative justice programming. Percent is the raw number divided by the total number of victims processed by the grantee. | A. Number of crime victims to participate in restorative justice B. Number of crime victims C. Percent (A/B) | |
| 22 | Average time in hours from crime report to first contact between victim and victim advocate | Measure of system accountability. Appropriate for grantees that deliver or oversee restorative justice programming. Report the average number of hours from a crime being reported to the crime victim being contacted by a victim advocate (e.g., staff who work to restore the victim rather than staff who work to legally process the crime). | A. Average number of hours from crime to first contact with a victim advocate | |
| 23 | Average time in hours spent by victims' advocates with victims | Measure of system accountability. Appropriate for grantees that deliver or oversee restorative justice programming. Report the average number of hours that victim advocates spend with crime victims from first encounter through their last encounter. Include any form of direct contact such as in-person meetings, telephone calls, or e-mails. | A. Average number of hours victim advocates spend with each victim | |
| 24 | Average number of contacts between victim and victim advocate | Measure of system accountability. Appropriate for grantees that deliver or oversee restorative justice programming. Report the average number of times that victim advocates contact crime victims from first encounter through their last encounter. Include any form of direct contact such as in-person meetings, telephone calls or messages, letters, or e-mails. | A. Average number of times victim advocates contact victims | |
| 25 | Number and percent of cases in which victims had input into the offender's disposition | Measure of system accountability. Most appropriate for court units or other entities that process juvenile justice cases. Report the raw numbers of cases in which victims were able to have input into an offender's sentence. Include making victim impact statements, defining the restitution owed, or other forms of affecting the resolution of a juvenile justice case. Percent is the raw number divided by the number of cases processed. | A. Number of cases in which victims had input into offender disposition B. Number of cases processed C. Percent (A/B) | |
| 26 | Number and percent of cases in which community members had input into the offender's sentence | Measure of system accountability. Most appropriate for court units or other entities that process juvenile justice cases. Report the raw number of cases in which community members (i.e., not the victim(s) of the crime or family member of the offender) were able to have input into an offender's sentence. Include making community impact statements, defining the restitution owed, or other forms of affecting the resolution of a juvenile justice case. Percent is the raw number divided by the number of cases processed. | A. Number of cases in which community members had input into the offender disposition B. Number of cases processed C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: RESTORATIVE JUSTICE

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|--|------------------|
| 27 | Number and percent of ordered and actual offenders to pay monetary restitution | Measure of youth accountability. Appropriate for restorative justice programs or those using restorative justice principles. Report the raw number of offenders ordered to pay monetary restitution and the raw number to pay, at least some, restitution. Percent ordered is the raw number ordered divided by the number of youth processed by the grantee. Percent to comply is the raw number to pay divided by the number of youth ordered to pay restitution. | A. Number of offenders ordered to pay restitution B. Number of offenders that pay restitution C. Number of offenders processed D. Percent ordered (A/C) E. Percent to comply (B/A) | |
| 28 | Number and percent of offenders to receive skills building training | Measure of youth accountability. Appropriate for pre-release and post-release programs. Report the raw number of offenders to actually attend skills building training as part of their pre-release and post-release program (include offenders that complete at least part of the training). Percent is the raw number divided by the total number of offenders whose cases are handled by the grantee. Do not include educational programs required by the state. | A. Number of offenders to receive skills-building training B. Number of offenders handled C. Percent (A/B) | |
| 29 | Number and percent of youth to successfully complete their restorative justice requirements | Measure of youth accountability. Appropriate for restorative justice programs or using restorative justice principles. Report the raw number of offenders to successfully fulfill the requirements of the restorative justice program in which they are participating. Percent is the raw number divided by the total number of offenders who participate in restorative justice programming. | A. Number of youth to successfully complete their restorative justice requirements B. Number of youth to have restorative justice requirements C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: COURT/PROBATION PROGRAMMING

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|---|------------------|
| 1 | Number of different accountability programs in operation | Measure of program implementation. Appropriate for grantees that administer more than one accountability program. Report the maximum number of different accountability programs in operation simultaneously. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals | A. Number of different accountability programs in operation | |
| 2 | Number of types of accountability programs | Determine program scope. Appropriate for programs that offer accountability programming. Report the raw number of types of accountability offered. Include both service types directly delivered by the program and service types that youth have access to through the program. | A. Number of types of accountability programs in operation | |
| 3 | Amount of funds allocated to accountability programming | Determine the distribution of the money. Appropriate for any project paying for accountability programming. Report the raw dollar amount of JABG/Tribal JADG funds spent on accountability programming. | A. Number of dollars spent on accountability programming | |
| 4 | Number and percent of court/probation units with accountability programs in place | Determine coverage of the graduated sanctions approach within court and probation departments. Most appropriate for projects run through local units of government or tribal equivalent. Count would be the raw number of courts or probation departments that are implementing or in the process of implementing an accountability program (in the process includes things like training staff on accountability, developing policies on the use of accountability principles, or developing sub-contracts with service providers in anticipation of the program). Percent is the raw number divided by the number of cast/probation units in operation. | A. Number of units with accountability programming in operation B. Number of units C. Percent (A/B) | |
| 5 | Number of accountability program slots | Determine program scope. Appropriate for programs that offer accountability programming. Report the raw number of accountability programming slots that the program has at any one time. Include both services directly delivered by the program and services that youth have access to through the program. For example, if a program can process victim impact statements for 5 juvenile offenders and serve 25 youth through a victim empathy class, the number of slots would be 30. | A. Number of accountability slots | |
| 6 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 7 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
 JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: COURT/PROBATION PROGRAMMING

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 8 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 9 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 10 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 11 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance abuse. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: COURT/PROBATION PROGRAMMING

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|---|------------------|
| 12 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 13 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 14 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 15 | Number and percent of cases for which accountability options are used as part of the court/probation process | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the raw number of case dispositions that include accountability programming. Percent is the raw number divided by the number of case dispositions. Include diversion, formal adjudications, warrant hearings, and all other methods of resolving cases against juvenile offenders. | A. Number of case dispositions that include accountability programming B. Number of case dispositions C. Percent (A/B) | |
| 16 | Number and percent of cases for which the judge has complete youth case files prior to sentencing | Measure of system accountability. Appropriate for court programs. Report the raw number of case files that have all of the information the judge needs to sentence a youth (e.g., needs assessments, victim impact statements, juvenile justice history). If there are no formal requirements, determine a minimum criteria for a complete file and use those criteria as the requirement. | A. Number of cases for which judges have complete assessment data prior to sentencing B. Number of cases sentenced C. Percent (A/B) | |
| 17 | Number and percent of youth that through the court or probation system participate in accountability programming | Measure of system accountability. Appropriate for entities that use accountability programming (whether they actually deliver it themselves or not). Report the raw number of youth to participate in accountability programming. Percent is the raw number divided by the total number of youth processed by the grantee. | A. Number of youth to participate in accountability programming B. Number of youth processed C. Percent (A/B) | |
| 18 | Number of different accountability sanctioning options available | Determine coverage of the accountability approach. Most appropriate for grantees implementing or referring youth to accountability programming. Report raw number of different accountability sanctions available to youth. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals. | A. Number of different sanctions available to youth | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: COURT/PROBATION PROGRAMMING

