

Judicial Branch of Maricopa County Juvenile Probation Department

Creating Hope

Fostering Connections

Enhancing Collaboration



Annual Report of Operations
July 1, 2016—June 30, 2017

LETTER FROM THE CHIEF



Making a Positive Difference...Every Person, Every Day, Every Time

Dear Presiding Judge Janet Barton and Juvenile Presiding Judge Timothy Ryan,

I am pleased to share the FY2017 Annual Report for the Maricopa County Juvenile Probation Department. The close of this past fiscal year represents the 5th year that I have had the privilege of contributing to the success of our Judicial Branch and the great fortune of working alongside the most outstanding collection of men and women dedicated to public safety. The men and women of the Maricopa County Superior Court Juvenile Probation Department are the key element to our continued success and growth. Similar to any healthy and thriving organization - change is necessary to ensure relevancy, meaning and value for those served, our community and our greatest asset - our people. Our agency is full of people that have the "heart", passion and empathy to care for the youth, families, and victims involved in the juvenile justice system. As you read our annual report, please recognize the nearly 600 men and women and their varied contributions that are necessary. Each one contributes to our success and we all wear the same hat when it comes to being a caring adult.

Our FY2017 report, "*Creating Hope, Fostering Connections, and Enhancing Collaboration*" is an opportunity to highlight some of the key efforts that contribute to our on-going efforts to create a culture of continuous improvement and engagement. This culture and the select highlights reflect our role in supporting the Strategic Agenda of Arizona Supreme Court: Protecting Children, Families, and Communities, our Judicial Branch's key strategic focus areas and our Department's continuous effort to innovate and engage in practices grounded and supported by evidence based practices and principles.

Last year, we introduced our intent to further our practices around a framework driven by our Vision, Values and guided by the Core Principles supported and advanced by the Council for State Governments Justice Center. These principles and applicable practices would inform and influence our work as we strive to engage the right youth, at the right time, every day. In August 2016, the Department developed over 35 projects supporting the core principles to further public safety and improve other outcomes for our youth and families.

We believe every youth should be held accountable, have the opportunity to know they are connected to the community, and believe in their sense of value as a community member. Our dedicated men and women are the strong foundation and catalyst for this vision. We firmly believe that our staff are our greatest resource and that together, with our partners, we can make a difference in the lives of the youth and families we serve.

We hope you and others find this report useful and informative.

Sincerely,

Eric Meaux
Chief Juvenile Probation Officer



Chief Meaux speaking at the annual Employee Recognition event.

ANNUAL REPORT

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HIGHLIGHTS

Points of Pride—Juvenile Probation Department

SFA 1: Access to justice and Delivery of Services

Truancy citations dropped by 52% county-wide from FY2016 to FY2017.



Arizona Teen Court Association award

In addition to advancing numerous projects supporting the Department's Strategic Vision and Projects (August 2016), the Department engaged and supported applicable Strategic Focus Areas (SFA) contained in the Judicial Branch Strategic Projects (March 2016). Ensuring our processes and practices are optimally responding to the needs of our youth and their families requires us to continually learn and grow as an agency. Our continuous improvement efforts are further grounded in evidence based practices through the inclusion of the Core Principles: Practices guided by risk and needs of those we serve; Focus efforts and resources on those things that work; Don't go it alone and intentionally coordinate and collaborate with others; and Recognize, understand and craft practices guided by a strong youth-orientation.

...Coordinating and Collaborating with Others

Collaboration and Partnerships with other youth-serving agencies and members of the community allow the Department to maximize available services and minimize disruption through the leveraging of services often delivered externally to the justice system. Effective partnerships support risk reduction and better outcomes for youth that include and go beyond accountability.

The Department partnered with the Mesa School District to improve the response to youth not attending school. Improvement actions focused on response times and quality of communication. Truancy Citations decreased from 251 to 42 during the first six months of 2016 to 2017 respectively, an 83% reduction. Overall, Maricopa County Truancy Citations decreased by 52% (1,136 in FY2016 to 544 in FY2017).

In addition to District level improvements, the Department continued its partnership with the [Maricopa County Education Service Agency \(MCESA\)](#). The Youth Educational Engagement Services (YEES) project focuses on youth (15 and younger) that screened higher for re-offense and presented factors of becoming disconnected from the educational system. In addition to being diverted from formal court involvement, these youth were connected with an education mentor. Since 2016, 287 youth have been served by this Education Intervention.

The Department continued to be instrumental in AZ Teen Court Programs working with the Arizona Foundation for Legal Services and Education expanding Teen Court programs in schools, courts and community centers throughout the State. In FY2017, 628 youth were trained as volunteers and 2,858 teen court hearings were held. The [Arizona Teen Court Association \(AZTCA\)](#) won the [Governor's Volunteer Service Award](#) for Inspired Youth Leadership in 2016.

HIGHLIGHTS

Right Youth, Right Time, Right Response



The Department continued its 3 year grant partnership with the [Family Involvement Center](#) to improve family engagement. In FY2017, 51 youth and families were further supported and engaged, in part, through parent-to-parent peer supports. Access was improved this year through on-site services at the Durango location.



The Hope Closet was established through a partnership with the [County Human Services Department](#) to maintain the Dignity and Respect for those youth that often find themselves without suitable clothing or toiletries to return to the community and their school. With sustained donations and demonstrated need the Department expanded the service to all justice-involved youth.

Good oral hygiene is a critical component of overall health, particularly among adolescents. Youth in congregate or institutional care often present with problematic oral disease issues. In collaboration with a local dental school, the Department began offering preventive dental services to detained youth. The partnership in turn provides as an excellent learning environment for dental students under supervision.

SFA 2: Procedural Fairness, Effective Case Management and Efficient Operations

Parents report feeling more connected to youth.

