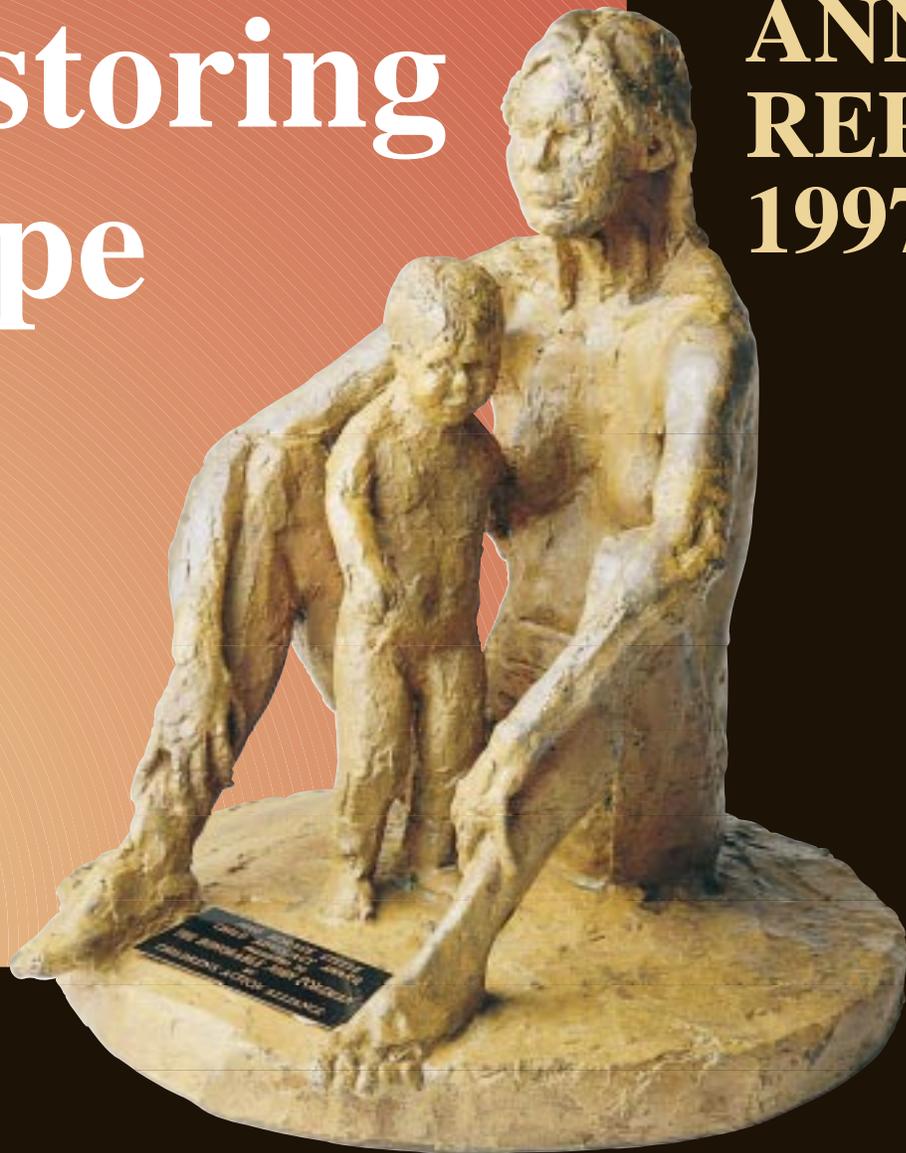


Restoring  
The  
Balance...

Restoring  
Hope

MARICOPA  
COUNTY  
JUVENILE  
COURT  
CENTER

ANNUAL  
REPORT  
1997



# **The Maricopa County Juvenile Probation Department:**

## **MISSION**

Our MISSION is to serve the Juvenile Court, support community protection, and offer services to juveniles and their families.

## **VISION**

Our VISION is to be an organization which is uncommonly innovative and successful in attending to the needs of clients and in reducing unlawful behavior.

## **CORE VALUES**

We believe virtually all children will stop their delinquent behavior if someone will help them.

We believe the most important thing we can offer our clients is a caring relationship.



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### *To the Citizens of Maricopa County:*



If each of you could come to the Maricopa County Juvenile Court, watch the court in action and see the lives of the children and families in Maricopa County that come through it, I am convinced that you would all wholeheartedly support the court. During my time as the Presiding Judge of the Maricopa County Juvenile Court, I have had the good fortune of working with a number of other judges, juvenile probation officers and staff in the creation of many new ways to deal with the problems of Maricopa County's children and families. The juvenile court staff has begun to use mediation to allow the parties a voice in crafting solutions to the problems within families that lead to abuse and neglect. This builds a sense of empowerment amongst parents and it also forms a basis for holding them accountable for their actions. Mediation tends to reduce the adversarial nature of the proceedings, which can end up polarizing the parties and hurting children. The results have been encouraging. We have processed more cases with less judicial intervention. More importantly, we have helped families get back on their feet and helped children to better lives in a shorter period of time.