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 19 | Number and percent of juvenile justice offenses for which accountability programs are an option | Determine coverage of the accountability approach. Most appropriate for programs that refer youth to accountability programs. Report the number of juvenile justice offenses (criminal, statutory, or civil) for which accountability programming may be considered as an option. Percent is the raw number divided by the total number of offenses on the books. | A. Number of offenses for which accountability programming is an option B. Number of offenses on the books C. Percent (A/B) | |
| 20 | Average number of youth per probation officer | Measure of infrastructure. Appropriate for programs that have probation officers. Report the number of open cases divided by the number of probation officers. | A. Number of open cases B. Number of probation officers C. Average number per officer (A/B) | |
| 21 | Average number of supervision meetings per youth per month | Determine whether accountability programs are being used as intended with the frequent use of supervision meetings. This measures system accountability. Appropriate for all programs implementing accountability programs. Report the total number of supervision meetings held with youth in the preceding month divided by the number of youth served through accountability programs during that month. Meetings are not limited to face-to-face contact but may include other forms of contact with youth such as telephone calls. | A. Number of supervision meetings in preceding month B. Number of youth served in preceding month C. Average number of meetings (A/B) | |
| 22 | Number and percent of non-compliance events (e.g., missed court dates, positive drug tests) | To determine if youth are acting more accountably as indicated by their fulfillment of their program requirements. Report the raw number of times youth did not do things they specifically had agreed to do in their behavioral contracts or according to their sanctions schedule or did things they specifically agreed not to do. Percent would be the raw number divided by the total number of things the youth were expected to do (or not to do). For example, if a youth was supposed to attend school every day, each unexcused day missed would be a non-compliant event. Percent would be the number of school days missed divided by the total number of days school was in session during the reporting period. | A. Number of non-compliance events B. Number of youth requirements C. Percent (A/B) | |
| 23 | Number and percent of probation contacts that are proactive | Measure of system accountability. Appropriate for programs that staff probation officers. Report the raw number of probation contacts with clients that were not specifically required by law (e.g., not based on a court date or based on a youth committing an infraction). Percent is the raw number divided by the total number of probation contacts with youth. | A. Number of proactive probation contacts B. Number of probation contacts C. Percent (A/B) | |
| 24 | Number and percent of youth to have a behavioral contract developed at intake | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the raw number of youth to have a behavioral contract developed at intake. Percent is the raw number divided by the number of youth to go through intake. | A. Number of youth with a behavioral contract at intake B. Number of youth to go through intake C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
 JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: COURT/PROBATION PROGRAMMING

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 25 | Average time in hours from infraction to sanction | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the average number of hours from when a youth does something that violates the behavioral contract, the program rules, school behavior rules or guidelines to that youth receiving a sanction. Include only closed cases (i.e., those in which a sanction has been administered or the case dismissed). | A. Average number of hours from infraction to sanction | |
| 26 | Number and percent of modifications that resulted in more restrictive conditions | Measure of youth accountability. Appropriate for grantees that can modify a youth's conditions of release or probation requirements. Report the raw number of times that modifications include more restrictive conditions on youth (e.g., moving from monthly drug testing to weekly). Percent is the raw number divided by the total number of modifications to conditions of release. | A. Number of times modifications were for more strict sanctions B. Number of modifications to release conditions C. Percent (A/B) | |
| 27 | Number and percent of youth to complete their justice requirements successfully | To determine if youth are acting more accountably as indicated by their fulfillment of their program requirements. Report the raw number of youth to complete the program successfully. Percent would be the raw number divided by the total number of youth served. | A. Number of youth to successfully complete program requirements B. Number of youth served C. Percent (A/B) | |
| 28 | Number and percent of youth to have revocation hearings | Measure of youth accountability. Appropriate for grantees that can revoke a youth's release or probation. Report the raw number of youth to have revocation hearings. Percent is the raw number divided by the total number of youth in the program | A. Number of youth to have revocation hearings B. Number of youth in the program C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING DETENTION/CORRECTIONS STAFF

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Report | Record Data Here |
|---|---|--|--|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number and percent of staff hired | Measure of infrastructure change. Most appropriate for programs that hired detention and corrections personnel. Report raw number of personnel hired during the reporting period. If full positions are not covered, report the number of full-time equivalents (FTE) paid for. To calculate FTE, divide the number of staff hours paid using JABG/Tribal JADG funds by 2000. Percent is the number of detention and corrections staff hired (or FTE covered) divided by the total number of program detention or corrections staff (or FTE). | A. Number of staff hired B. Number of staff positions C. Percent (A/B) | |
| 3 | Number and percent of vacant positions | Measure of program capacity. Appropriate for programs that staff detention or corrections staff. Report the raw number of vacant detention or corrections staff positions. Percent is the raw number divided by the total number of detention or corrections positions (open and filled). | A. Number of vacant positions B. Number of positions C. Percent (A/B) | |
| 4 | Ration of youth to staff | Measure of infrastructure. Appropriate for programs that serve youth. Report the number of youth served at one time divided by the number of staff. | A. Number of youth B. Number of staff C. Ratio (A/B) | |
| 5 | Number and percent of programs with vacant staff positions | Measure of program operational capacity. Appropriate for grantees with multiple programs/units/divisions/ departments that staff detention or corrections personnel. Report the raw number of programs/units/divisions/ departments that have at least one vacant position. Percent is the raw number divided by the total number of programs/units/divisions/departments. | A. Number of programs with vacant staff positions B. Number of programs C. Percent (A/B) | |
| 6 | Number and percent of staff trained in improving facility practices and/or programming | Measure of infrastructure. Appropriate for programs that staff detention or corrections personnel. Report the raw number of staff to receive any training about improving facility practices or programming. Include in-house or external training and any training medium (classes, observations, online, etc.) as long as training receipt can be verified. Include staff that started training during the reporting period even if the training did not conclude before the end of the reporting period. Percent is the raw number divided by the total number of detention or corrections staff. | A. Number of staff trained B. Number of staff C. Percent (A/B) | |
| 7 | Number of hours of training offered in improving facility practices and/or programming | Measure of infrastructure. Appropriate for programs that staff detention or corrections personnel. Report the raw number of hours of training offered about improving facility operations or programming. Include in-house and external training and any training medium (classes, observations, online, etc.) as long as it can be verified that staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if it did not conclude before the end of the reporting period. | A. Number of hours of training offered | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING DETENTION/CORRECTIONS STAFF

| # | Output Measure | Definition | Data Grantee Report | Record Data Here |
|----|---|---|--|------------------|
| 8 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 9 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 10 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 11 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 12 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 13 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA. C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING DETENTION/CORRECTIONS STAFF

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 14 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 15 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 16 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 17 | Staff time spent on security | Determine if project activities are improving staffing. Most appropriate for grantees that have completed at least one activity (hiring or training). Report the raw number of hours per week that staff (i.e., staff that work directly with clients) spent on security (e.g., searching clients, making sure the facility is secure). Percent is the raw number divided by the total number of hours per week that those staff worked. | A. Average number of hours per week staff spend on security B. Average number of hours staff work per week C. Percent (A/B) | |
| 18 | Number and percent of staff to rate the training received as helpful | Measure of program quality. Appropriate for programs offering training, whether directly or indirectly. Report the raw number of staff to rate the training as helpful. Programs will most likely need to use training evaluation forms. Programs do not need to report the specific rating level, just counts of people that found it at least minimally helpful. Percent is the raw number divided by the total number of training attendees. | A. Number of staff to rate training helpful B. Number of staff trained C. Percent (A/B) | |
| 19 | Number and percent of staff trained who take additional courses on improving facility practices and programming | Measure of staff involvement and interest in the topic. This is a proxy for training quality based on the idea that if training was helpful, staff may elect to take additional training on the topic. Appropriate for programs that have detention or corrections personnel. Report the raw number of staff to take at least a second course or follow-up training on improving facility practices or programming. Percent is the raw number divided by the total number of people initially trained (i.e., the pool of people that could have potentially taken additional training). Do not include mandatory retraining or refresher courses. | A. Number of staff to take additional training B. Number of staff trained C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING DETENTION/CORRECTIONS STAFF

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|--|------------------|
| 20 | Number and percent of sick days taken | Measure of staff morale based on the idea that well-trained and supported staff is happier in their jobs and, on average, less likely to take sick days. Appropriate for programs that have detention or corrections personnel. Report the combined number of sick days taken by detention or corrections staff during the reporting period. Percent is the combined number divided by the total number of possible workdays for all relevant staff during the reporting period. | A. Number of sick days taken B. Number of possible workdays C. Percent (A/B) | |
| 21 | Number and percent days employees are late to work | Measure of staff morale based on the idea that well-trained and supported staff are happier in their jobs and, on average, less likely to arrive late for work. Appropriate for programs that have detention or corrections personnel. Report the combined number of days that detention or corrections staff arrived late for work during the reporting period. Percent is the combined number divided by the total number of possible workdays for all relevant staff during the reporting period. | A. Number of late arrival days B. Number of possible workdays C. Percent (A/B) | |
| 22 | Number and percent of staff rated as improved by supervisors | Measure of training benefit based on the idea that properly trained staff will perform better in their jobs. Appropriate for programs that have detention or corrections personnel or that utilize staff or personnel who have received at least some training in improving facility practices or programming. Report the raw number of staff to receive either highest rating or an improved rating with regard to their general performance on the staff evaluations. If the evaluation has a place to rate knowledge or implementation of new concepts covered in the trainings, that category can be used in place of a general performance category. Percent is the raw number divided by the total number of such staff evaluated during the reporting period. | A. Number of staff improved B. Number of staff evaluated C. Percent (A/B) | |
| 23 | Number and percent of staff to leave the office/unit | Measure of staff satisfaction based on the idea that staff training can positively impact staff turnover. This is a proxy measure. Appropriate for programs that have detention or corrections personnel or that utilize staff or personnel who have received at least some training in improving facility practices or programming. Report the raw number of staff to leave the program during the reporting period. Do not include staff that was promoted out of the program. Percent is the raw number divided by the number of such staff in the staff pool. For example, if 10 corrections officers from the boys training school were trained, the total pool would be the total number of correctional officers at that facility. | A. Number of staff to leave program B. Number of staff in program C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: HIRING DETENTION/CORRECTIONS STAFF