...Allowing a Parent to still Care, Targeted Case Management and Reducing Delays

It is critical that families maintain their relationships and engagement with their youth when they are temporarily detained. Safe and meaningful visitations are essential. In March of 2017 the Department modified procedures to allow for limited physical contact, such as hugs and hand to hand contact, between youth and family members. More than 2,200 visits have occurred under the new procedures with overwhelming support from youth, parents and staff. Parents report feeling more connected to their children during this stressful and difficult time.

Unhealthy familial relationships that become violent have increasingly accounted for a greater proportion of delinquency referrals. In FY17, domestic violence referrals constituted 15% of all delinquent referrals (1,444). 23% of new DV Cases (335) were diverted to the specialized caseloads to allow more timely responses to families in crisis. The Department increased capacity for additional specialized caseloads beginning in FY2018.



*Juvenile Court, County Attorney,
and Juvenile Probation
Expedited Case Process*

In 2016, the Department, with the assistance of the County Attorney, implemented an expedited referral review to align with developmental characteristics of youth. The elapsed time from police referral to the first hearing was too long considering a youth's future orientation. Accountability is improved by a reduction in processing time. The average number of days from arrest to petition filing and first court appearance is now 18 days compared to 68 days. In 2017, this process was recognized with a National Association of Counties (NACO) award.

HIGHLIGHTS

Right Youth, Right Time, Right Response



As part of ongoing efforts to improve services to youth in detention and provide a safe work environment for staff, the Department began piloting Performance-based Standards (PbS) in August 2016. PbS is a data-driven continuous improvement process measuring family engagement, youth and staff safety, healthcare, perceptions of fairness, and programming. Collection measures included surveys of youth, staff, families, and volunteers.

SFA 3: Competent and Engaged Workforce

...Statewide Training, Review of Practices and Recruitment

Risk assessment is of critical importance to evidence-based practices. The Department has taken a lead role in ensuring the consistency of its risk tool. Trainer Bruce Baus was recognized by the Administrative Office of the Courts Educational Services for his outstanding work in developing a recertification program that was also replicated in other Arizona counties. Bruce received the 2017 Excellence in Training Award in addition to recognition by the [National Association of Counties \(NACO\)](#) for this accomplishment.

The Department engaged the University of Cincinnati Corrections Institute to assess the reliability and validity of the Department's risk and needs assessment. Reliability testing was conducted involving numerous engaged staff dedicated beyond their normal responsibilities.

UCCI

University of Cincinnati Corrections Institute

NJC - THE NATIONAL JUDICIAL COLLEGE

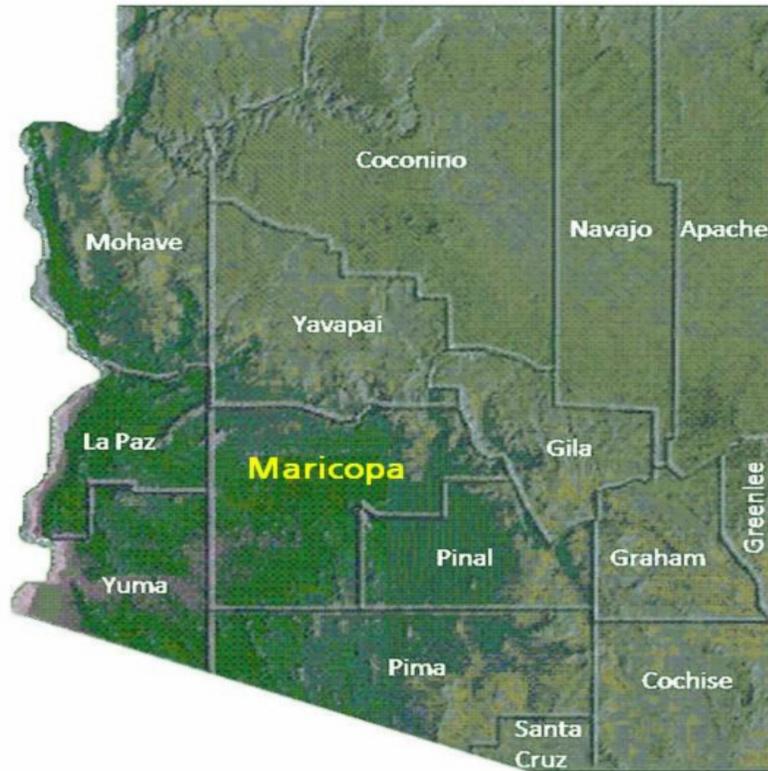
CSOM - Center for Sex Offender Management

The Department trained over 212 staff in practical evidence-based supervision tools and interventions and provided nationally recognized training through the National Judicial College for over 90 individuals from 22 Juvenile Court partners targeting youth that present sexually abusive behavior.

Before staff can be trained, they must be hired and the Department has developed a robust recruitment process. Internships, job fairs and class presentations are just a few of the steps the Department takes to gain interest from applicants. Internships allow students to experience all aspects of the Department and participate in trainings and meetings. This experience is invaluable to those who decide to pursue careers with Maricopa. A video to explain the work of a Juvenile Detention Officer was created (https://www.youtube.com/watch?v=tOMLFM_x4Ww) and allows potential candidates to better understand the work and why staff do the work. Tours given to criminal and juvenile justice classes can also lead to recruiting opportunities.