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 24 | Number of hours that youth are held in isolation | Measures use of secure detention. Appropriate for any operational program. Report the raw number of hours youth were held in isolation. If a facility is not permitted to hold youth in isolation but refers youth to other facilities, include the number of hours of isolation to result from those referrals in this count. | A. Number of hours youth are held in isolation | |
| 25 | Number and percent of youth exhibiting the desired change in targeted behaviors | Must select at least one measure between 2A and 2M. Selection should be based on program goals and activities. | A. Number of youth held in isolation B. Number of youth served C. Percent (A/B) | |
| 26 | Average time in hours from infraction to sanction | Measure of system accountability. Appropriate for grantees with operational accountability programs. Report the average number of hours from when a youth does something that violates the behavioral contract, the program rules, school behavior rules or guidelines to that youth receiving a sanction. Include only closed cases (i.e., those in which a sanction has been administered or the case dismissed). | A. Average number of hours from infraction to sanction | |
| 27 | Number and percent of available accountability programming options used | Measure of system accountability (i.e., are staff using all the tools available to them and are the available accountability options appropriate for the site). Appropriate for grantees with operational accountability programs. Report the raw number of different accountability options used at least once during the reporting period. Percent is the raw number divided by the total number of different accountability options. Different implies that the options either employ different techniques or activities, target different populations, or have different goals. | A. Number of accountability options used B. Number of accountability options available C. Percent (A/B) | |
| 28 | Number and percent of sanction changes that were from a less restrictive to a more restrictive sanction | Measure of youth accountability. Appropriate for grantees that can change youths' sanction level. Report the raw number of times that youth are moved from a less restrictive sanction level to a more restrictive level (e.g., moving from monthly drug testing to weekly). Percent is the raw number divided by the total number of modifications to sanctions. | A. Number of modifications of sanctions to more strict B. Number of modifications to sanctions C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: REENTRY

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|--|---|------------------|
| 1 | Amount of JABG/Tribal JADG funds awarded for system improvement (Mandatory for System Improvement only) | The amount of JABG/Tribal JADG funds in whole dollars that are awarded for System Improvement during the reporting period. Program records are the preferred source. | A. Funds awarded to program for services | |
| 2 | Number of different pre-release and post-release programs implemented | Measure of program implementation. Appropriate for grantees that administer more than one pre-release and post-release program. Report the maximum number of different pre-release and post-release programs in operation simultaneously. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals | A. Number of different pre-release and post-release programs in operation | |
| 3 | Amount of funds allocated to pre-release and post-release programming | Determine the distribution of the money. Appropriate for any project paying for pre-release and post-release programming. Report the raw dollar amount of JABG funds spent on pre-release and post-release programming. | A. Number of dollars spent on pre-release and post-release programming | |
| 4 | Number of pre-release and post-release program slots | Determine program scope. Appropriate for programs that offer pre-release and post-release programming. Report the raw number of pre-release and post-release programming slots that the program has at any one time. Include both programs directly delivered by the grantee as well as programs that youth have access to through the grantee. For example, if a program can process victim impact statements for 5 juvenile offenders and serve 25 youth through a victim empathy class, the number of slots would be 30. | A. Number of pre-release and post-release slots | |
| 5 | Number and percent of staff trained on pre-release and post-release program procedures | Measure of system accountability based on the idea that properly trained staff can provide better service. Appropriate for any grantee working with or administering a pre-release and post-release program. Report the raw number of staff to receive formal training on pre-release and post-release related topics. Percent is the raw number divided by the total number of staff in the pool from which those trained were selected. For example, if 10 staff from a probation department were trained, the total pool would be the staff from the entire probation department. | A. Number of staff trained B. Number of staff C. Percent (a/b) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: REENTRY

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 6 | Number of hours of pre-release and post-release training offered to justice staff by type (orientation, continuing education, cross training with community-based organizations) | Measure of infrastructure. Appropriate for programs whose staff offers pre-release and post-release programming. Report the raw number of hours of training offered about pre-release and post-release (by topic). Include in-house and external training and any training medium (classes, observations, online, etc.) as long as it can be verified that staff were aware of the training opportunity and were able to avail themselves of it (e.g., the training was not cost prohibitive or offered at a time that conflicted with other necessary duties). Include training that started during the reporting period even if the training did not conclude before the end of the period. | A. Number of hours of orientation training offered B. Number of hours of continuing education training offered C. Number of hours of cross training offered | |
| 7 | Number of hours of community outreach about pre-release and post-release programming | Measure of infrastructure. Appropriate for programs that offer or promote pre-release and post-release programming. Report the number of hours of outreach activities conducted by staff or on behalf of staff. For example, if someone made a presentation at a PTA meeting for 1 hour, count 1 hour plus travel and administration time; if someone dropped off flyers at a PTA meeting, count the actual time spent delivering the flyers. | A. Number of hours of community outreach about pre-release and post-release programming | |
| 8 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 9 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |
| 10 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source | A. Number of program materials developed | |
| 11 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: REENTRY

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 12 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 13 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance use. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: REENTRY

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|--|---|------------------|
| 14 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 15 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 16 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 17 | Number and percent of target youth to receive pre-release and post-release programming | Measure of system accountability. Appropriate for entities that use pre-release and post-release programming (whether they actually deliver it themselves or not). Report the raw number of youth to participate in pre-release and post-release programming. Percent is the raw number divided by the total number of youth served by the grantee. | A. Number of youth to participate in pre-release and post-release B. Number of youth served C. Percent (A/B) | |
| 18 | Number of different pre-release and post-release options available | Determine coverage of the pre-release and post-release approach. Most appropriate for grantees implementing or referring youth to pre-release and post-release programming. Report raw number of different pre-release and post-release options available. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals. | A. Number of pre-release and post-release options available | |
| 19 | Average number of different services and treatments received by youth pre-release and post-release program participants | Measure of system accountability. Appropriate for any pre-release and post-release program. Report the average number of different types of service or clinical treatment received by pre-release and post-release program participants. For example, if a participant received outpatient mental health treatment, transportation services, and literacy counseling, that would count as three services. But, for example, if a participant received medical treatment from two different providers or on two different occasions that would count as one treatment unless the treatment was for different conditions (e.g., a broken leg and a pregnancy). | A. Average number of types of service received per client | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: REENTRY

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 20 | Number and percent of offenders to receive skills building training | Measure of youth accountability. Appropriate for pre-release and post-release programs. Report the raw number of offenders to actually attend skills building training as part of their pre-release and post-release program (include offenders that complete at least part of the training). Percent is the raw number divided by the total number of offenders whose cases are handled by the grantee. Do not include educational programs required by the state. | A. Number of offenders to receive skills-building training B. Number of offenders handled C. Percent (A/B) | |
| 21 | Number and percent of youth to successfully complete their pre-release and post-release requirements | Measure of youth accountability. Appropriate for pre-release and post-release programs or using pre-release and post-release principles. Report the raw number of offenders to successfully fulfill the requirements of the pre-release and post-release program in which they are participating. Percent is the raw number divided by the total number of offenders who participate in pre-release and post-release programming. | A. Number of youth to successfully complete their pre-release and post-release requirements B. Number of youth to have pre-release and post-release requirements C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INDIGENT DEFENSE

Grantees are required to select at least one Output measure for each Program Area selected.