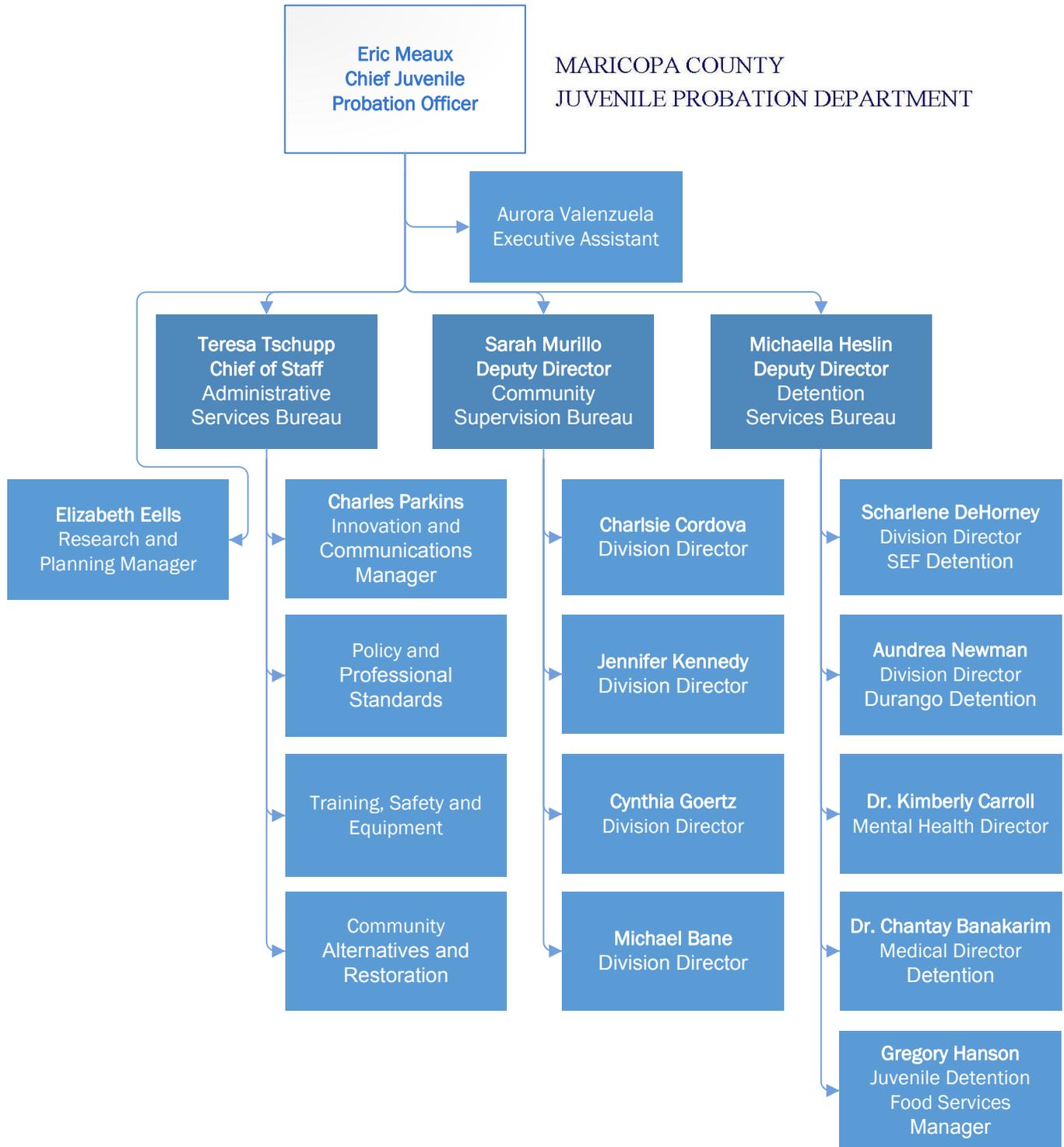
STATE AND COUNTY



- Arizona is geographically the 6th largest state in the nation with 113,642 square miles and a population of 6,931,071 in 15 counties.
- Maricopa County is the 4th most populated county in the nation with 9,204 square miles and a population of 4,242,997.
- Approximately 61% of the state's population resides in Maricopa County.
- There are 453 residents per square mile in Maricopa County.
- Phoenix (population 1,615,017) is the county seat, state capital and the largest city in the state.
- Maricopa County youth age 8-17 account for 14% of the total county population (592,183).

Sources: Arizona Employment and Population Statistics, Medium Series 2015-2050 Population Projections. Census Bureau *Quick Facts*, July 1, 2016.

FY2017 ORGANIZATIONAL CHART



VISION MISSION VALUES

Juvenile Probation Department

VISION We envision a future where all youth are connected to the community, contributing members of society and accountable for their behavior.



VALUES We Believe:

CHANGE All youth and families have the capacity for **change**. All interactions with our youth and families are an opportunity to support change.

HOPE All youth need caring and responsible adults in their lives who can assist in seeing a future with **hope**.

INNOVATION Excellence results from **continuous improvement** and **learning** informed by quality information, good data and applicable science.

EMPATHY The best interests of youth, families, victims and communities are met by being **empathetic, objective, and purposeful** in our daily work.

FAIRNESS Our youth and communities are best served through processes and opportunities that are delivered with **fairness, dignity, and respect**.

SAFETY **Safety** is a fundamental part of our practice.

STRONG FOUNDATIONS **Staff** are our greatest resource. **Diversity** and **inclusiveness** enrich our organization, work, and partnerships. **Partnerships** are critical to our success.



Judicial Branch of Arizona – Maricopa County



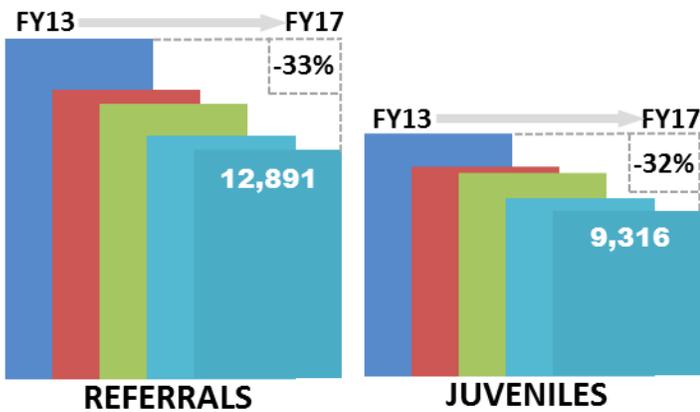
VISION: The Judicial Branch of Arizona is committed to excellence and the principles inherent in the rule of law... **every person, every day, every time**. We fulfill these principles through a culture that values: **Fairness, Respect, Integrity, Innovation, and Safety**.