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|---|---|---|---|------------------|
| 1 | Number of different indigent defense programs in operation | Measure of program implementation. Appropriate for grantees that administer more than one indigent defense program. Report the maximum number of different indigent defense programs in operation simultaneously. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals. | A. Number of different indigent defense programs in operation | |
| 2 | Number of types of indigent defense programs | Determine program scope. Appropriate for programs that offer indigent defense programming. Report the raw number of types of indigent defense programs offered. Include both service types directly delivered by the program and service types that youth have access to through the program. | A. Number of types of indigent defense programs in operation | |
| 3 | Amount of funds allocated to indigent defense programming | Determine the distribution of the money. Appropriate for any project paying for indigent defense programming. Report the raw dollar amount of JABG/Tribal JADG funds spent on indigent defense programming. | A. Number of dollars spent on indigent defense programming | |
| 4 | Number and percent of court/probation units with indigent defense programs in place | Determine coverage of the graduated sanctions approach within court and probation departments. Most appropriate for projects run through local units of government or tribal equivalent. Count would be the raw number of courts or probation departments that are implementing or in the process of implementing an indigent defense program (in the process includes things like training staff on indigent defense, developing policies on the use of indigent programming principles, or developing sub-contracts with service providers in anticipation of the program). Percent is the raw number divided by the number of cast/probation units in operation. | A. Number of units with indigent defense programming in operation B. Number of units C. Percent (A/B) | |
| 5 | Number of indigent defense program slots | Determine program scope. Appropriate for programs that offer indigent defense programming. Report the raw number of indigent defense programming slots that the program has at any one time. Include both services directly delivered by the program and services that youth have access to through the program. For example, if a program can process victim impact statements for 5 juvenile offenders and serve 25 youth through a victim empathy class, the number of slots would be 30. | A. Number of indigent defense program slots | |
| 6 | Number of training requests RECEIVED | This measure represents the number of training requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of training requests received during the reporting period. | |
| 7 | Number of technical assistance requests RECEIVED | This measure represents the number of technical assistance requests received during the reporting period. Requests can come from individuals or organizations served. | A. Number of technical assistance requests received during the reporting period | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INDIGENT DEFENSE

| # | Output Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 8 | Number of program materials developed during the reporting period | This measure represents the number of program materials that were developed during the reporting period. Include only substantive materials such as program overviews, client workbooks, lists of local service providers. Do not include program advertisements or administrative forms such as sign-in sheets or client tracking forms. Count the number of pieces developed. Program records are the preferred data source. | A. Number of program materials developed | |
| 9 | Number of planning or training events held during the reporting period | This measure represents the number of planning or training activities held during the reporting period. Planning and training activities include creation of task forces or inter-agency committees, meetings held, needs assessments undertaken, etc. Preferred data source is program records. | A. Number of planning or training activities held during the reporting period | |
| 10 | Number of people trained during the reporting period | This measure represents the number of people trained during the reporting period. The number is the raw number of people receiving any formal training relevant to the program or their position as program staff. Include any training from any source or medium received during the reporting period as long as receipt of training can be verified. Training does not have to have been completed during the reporting period. Preferred data source is program records. | A. Number of people trained | |
| 11 | Percent of those served by training and technical assistance (TTA) who reported implementing an evidence based program and/or practice during or after the TTA. | Number and percent of programs served by TTA that reported implementing an evidence-based program / and or practice during or after the TTA. Evidence based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance abuse. | A. Number of programs served by TTA that reported using an evidence-based program and / or practice. B. Number of programs served by TTA C. Percent of programs served by TTA that report using an evidence-based program and / or practice (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INDIGENT DEFENSE

Grantees are required to select at least one Outcome measure for each Program Area selected.

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|--|---|------------------|
| 12 | Number of program policies changed, improved, or rescinded during the reporting period | This measure represents the number of cross-program or agency policies or procedures changed, improved, or rescinded during the reporting period. A policy is a plan or specific course of action that guides the general goals and directives of programs and/or agencies. Include policies that are relevant to the topic area of the program or that affect program operations. Preferred data source is program records. | A. Number of programs policies changed during the reporting period B. Number of programs policies rescinded during the reporting period | |
| 13 | Percent of people exhibiting an increased knowledge of the program area during the reporting period | This measure represents the number of people who exhibit an increased knowledge of the program area after participating in training. Use of pre and posttests is preferred. | A. Number of people exhibiting an increase in knowledge post-training. B. Number of people trained during the reporting period. C. Percent of people trained who exhibited increased knowledge (A/B) | |
| 14 | Percent of organizations reporting improvements in operations based on training and technical assistance (TTA). | The number and percent of organizations reporting improvements in operations as a result of TTA one to six months post-service. | A. The number of organizations reporting improvements in operations as a result of TTA one to six months post-service B. The total number of organizations served by TTA during the reporting period C. Percent of organizations reporting improvements (A/B) | |
| 15 | Number and percent of cases for which indigent defense options are used as part of the court/probation process | Measure of system accountability. Appropriate for grantees with operational indigent defense programs. Report the raw number of case dispositions that include indigent defense programming. Percent is the raw number divided by the number of case dispositions. Include diversion, formal adjudications, warrant hearings, and all other methods of resolving cases against juvenile offenders. | A. Number of case dispositions that include indigent defense programming B. Number of case dispositions C. Percent (A/B) | |
| 16 | Number and percent of cases for which the judge has complete youth case files prior to sentencing | Measure of system accountability. Appropriate for indigent defense programs. Report the raw number of case files that have all of the information the judge needs to sentence a youth (e.g., needs assessments, victim impact statements, juvenile justice history). If there are no formal requirements, determine a minimum criteria for a complete file and use those criteria as the requirement. | A. Number of cases for which judges have complete assessment data prior to sentencing B. Number of cases sentenced C. Percent (A/B) | |
| 17 | Number and percent of youth that through the court or probation system participate in indigent defense programming | Measure of system accountability. Appropriate for entities that use indigent defense programming (whether they actually deliver it themselves or not). Report the raw number of youth to participate in indigent defense programming. Percent is the raw number divided by the total number of youth processed by the grantee. | A. Number of youth to participate in indigent defense programming B. Number of youth processed C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INDIGENT DEFENSE

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|---|---|---|------------------|
| 18 | Number of different indigent defense program options available | Determine coverage of the indigent defense approach. Most appropriate for grantees implementing or referring youth to indigent defense programming. Report raw number of different indigent defense sanctions available to youth. Different implies that the programs either employ different techniques or activities, target different populations, or have different goals. | A. Number of different sanctions available to youth | |
| 19 | Number and percent of juvenile justice offenses for which indigent defense programs are an option | Determine coverage of the indigent defense program approach. Most appropriate for programs that refer youth to indigent defense programs. Report the number of juvenile justice offenses (criminal, statutory, or civil) for which indigent defense programming may be considered as an option. Percent is the raw number divided by the total number of offenses on the books. | A. Number of offenses for which indigent defense programming is an option B. Number of offenses on the books C. Percent (A/B) | |
| 20 | Average number of youth per probation officer | Measure of infrastructure. Appropriate for programs that have probation officers. Report the number of open cases divided by the number of probation officers. | A. Number of open cases B. Number of probation officers C. Average number per officer (A/B) | |
| 21 | Average number of supervision meetings per youth per month | Determine whether indigent defense programs are being used as intended with the frequent use of supervision meetings. This measures system accountability. Appropriate for all programs implementing indigent defense programs. Report the total number of supervision meetings held with youth in the preceding month divided by the number of youth served through indigent defense programs during that month. Meetings are not limited to face-to-face contact but may include other forms of contact with youth such as telephone calls. | A. Number of supervision meetings in preceding month B. Number of youth served in preceding month C. Average number of meetings (B/A) | |
| 22 | Number and percent of non-compliance events (e.g., missed court dates, positive drug tests) | To determine if youth are acting more accountably as indicated by their fulfillment of their program requirements. Report the raw number of times youth did not do things they specifically had agreed to do in their behavioral contracts or according to their sanctions schedule or did things they specifically agreed not to do. Percent would be the raw number divided by the total number of things the youth were expected to do (or not to do). For example, if a youth was supposed to attend school every day, each unexcused day missed would be a non-compliant event. Percent would be the number of school days missed divided by the total number of days school was in session during the reporting period. | A. Number of non-compliance events B. Number of youth requirements C. Percent (A/B) | |
| 23 | Number and percent of probation contacts that are proactive | Measure of system accountability. Appropriate for programs that staff probation officers. Report the raw number of probation contacts with clients that were not specifically required by law (e.g., not based on a court date or based on a youth committing an infraction). Percent is the raw number divided by the total number of probation contacts with youth. | A. Number of proactive probation contacts B. Number of probation contacts C. Percent (A/B) | |

**OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
JUVENILE ACCOUNTABILITY BLOCK GRANT PROGRAM**

PURPOSE AREA: INDIGENT DEFENSE

| # | Outcome Measure | Definition | Data Grantee Reports | Record Data Here |
|----|--|---|---|------------------|
| 24 | Number and percent of youth to have a behavioral contract developed at intake | Measure of system accountability. Appropriate for grantees with operational indigent defense programs. Report the raw number of youth that have a behavioral contract developed at intake. Percent is the raw number divided by the number of youth to go through intake. | A. Number of youth with a behavioral contract at intake B. Number of youth to go through intake C. Percent (A/B) | |
| 25 | Average time in hours from infraction to sanction | Measure of system accountability. Appropriate for grantees with operational indigent defense programs. Report the average number of hours from when a youth does something that violates the behavioral contract, the program rules, school behavior rules or guidelines to that youth receiving a sanction. Include only closed cases (i.e., those in which a sanction has been administered or the case dismissed). | A. Average number of hours from infraction to sanction | |
| 26 | Number and percent of modifications that resulted in more restrictive conditions | Measure of youth accountability. Appropriate for grantees that can modify a youth's conditions of release or probation requirements. Report the raw number of times that modifications include more restrictive conditions on youth (e.g., moving from monthly drug testing to weekly). Percent is the raw number divided by the total number of modifications to conditions of release. | A. Number of times modifications were for more strict sanctions B. Number of modifications to release conditions C. Percent (A/B) | |
| 27 | Number and percent of youth to complete their justice requirements successfully | To determine if youth are acting more accountably as indicated by their fulfillment of their program requirements. Report the raw number of youth to complete the program successfully. Percent would be the raw number divided by the total number of youth served. | A. Number of youth to successfully complete program requirements B. Number of youth served C. Percent (A/B) | |
| 28 | Number and percent of youth to have revocation hearings | Measure of youth accountability. Appropriate for grantees that can revoke a youth's release or probation. Report the raw number of youth to have revocation hearings. Percent is the raw number divided by the total number of youth in the program | A. Number of youth to have revocation hearings B. Number of youth in the program C. Percent (A/B) | |

L. Utah's Community Report Card



JUVENILE COURT
REPORT CARD
TO THE COMMUNITY
2016



When citizens are asked what they would like the juvenile justice system to accomplish, the message is clear. Citizens expect the juvenile justice system to further community safety, hold youth offenders accountable, and protect the constitutional rights of juveniles, while at the same time providing justice to victims. They also expect juvenile offenders to stop criminal behavior and become responsible and productive citizens.

Taxpayers invest significant resources in the juvenile justice system and should expect a sound return on this investment. The purpose of this report card is to provide taxpayers with an update on how Utah's juvenile justice system is performing. The Juvenile Court has established benchmarks, which are listed in this report, to inform the community on its progress in furthering safety, restoring justice for victims, and reducing the risk of re-offending.

The Juvenile Court can and should be held accountable for its performance on these measures. Through the sound use of tax dollars and the involvement of the community, greater public safety can be achieved. Working together we can build a safer and more just community.

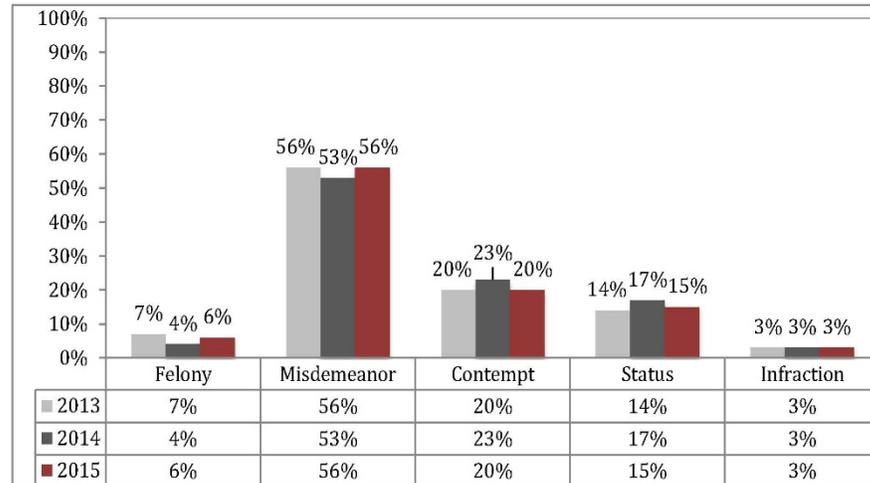
DELINQUENCY REFERRALS



Delinquency referrals are an important measure of juvenile crime. When a juvenile commits an offense in the community, he or she may be referred to the Juvenile Court by a number of different agencies, such as the local police department or school. The type of crime determines the severity of the referral to the Juvenile Court.

There are five major severity categories for delinquency referrals: felonies, misdemeanors, contempt of court, status, and infraction. Felony-level offenses, such as burglary or robbery, are the most severe. These offenses are defined as those punishable with more than one year in prison, if committed by an adult. Misdemeanor-level offenses, such as theft or shoplifting, are less severe offenses that would be punishable with up to one year in jail and/or a fine, if committed by an adult. Status offenses, such as truancy or tobacco possession, are offenses that would not be a violation of the law but for the age of the offender. Infractions, such as disorderly conduct or criminal trespass, are lesser offenses that are not punishable by imprisonment. Certain traffic offenses are also referred to the Juvenile Court when committed by a juvenile.

Most delinquency cases referred to the Juvenile Court in 2015 were misdemeanor offenses or contempt offenses. Misdemeanor offenses accounted for 56 percent of delinquency referrals, and contempt offenses accounted for 20 percent of delinquency referrals. Felonies, the most severe type of offense, accounted for 6 percent of delinquency referrals, while infractions accounted for 3 percent of total referrals for the third year in a row.

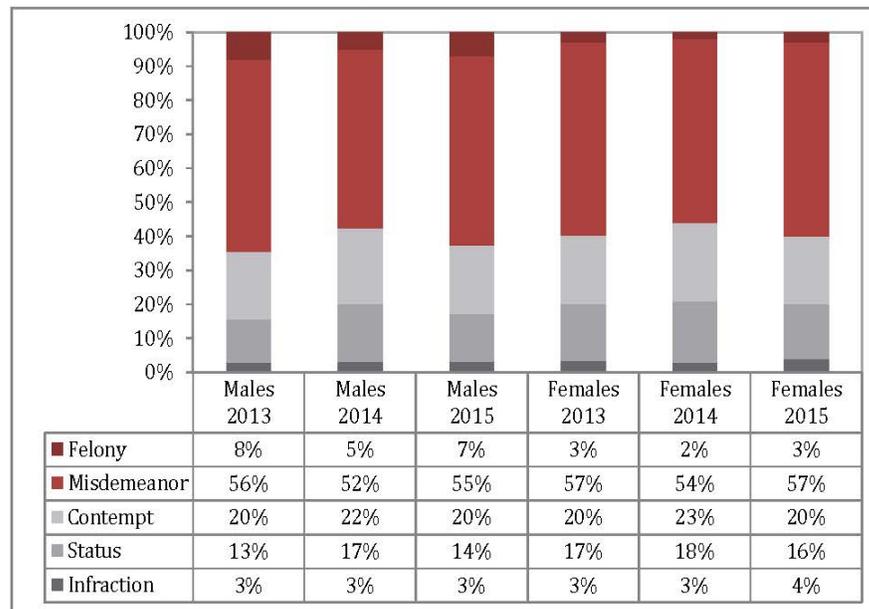


Delinquency referral rates vary for male and female juveniles. For example, in 2015 there was a higher percentage of felony offense referrals for males than there were for females. While 7 percent of referrals for males were for felony offenses, 3 percent of female referrals were for felony offenses. In contrast, there was a higher percentage of status offense referrals for females than there were for males. Sixteen percent of referrals for females were for status offenses while 14 percent of referrals for males were for status offenses.

When examining differences between 2014 and 2015 for males, the percentage of referrals for status offenses decreased and the percentage of referrals for misdemeanor offenses increased. For females, the percentage of referrals for misdemeanors also increased, and the percentage of contempt referrals decreased 3 percent between 2014 and 2015.

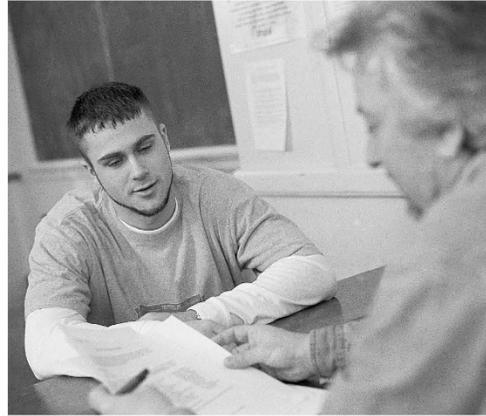


DELINQUENCY REFERRALS BY GENDER



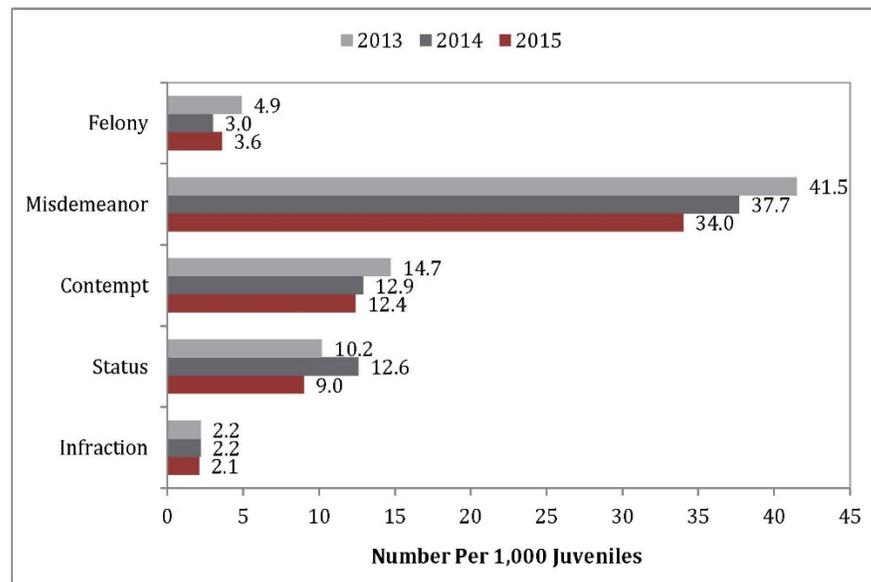
JUVENILE CRIME

Another key indicator of juvenile delinquency is the per capita rate of delinquency referrals. The per capita referral rate examines the number of delinquency referrals for youth 10 to 17 years of age per 1,000 individuals of the Utah population of the same age range. This measure compares juvenile crime referral trends across years while controlling for changes in the juvenile population size.



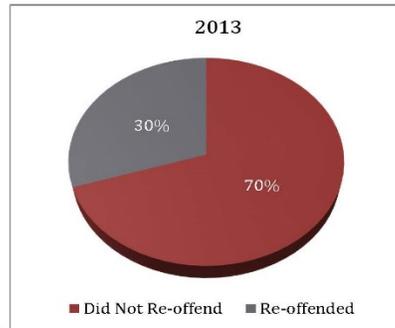
The per capita rate of felony referrals in 2015 was 3.6 per 1,000 youth, which was higher than the rate in 2014 of 3.0 felony referrals per 1,000 youth. The per capita rate of misdemeanor, contempt, status, and infraction referrals all declined between 2014 and 2015. While infractions only decreased from 2.2 to 2.1 referrals per 1,000, misdemeanor referrals had a much greater decrease. Misdemeanors decreased from 37.7 referrals per 1,000 in 2014 to 34.0 referrals per 1,000 in 2015. Similarly, status referrals decreased from 12.6 referrals per 1,000 in 2014 to 9.0 referrals per 1,000 in 2015.

PER CAPITA REFERRAL RATES



LAW ABIDING BEHAVIOR

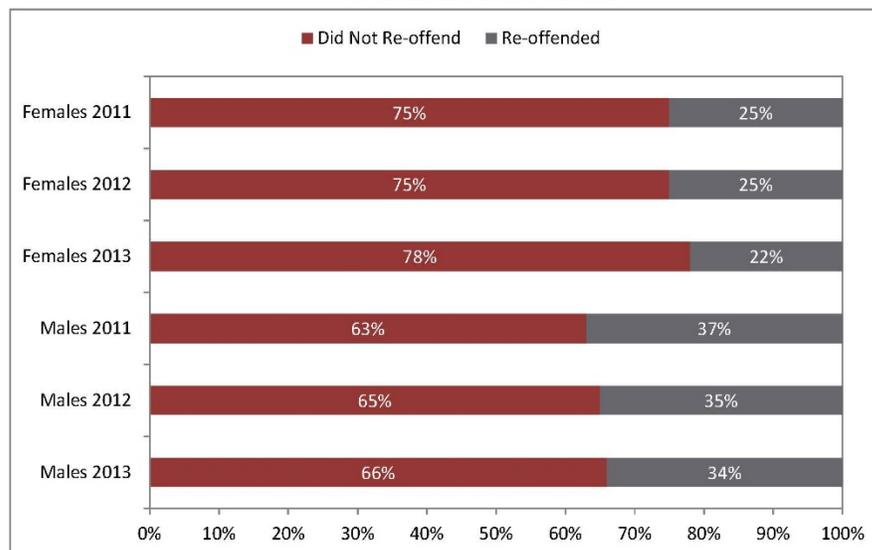
Whether or not a youth re-offends after being involved with the Juvenile Court is a valuable gauge of juvenile crime. In 2012, 67 percent of youth involved with the juvenile court for a misdemeanor or a felony did not reoffend. In 2013, this percentage increased to 70% of youth, while 30% of youth reoffended within 1 year of their original offense.



Females reoffended at lower rates than males in 2013. Twenty-two percent of females, compared with 34 percent of males, reoffended. This was 3% lower than the previous two years for females. Males have declined in their reoffense rates over the last 3 years starting at 37% in 2011 and declining 3% over the next 2 years.

Felony-level and misdemeanor-level findings or admissions of guilt in 2013 were used as the baseline for this measure. Reoffense was defined as a new felony- or misdemeanor-level finding, or admission of guilt, within one year of the original adjudication date. An additional one year follow-up period was required for the processing and adjudication of all new offenses occurring within the follow-up period. Contempts were not included in this measure.

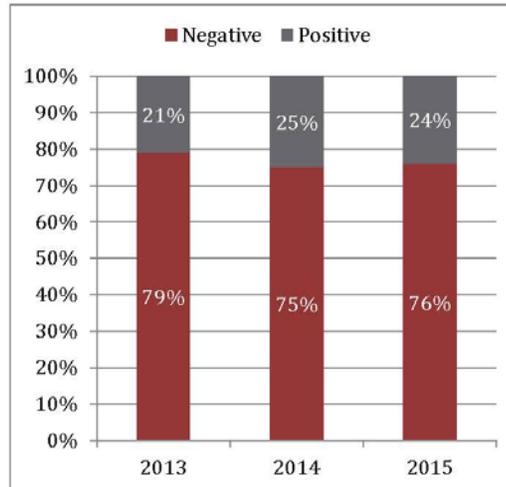
REOFFENSE RATES BY GENDER



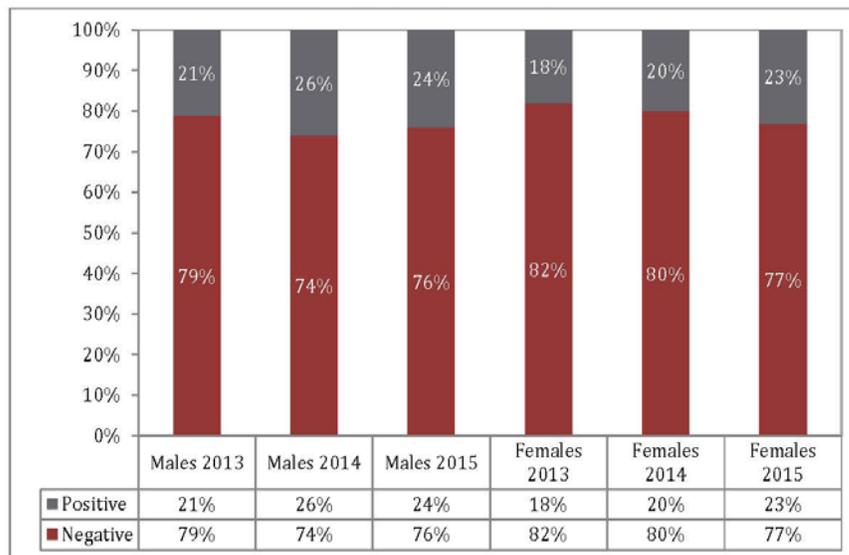
DRUG TESTING

A juvenile offender's resistance to drug use helps the court determine the progress these youth are making toward law abiding behavior. In 2015, 24 percent of drug test results were positive and 76 percent were negative. This was higher than the rate of positive drug tests in 2013 when 21 percent of drug tests came back positive, but slightly lower than 2014 when 25 percent of drug tests were positive.