MISSION: The Judicial Branch of Arizona in Maricopa County is dedicated to providing a safe, fair and impartial forum for resolving disputes, enhancing access to our services, and providing innovative, evidence based programs that improve the safety of our community and ensure the public's trust and confidence in the Judicial Branch.

JUVENILE POPULATION AND DELINQUENCY REFERRALS

FY2017	Juvenile Probation and Juvenile Court Population and Delinquency Referrals
592,183	Maricopa County Juvenile Population (Ages 8 - 17)
12,891	Referrals excluding Limited Jurisdiction cases
9,316	Juveniles Referred excluding Limited Jurisdiction cases
1,508	Limited Jurisdiction cases
6,609	Diversion New Cases
3,167	Detention Admissions
162	Average Daily Population
19	Average Length of Stay in Days
4,190	Delinquency Petitions (Does not include petitions in Adult)
1,827	New Cases Placed on Juvenile Standard Probation
332	New Cases Placed on Juvenile Intensive Probation
106	Department of Juvenile Corrections Juveniles Committed
28	Juveniles Re-Awarded
163	Adult Prosecutions Juvenile Direct Files

REFERRALS AND OFFENSES



Youth come to the attention of the Department and the Juvenile Court typically as a result of law enforcement contact and offense referral allegation. The referral and alleged offense(s) establish juvenile jurisdiction and the probable likelihood of a delinquency finding if formal court involvement is sought. Law enforcement have the discretion to release the youth to the parent prior to submitting a referral or may release the youth to the physical custody of the Department’s Juvenile Detention Assessment Center for further review and decisions regarding the need for continued physical custody.

The **9,316** youth referred during FY2017 account for **2%** of the Maricopa County population age 8-17.

Point of Pride

“Thank you for being hard on me and making sure I take responsibility for the things I did. I don’t think that I would be the person I am today or where I am today without you. Thank you so much for making me a better person.” — Past Probationer to their Probation Officer

Paper Referrals (out of custody youth) are sent to the Juvenile Court.



Screened and Released Referrals (in custody youth) are brought to secure detention, screened and released.



Citation Referrals (out of custody youth) are sent to the Juvenile Court. Examples is a traffic ticket.

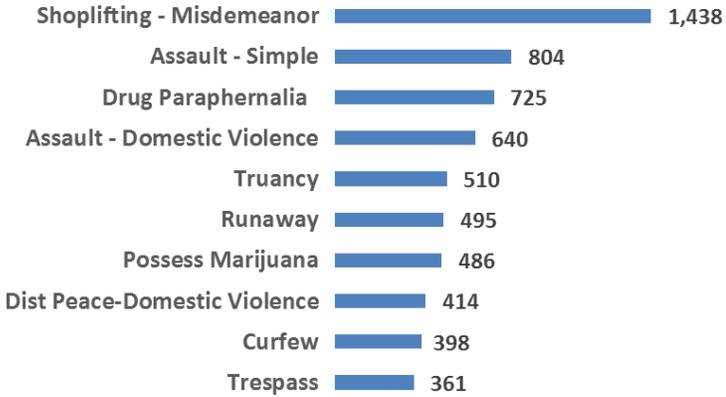


Screened and Detained Referrals (in custody youth) are brought to secure detention, screened and held for a hearing.



REFERRALS AND OFFENSES

Top 10 Referrals Received in FY17



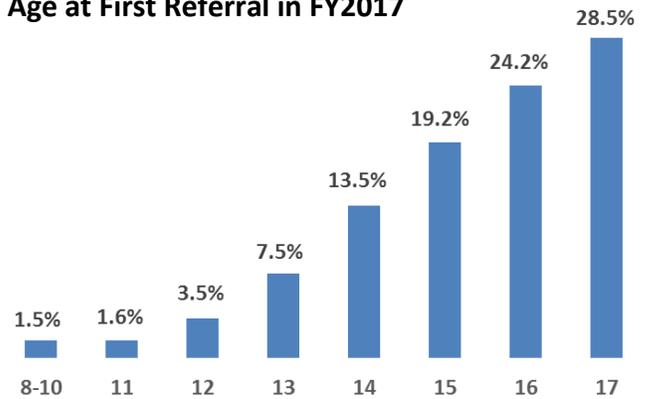
Misdemeanors and Status Offenses constitute the majority of referrals. This has remained relatively consistent over the past five years.

Felony Offenses constitute **33%** of all referrals in FY2017.

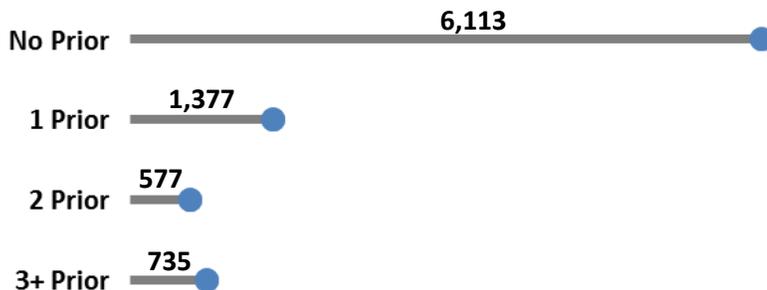
Youth 15 and older constitute 88% of Judicial Type referrals (Violations of Probation, Obstruction of Justice, etc.) that were received as the 1st referral by a juvenile in the year.

Across all age groups Misdemeanors were the most common referral type with a low of 47% (age 14 at time of referral) and a high of 73% (age 9 at time of referral).