Males tested positive at a slightly higher rate than females in 2015. The graph below shows that 77 percent of drug test results for females were negative and 76 percent of drug test results for males were negative. From 2014 to 2015, the percentage of positive drug tests increased by three percent for females and decreased by two percent for males. While there hasn't been a consistent trend over the past 3 years for males, the percentage of positive drug tests for females has increased from 2013 to 2015.



DRUG TEST RESULTS BY GENDER



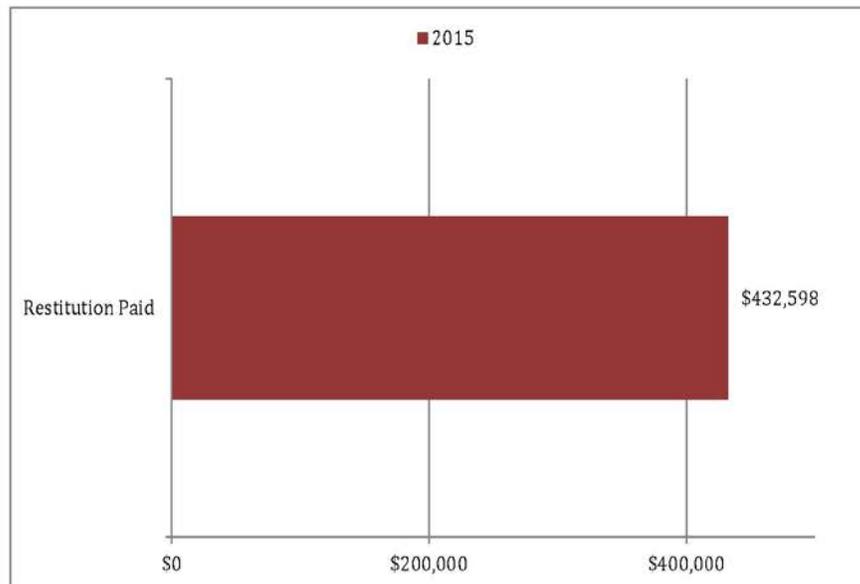
RESTITUTION PAID

An important aspect of holding juvenile offenders responsible and providing justice to individuals harmed by crime is the payment of restitution to victims. The payment of restitution is a priority that takes precedence over the payment of all other types of fees or fines ordered by the Juvenile Court.

In 2015, juvenile offenders paid more than \$432,000 in restitution to the victims they had harmed. To find out more about the payment of restitution, fines, and fees, please visit our website at www.utcourts.gov/courtools/ and click on the Juvenile Court restitution, fines and fees tab.



RESTITUTION PAID



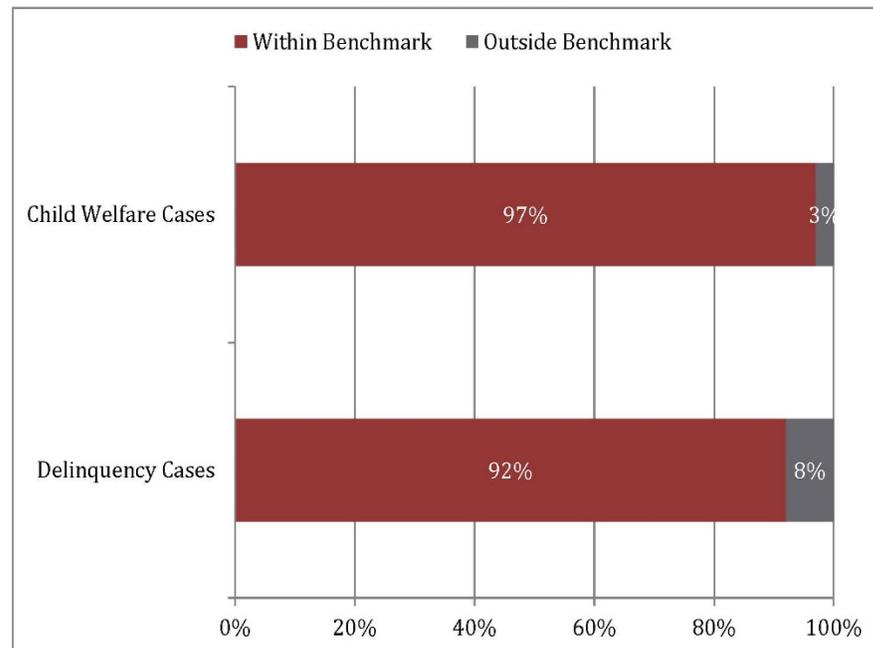
TIMELINESS OF CASES

Resolving cases in a timely manner is an important measure of the Juvenile Court's efficiency and effectiveness. During 2015, 92 percent of delinquency cases were adjudicated within 45 days of the first hearing, meeting the timeliness benchmark for delinquency cases.

In addition to delinquency cases, the Juvenile Court also hears and resolves child welfare cases, which involve children who have been abused or neglected. During 2015, 97 percent of child welfare cases were adjudicated within 60 days of the shelter hearing, meeting the timeliness benchmark for child welfare cases.



TIMELINESS OF CASES



A safe home and safe community for all



Administrative Office of the Courts
450 South State Street
P.O. Box 140241
Salt Lake City, UT 84114-0241

Assistance and template provided by the National District Attorneys Association. For additional information, please visit our website at www.utcourts.gov.

M. Building Blocks Subcommittee Logic Model

LOGIC MODEL FOR THE BUILDING BLOCKS SUB-COMMITTEE – PILOT STUDY ON REUNIFICATION PROGRESS MEDIATIONS

STATEMENT OF THE PROBLEM: Children birth to five years are disproportionately represented in dependency cases. This population spends more of their childhood in care than older children entering foster care. Permanency is rarely obtained for this population within statutory timelines. **ASSUMPTIONS ABOUT THE CHANGE STRATEGY:** Children under three are supposed to be considered for expedited permanency. Parents of infants and toddlers, due to their development needs, should have early and increased engagement in services and more frequent parenting time in order to be successful. Infants and toddlers benefit from early identification of potential permanent placement and earliest possible permanent resolution (reunification or adoption).

Model Court Goal To Address Problem

Implement expedited case flow management that complies with statutory timelines by implementing Reunification Progress Mediation

INPUTS

- Service providers
- Attorneys
- Mediators
- DCS
- Support agencies
- FDC
- Judges
- Parents
- CASA
- Family supports
- Placements

ACTIVITIES

- Determine the criteria and process for selection of cases to be in Reunification Mediation pilot (i.e. age group/sibling groups/etc.) (e.g. randomly select up to 50 cases over the course of year?)
 - Engage Dependency Unit in developing the process for identification and tracking of cases
 - Track cases over the course of a year
 - Develop protocol for judges
 - Develop and implement the RPM process
 - Create a sub-committee of mediators who will develop the new agreement form and processes.
 - Create RPM agreement template to be used by mediators. (Should be open & flexible enough for use).
 - Develop and implement a schedule for court hearings and Reunification Progress Mediations ("RPM") – determine how often and if every 45 days will be the target for the RPMs
 - Create a checklist for judges re: issues to address
 - Develop a cross-training on new process for all stakeholders included in the inputs section – Prioritize trainings for: 1) Attorneys (Thea to conduct) 2) Mediators (Stacey) 3) Judges (J.Wagner) 4) DCS (who?).
- Are these activities below now part of the RPM pilot study?*
Engage parent at the time of the PHC/PPH for services (DCS and behavioral health).
Timely and appropriate referrals will be made for services.