Age at First Referral in FY2017



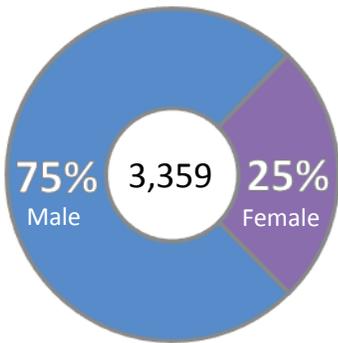
Prior Referral History in FY2017



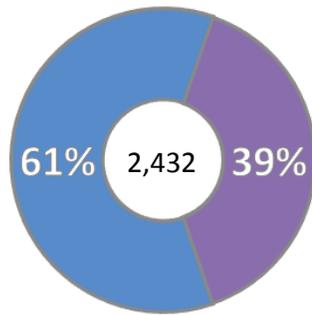
69% of the youth referred to the Juvenile Court in FY2017 had no prior referrals.

8.4% of the youth referred in Maricopa County (less than one-third of one percent of all youth in the county age 8 through 17) had three or more prior referrals.

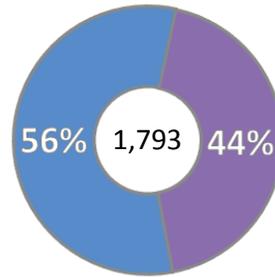
REFERRALS AND OFFENSES



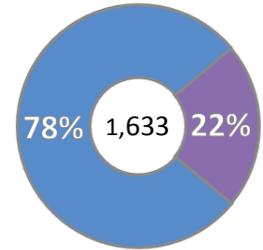
Public Peace



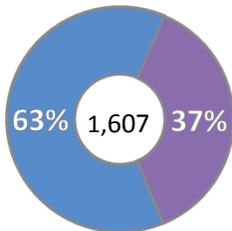
Misdemeanor Property



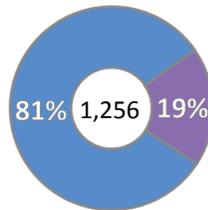
Status



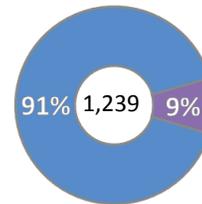
Drugs



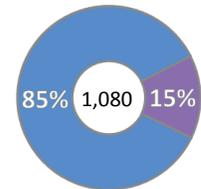
Misdemeanor Person



Obstruction of Justice



Felony Property

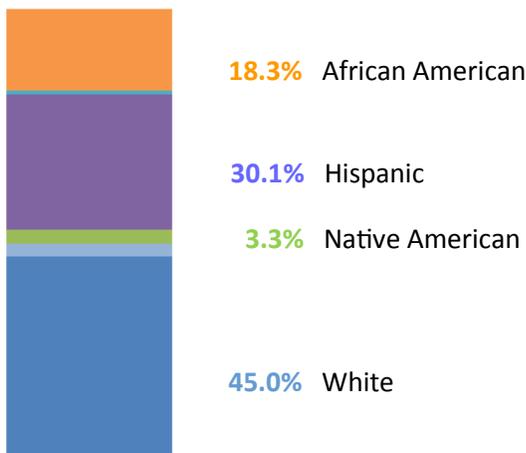


Felony Person

Males accounted for **72%** of the **12,891** referrals in FY2017.

Females accounted for more Misdemeanor Property referrals than any other category.

Misdemeanor Property offenses accounted for **18%** of all referrals.



African American and Native American youth account for a greater percentage of referrals (**18.3%** and **3.3%**) than their proportion of the population would suggest (**5.3%** and **1.7%**).

Hispanic youth account for a lower percentage of referrals (**30.1%**) compared to their population (**41.6%**). White youth account for the same percentage of referrals compared to their population.

DIVERSION SERVICES

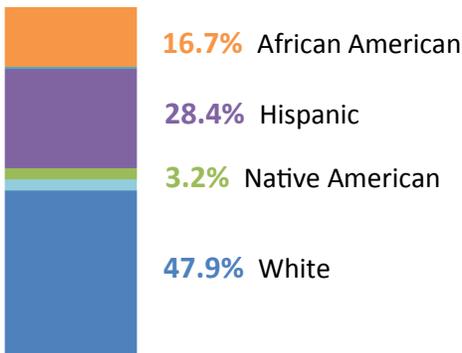
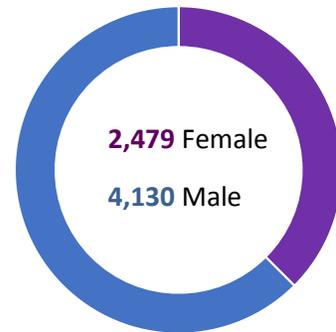


The Arizona Teen Court Association won the Governor's Volunteer Service Award for Inspired Youth Leadership.

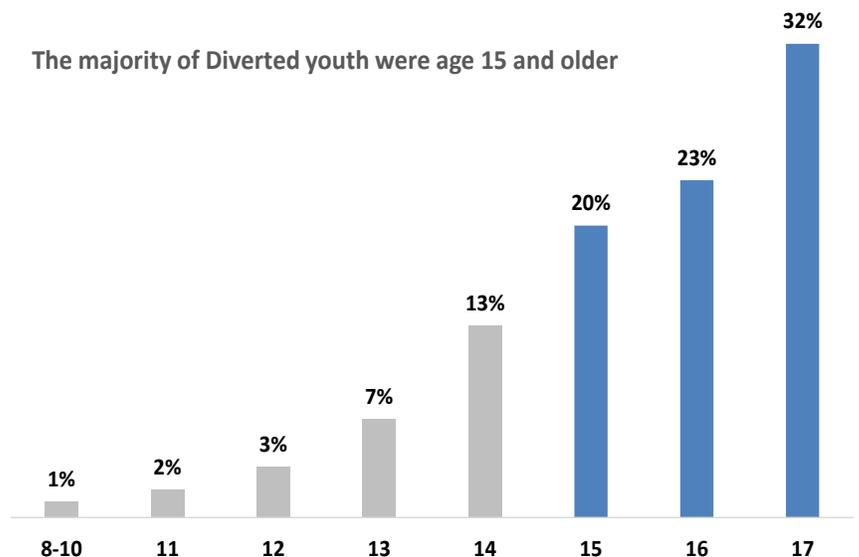
Youth referred for pre-determined minor violations of the law are typically diverted from formal court proceedings and proceed to have their matter handled through Diversion supervision allowing for appropriate consequences and prevention-oriented services. The County Attorney, in collaboration with the Department, determines the designated and diversion appropriate offenses.

Youth demonstrate their accountability through admission, community service, approved education and counseling programs, victim restitution, and fines when appropriate.

Youth Diverted



The majority of Diverted youth were age 15 and older



DIVERSION SERVICES



In addition to agreeing to a standard diversion agreement following an interview and assessment, youth may be involved in one of the following specific programs.

Community Justice Panel: Comprised of a Probation Officer and volunteers from the local community, this restorative justice effort allows for the community and the offender to participate in the resolution of the referral. The department has partnered with neighborhood associations, community groups, and local retailers to form Community Justice Panels.

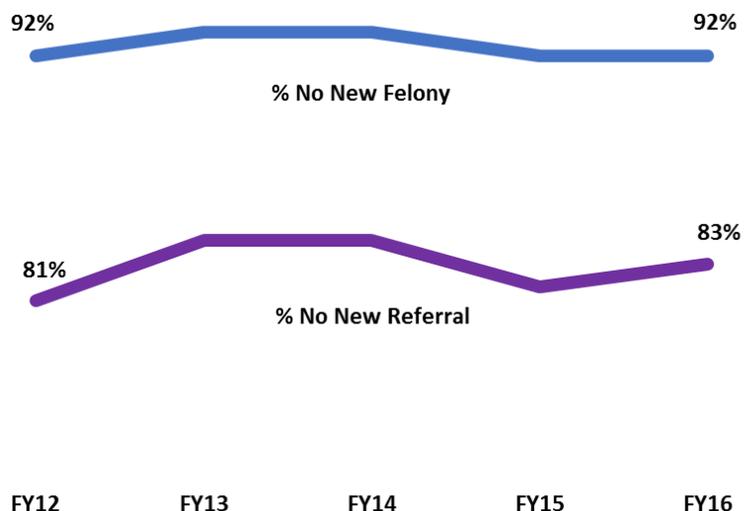
Drug Diversion: Youth participate in Drug Diversion for minor drug-related offenses and may be required to participate in educational groups and drug testing and monitoring. Partners in Parenting requires parents to attend classes, improve their awareness of the effects of drugs and alcohol, and learn effective prevention strategies for their children.

Teen Court: Teen Court provides both a peer-driven diversion opportunity and an important role in educating young people about the law and citizenship. Student volunteers are trained to use the restorative justice principles and facilitate the consequences for participating youth.

C.U.T.S. (Court Unified Truancy Suppression Program): Comprised of two parts (CUTS and CUTS-Lite), the CUTS program focuses on reducing truancy and increasing the academic success of youth. Diversion Officers meet with the student and family to avoid proceeding with formal court involvement.

Safe Schools: In FY2017, there were three juvenile probation officers assigned to maintain a visible presence on campus, deter disruptive behaviors, serve as an available resource to the school community and provide students with approved Law Related Education.

Recidivism: The majority of youth **do not re-offend** within one year of successful completion of Diversion Services



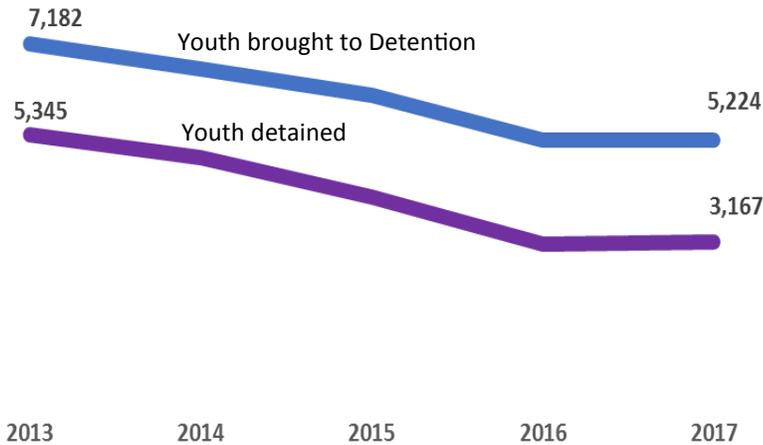
DETENTION SERVICES



Southeast Juvenile Detention Facility



Durango Juvenile Detention Facility



The Department operates secure placement for alleged and adjudicated delinquent youth at one of two facilities. The Durango facility (Phoenix) and Southeast facility (Mesa) serve males and females up to age 18. The facilities and accompanying services are designed to temporarily hold youth pending court or may be used as a placement for a period of up to 1 year. The majority of youth placed are either pending new matters of alleged delinquency or have violated conditions of probation that require a formal response from the Juvenile Court Judge. Youth brought to Secure Detention by law enforcement and subsequently not released to a parent or guardian are provided legal counsel and appear before a Judicial Officer within 24 hours of admission. During FY2017, 5,224 youth were brought to detention. 3,167 were detained (admissions or a 1.7% increase compared to FY2016).

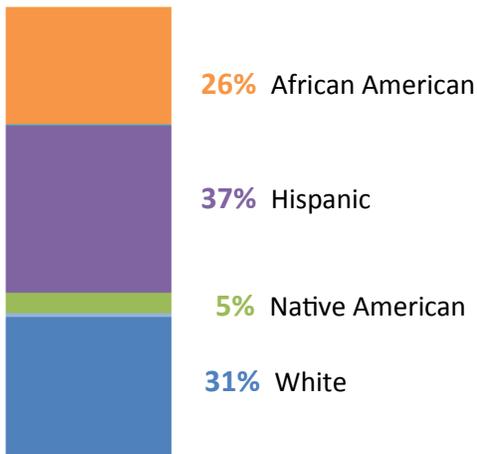
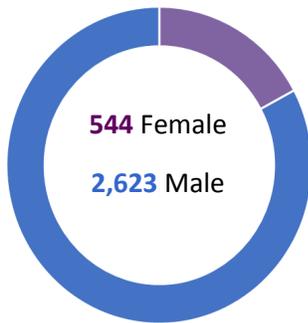


Artwork by a detained youth completed during Kids At Hope Week.