OUTPUTS

- Number of and types of cases included in the expedited case flow management (# of children, allegations?, etc)
- Number of RPMs held (different for pre and post-adjudication)
- Number of meaningful permanency hearings held within 6 months of removal
- # of RPM agreements that identify risk and protective factors of the family, identify specific case plan tasks and services to address the risk factors, address parenting time and placement issues, and explore permanency options.
- # and date of DCS plans developed that address RPM agreements
- Parental engagement with mental health providers (track the number of parents who do and do not engage and when the engagement began). (This seems more like an outcome rather than output.
- # and date of referrals made that address items in RPM agreements?

OUTCOME MEASURES

Short Term

- Increased timely information from service providers to DCS, attorneys, and the court.
- Increased early parental engagement and compliance (this is a big outcome that needs to be unpacked a bit e.g., engagement with who/what-the m.h. providers, DCS, court?)
- Increased early identification of risk and protective factors for families
- Increased timely and appropriate referrals and service delivery to families
- Increase in DCS case plans developed and provided to parents in timely manner
- Increase in the amount of developmentally appropriate parenting time. Intermediate?

Long Term

- Significantly reduce the number of children under the age of 3 without timely permanency
- Increase reunification rate
- Expedited permanency for children
- Improve compliance with statutory timelines
- Improve information flow between behavioral health providers and DCS.

STATEMENT OF THE PROBLEM: Children birth to five years are disproportionately represented in dependency cases. There is a long standing assumption that transitions of children birth to three can be undertaken at any time and that infants in particular are not impacted by these moves.

ASSUMPTIONS ABOUT THE CHANGE STRATEGY: Children under 3 are supposed to be considered for expedited permanency. Infants and toddlers benefit from early identification of potential permanent placement and earliest possible permanent resolution (reunification or adoption). A transition is defined as moving a child from one placement to another, including the initial placement, from one placement to another during the dependency, and to the parent's physical custody. Transitions of the birth to three population must be undertaken in a respectful and purposeful manner, taking into consideration infant mental health, trauma and developmental factors.

GOAL:
Develop and implement effective transitions of children birth to three years old

INPUTS
-Service providers
-Attorneys
-Mediators
-DCS
-Licensing agencies
-FDC
-Judges
-Parents
-CASA
-Family supports
-Placements

- Develop education and training program re: placement decisions and effective transition planning for children birth to three.
- Implement education and training for all stakeholders included in the inputs section regarding developmentally appropriate placement decisions and transition planning
- Identify early the possible permanent placement(s) to reduce transitions should reunification not be possible
- Identify and implement methods to preserve placements
- Engage placements in the transition process

- Permanent placements will be identified early.
- Placements will be preserved.
- When transitions are necessary, they will be developed and implemented based on the specific developmental needs of the child(ren) and strengths and challenges of the family, placements and caregivers.

Short Term

- Identify and support appropriate placements for infants and toddlers.
- Preserve placements.
- Reduce the number of placements per child.
- Transition plans will be individualized.

Long Term

- Significantly reduce the number of children under the age of 3 without timely permanency
- Design and execute developmentally appropriate transitions for children.
- Improve long term mental and developmental health of infants and toddlers in the foster care system.

LOGIC MODEL FOR THE COMMUNITY & COURT COLLABORATIVE SUPPORTING FAMILIES EDUCATION SUB-COMMITTEE

STATEMENT OF THE PROBLEM: Youth in foster care have less education stability (i.e., are more likely to change schools during the school year) and worse education outcomes (i.e., lower graduation rates, higher dropout rates, poorer academic achievement as measured on state testing, and more special education needs) than other known vulnerable populations.

ASSUMPTIONS ABOUT THE CHANGE STRATEGY: Increasing the number of education advocates for children and their families will improve education stability and achievement.

Model Court Goal

To Address Problem

GOAL #1
 PCJCC, DCS, and behavioral health providers to make school stability a priority for foster children

INPUTS

- FosterEd staff
- PCJCC staff
- DCS Staff
- PPHs
- TDMs

ACTIVITIES

- For PPH, add an Education question on the Pre-Hearing Checklist that judges read about whether a child's school has changed as a result of the removal
- For TDM:
 - Speak with state decision-makers about addressing education at the TDM, specifically keeping a child at the school of origin.
 - Change the TDM form to include questions regarding school of origin, and whether the child is receiving exceptional services (SPED)

OUTPUT MEASURES

- Updated Pre-Hearing Checklist for judges that includes new Education question
- Updated TDM form

Short Term

- Decrease the amount of children for whom school changes happen at first removal

Long Term

- Increase in school stability for court-involved youth in foster care

LOGIC MODEL FOR THE COURT AND COMMUNITY COLLABORATIVE COMMITTEE ON EVIDENCE-BASED SERVICES

STATEMENT OF THE PROBLEM: Families involved with the dependency system are in need of targeted, high-quality, evidence-based, trauma-informed services to achieve sustained permanency. There is a scarcity of these services and a lack of knowledge within the court system, child safety and behavioral health about appropriate service matching and availability.

ASSUMPTIONS ABOUT THE CHANGE STRATEGY: Using evidence-based practices with fidelity will improve child safety, family stability, and dependency case outcomes (reunification, reactivation, time to permanency, time to case closure).

CCC Goal To Address Problem

Identify, initiate, and expand evidence-based services, including trauma-specific treatment and parenting service options for families in dependency cases in Pima County.

INPUTS

- NREPP and California Clearing-house
- Cenpatico service matrices
- Child & Family Team Meetings
- Adult Recovery Teams

ACTIVITIES

1. Investigate which evidence-based parenting classes are available to families in dependency cases.
2. Identify gaps related to dependency population (age-specific, substance abuse, children included)
3. Educate dependency stakeholders regarding available programs (develop a matrix for users)
4. Develop a clear plan for referring families to evidence-based parenting programs through the Child and Family Team, Adult Recovery Team, Department of Child Safety, Pre-Hearing Conferences, dependency judges
5. Revise Initial Services plan to specify evidence-based parenting
6. Develop a plan to update matrix on a regular basis

OUTPUT MEASURES

- List of evidence-based parenting classes available to the court and DCS.
- List of evidence-based trauma specific treatment available (children)
- List of evidence-based trauma specific treatment available (adults)
- Protocol for referring families to evidence-based parenting
- Training curriculum
- # of participants trained

Short Term

- Increase the number of families referred to evidence-based parenting classes.
- Increase the number of families enrolled in evidence-based parenting classes.
- Increase the number of families completing evidence-based parenting classes.
- Increase the number of dependency stakeholders who are aware of evidence-based services

Long Term

- Identify other areas of evidence-based treatment and services (e.g. substance abuse treatment)
- Increase the number of families reunified
- Decrease the number of reactivated cases
- Decrease average time to permanency

N. Pima County Juvenile Court Evidence-Based Programs

Evidence-Based Parenting Programs In Pima County



| Program | Age Range | Agency | Contact |
|-------------------------------|-----------|---|--|
| Incredible Years | 0-12 | Easter Seals Blake La Frontera | cchatham-hahn@blake.easterseals.com 520-838-3804 |
| Triple P | 0-12 | Easter Seals Blake Casa de los Ninos | 520-207-7310 x176 or parenteducation@blake.easterseals.com |
| Nurturing Parenting | 0-18 | Casa de los Ninos | Maria Iturraide: 539-2734 |
| 1-2-3 Magic | 2-12 | Arizona's Children Association/The Parent Connection | tpcinfo@arizonachildren.org 520-321-1500 |
| Parents as Teachers | 0-5 | Casa de los Ninos Easter Seals Blake Arizona's Children Association/ The Parent Connection | Irma: 520-881-0001 x 1292 520-207-7310 tpcinfo@arizonachildren.org 520-321-1500 |
| S.T.E.P. | 0-17 | Codac | Kelly Irving: 520-327-4505 Ext. 4014 |
| Strengthening Families | 6-17 | Arizona's Children Association/The Parent Connection Codac Terros | tpcinfo@arizonachildren.org 520-321-1500 Tara Garden-Hire: 520-327-4505 Shelby Clark: 520-320-0801 |
| Celebrating Families | 6-17 | Codac | Tara Garden-Hire: 520-327-4505 |
| Active Parenting | 0-17 | COPE | Jenifer Regan: jregan@copecommunityservices 205-4732 |