The Average Length of Stay (ALOS) in secure detention was 19 days. This was a 6% increase compared to FY2016. Slightly less than 24 percent of youth are released within 48 hours of being detained. The two detention centers released 3,145 youth during FY2017 and had a combined average daily population (ADP) of 162 youth.

The facilities operate 365 days a year providing year round recreation, education meeting State standards, medical and behavioral health, food services, and various program activities designed to engage and support their youth development needs.

DETENTION SERVICES



Average Daily Population: **162**

Average Length of Stay: **19** days

Education

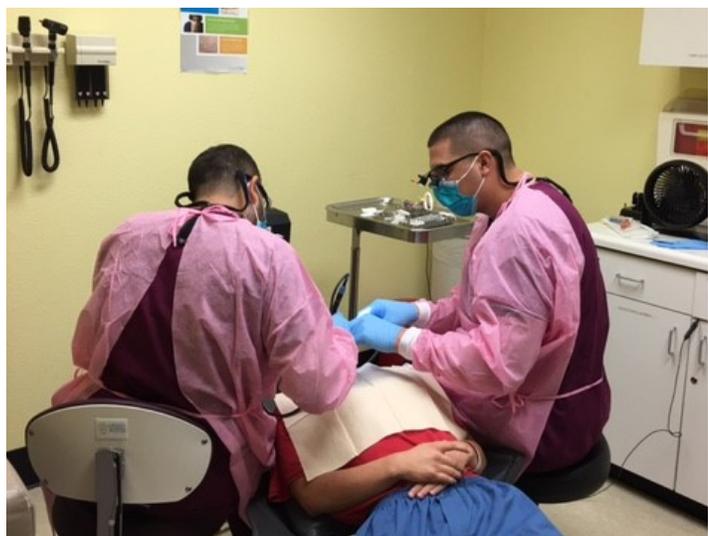
Youth are tested for appropriate educational placement and services. The Credit Recovery Program (CRP) allows youth to recover hours that can assist in earning their High School Diploma.

The General Educational Development (GED) Program allows youth to obtain a High School Equivalence Certification through appropriate assessment, testing and successful completion of the examination. **41** youth participated and attained their GED. Graduation ceremonies are held for GED and diploma graduates at the facility with parent and staff participation to celebrate their successes.

The Food Handler's program allows youth to earn their food handler's certification card affording employment opportunities in the community.

Health

All youth are screened and assessed for physical and mental health issues upon admission. A medical screening occurs within the first 24 hours of detention. Youth held longer than 6 days will receive appropriate immunizations as part of a general physical examination. **125,789** evaluations and other medical services were provided to youth in detention. Additionally, youth who present acute mental health issues receive additional assessments and counseling by trained clinical staff.



A.T. Still dental students working with a youth.

COMMUNITY SUPERVISION SERVICES (PROBATION)

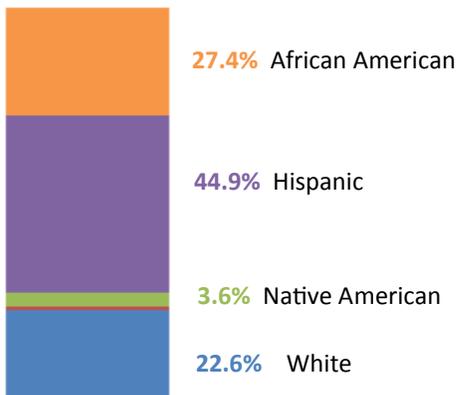
INTENSIVE PROBATION (JIPS)

Average Days Supervised: 201

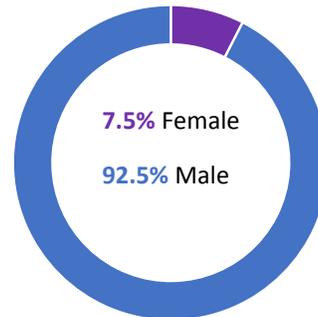


Painting created by a department employee during a joint staff—youth activity.

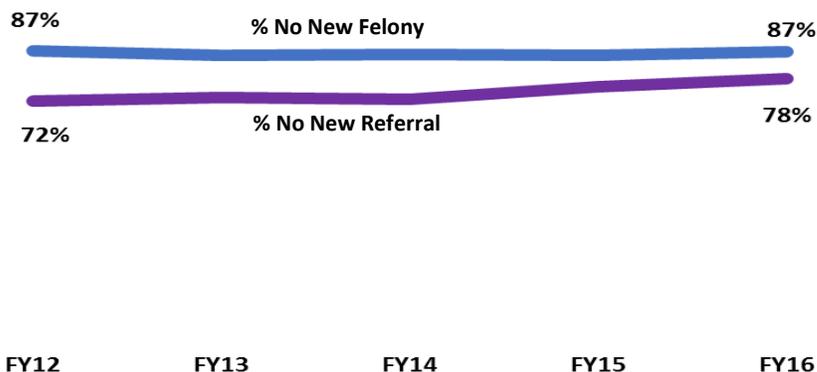
Intensive Probation Supervision (JIPS) is a program designed to divert youth from placement in State Corrections. These youth are typically assess to be high risk and in need of highly structured supervision. Supervision is provided by a team consisting of a Probation Officer and Surveillance Officer. Random and variable interval contacts are made weekly depending upon their supervision level. Youth supervised at this level are required to participate in a combination of school, court-ordered treatment, positive family activities and/or employment for a total of not less than 32 hours per week. These activities contribute to the highly structured supervision.



Placed on Intensive Probation



Overall Probation Recidivism: The majority of youth **do not re-offend** within one year of Release from Probation (Combined)



RESTORATIVE SERVICES

12,264 Victims Served

41,279 Victim Services

Victim Services

Victim Services keeps the victim(s) informed of all developments in the case and informs them about how to request restitution. Additional assistance is provided as requested, including family friendly meeting space, attendance at court hearings, as well as notary and copy services.

Community Work Hours

Youth are provided opportunities to demonstrate accountability to the victim and give back to the community. Options can include the requirement of victim restitution, perform community restitution work, pay a fine or attend a class or program that addresses a particular problem.

Many youth who are required to perform unpaid community restitution work do it through the Juvenile Community Offender Restitution and Public Service program (JCORPS). The youth that participate in this program clean-up graffiti, pick up roadside litter, help to build and refurbish homes and work in food banks. During participation in restorative justice and restitution activities, the youth are able to learn valuable skills and pro-social behaviors.



Youth participating in community restitution.

28,468 Hours of Community Service Completed

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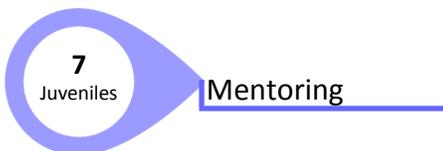
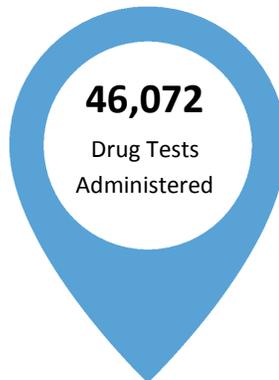
4,067 Days of Restorative Justice in the community



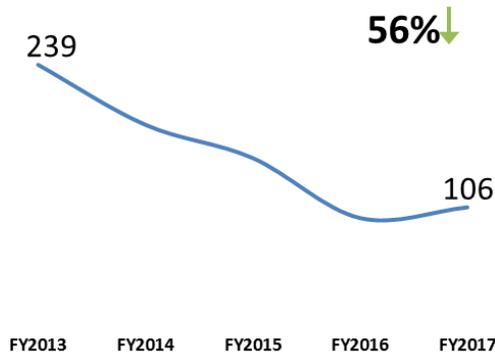
Youth participating in community restitution painting a common area.

TREATMENT AND INTERVENTION SERVICES

Youth involved with the probation department may receive treatment, education and/or intervention services.



STATE JUVENILE CORRECTIONS



Youth that can no longer be safely served and supervised in the community are committed to the Arizona Department of Juvenile Corrections (ADJC).

An ADJC commitment is typically recommended for those youth who pose a threat to public safety or who engage in a pattern of behavior characterized by persistent and delinquent offenses that, as demonstrated through the use of other alternatives, cannot be controlled in a less secure setting. Youth must be adjudicated of a delinquent offense (misdemeanor or felony), or if on probation, a violation of probation, in order to be eligible for commitment to the ADJC.

29% of youth committed to ADJC in FY2016 had a high risk to re-offend according to the AZ Youth Assessment System

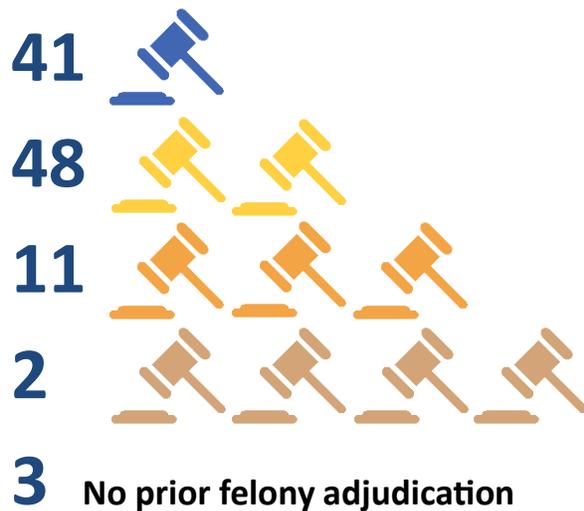
38% of commitments were on Felony referrals.

The Department has experienced a **56%** reduction in the number of committed to State Corrections since FY2013.

49% of commitments are age 17



Number of Prior Felony Adjudications at Commitment



Thank you

To all the men and women of the Juvenile Probation Department who routinely and with the utmost dedication perform all of the various roles below:

Administrative Assistant	Juvenile Probation Division Director
Chief Juvenile Probation Officer	Juvenile Probation Officer
Chief of Staff	Juvenile Probation Officer Supervisor
Clinical Services Manager	Juvenile Surveillance Officer
Clinical Supervisor	Management Analyst
Clinician (Licensed)	Medical Director/Detention
Clinician Associate	Mental Health Director
Deputy Chief Juvenile Probation Officer	Nurse Practitioner
Detention Food Services Manager	Nursing Supervisor
Detention Food Services Shift Supervisor	Physical Education Coordinator
Detention Food Services Worker	PREA Compliance Manager
Detention Housekeeping	Professional Conduct Coordinator
Executive Assistant to the Chief	Program Coordinator
Health Technician	Project Implementation Specialist
Innovation & Communications Manager	Psychologist
Judicial Clerk	Recreation Coordinator
Judicial Clerk Lead	Registered Nurse
Judicial Clerk Supervisor	Research and Planning Director
Juvenile Detention Officer	Safety Supervisor
Juvenile Detention Officer Supervisor	Training Officer

In addition to the above roles, all of our staff believe in the success of all youth
....NO EXCEPTIONS.

★ BE THE CHANGE ★

CHANGE BEHAVIORS

inspire

Change

FUTURE

purposeful

caring adults

RESPECT

Hope

Fairness

PARTNERSHIPS

Learning

COMMUNITIES

Strong foundations

staff

families

objective

victims

Innovation

Safety

dignity

YOUTH

Empathy

★

CHANGE LIVES

★

CHANGE ATTITUDES

continuous improvement

DIVERSITY