We have created a new type of case management which we call "Keep the Kid." It puts all of the cases associated with individual kids before the same judicial officer. This means that decisions in cases are more consistent. It also means that we take advantage of the history that a family develops with the court so that long-term solutions to the problems presented can be reached earlier. It also keeps kids from gaming the system by trying to get different results from different judges.

We have also begun a juvenile drug court. The juvenile drug court is a therapeutic attempt to deal with the looming crisis in substance abuse amongst children. Between 50 and 70 percent of the over 10,000 children detained by the juvenile court last year tested positive for drugs other than alcohol and inhalants. This means that substance abuse is a major problem amongst the most serious offenders we have. Drug court puts a short leash on substance-abusing kids. They are required to be tested on a regular basis, as many as three times per week, and held accountable if they do not stay sober. They are required to receive counseling and treatment and held accountable if they do not. We have weekly sessions where juveniles are literally handcuffed and taken from the courtroom to detention if they have failed to meet their responsibilities during the week. The initial results of this program are encouraging. We believe that it will help reduce substance abuse and teach kids responsibility for their behavior.

The Maricopa County Juvenile Court has more than 600 creative, hard working judicial officers, probation officers and staff members committed to making the lives of Maricopa County's children and families better. They have a tough job because the needs of our children and families are great. I am confident that our new Presiding Juvenile Court Judge Maurice Portley and Chief Juvenile Probation Officer Cherie Townsend will lead the Maricopa County Juvenile Court into the 21st Century as one of the most effective and cost-efficient juvenile courts in the country and one of the biggest bargains for taxpayers in Maricopa County.

Sincerely,  
*Judge John Foreman*



*To the Citizens of Maricopa County:*



I am honored that Robert Myers, the Presiding Judge of the Maricopa County Superior Court, asked me to succeed Judge John Foreman as the Presiding Judge of the Maricopa County Juvenile Court. Judge Foreman has been a tireless advocate for children and his leadership helped our Juvenile Court to continue to meet the needs of children, families and the community.

Our Juvenile Court must continue to be childfocused because children are not little adults. They need love, discipline, structure, education and nurturing so that they can dream that their future will be as bright as Michael Jordan's smile. More importantly, children are developing physically, emotionally and cognitively; they are impressionable; they have different levels of understanding; and they can be redirected. As a result, when the family falters, when the basic needs of children go unmet, when the behavior of children is destructive and goes unchecked, our Juvenile Court must respond since we are society's official means of holding itself accountable for the well-being and redirection of children and the family.

I hope to continue the Court's child-focused philosophy by the following:

- A. To fully implement the concept of One Family, One Judge whereby a judicial officer will be responsible for managing the dependency, delinquency and/or adoption issues of a family.
- B. To fully implement the Model Court Project, HB2645, so that dependent children do not become orphans of the living by getting lost in the foster care system. The Court wants to get dependent children into loving, stable and permanent homes quickly, whether with their parents, relatives or by adoption.
- C. To partner with community organizations to help children and families.
- D. To expand successful diversion programs, and to create new programs in order to intervene sooner in the lives of children and families, and redirect them away from more destructive behavior.
- E. To listen to our Community Advisory Board, Community Justice Centers, the Arizona Department of Economic Security, Arizona Department of Juvenile Corrections and others to protect our community and help children and families.
- F. To have the Juvenile Court be a community resource for providing information to help children and families who may be in distress.

Our court has been successful in helping children and families because of the hard work and dedication of the men and women of the Juvenile Probation Department, Court Administration, Clerk of the Court, the Court Appointed Special Advocates, the Foster Care Review Boards, Child Protective Services, foster parents, lawyers, judicial officers, families and children. If we continue to work together and keep the best interests of the child as the guiding principle -- we can truly restore the balance and restore the hope for all children.

Sincerely,  
*Maurice Portley*  
Presiding Juvenile Court Judge



## REFLECTIONS ON 1997

By Cheryl K. Townsend  
Director of Juvenile Court Services

This year has been one of significant change in the juvenile justice system. That change has challenged Maricopa County Juvenile Probation Department staff in many ways. We saw the need to develop new procedures and practices to insure compliance with new statutes, to provide information to parents about new laws and consequences for unlawful behavior, and to develop new programs to produce even better results than previous years. The employees of this department have collectively met those challenges. And, they have demonstrated their ability to respond rapidly and to produce positive results as well as their commitment to community justice.

This annual report describes many of the functions and programs carried out by the Superior Court - Juvenile Probation Department in Maricopa County. It also highlights a significant increase in our involvement in the community and in the community's support of our department and youth service to neighborhoods. Three themes that you will note are an investment in prevention, earlier intervention with youth, and accountability. This is what members of our community have said they want more of from us.

Some of the significant new program areas that were developed by our employees in 1997 are juvenile drug court, truancy intervention, specialized programs for juveniles on intensive probation, specialized programs in detention such as the one for DUI offenders, and an increase in community service projects. All of these program efforts, with probation supervision, have resulted in more youth changing their behavior and contributing to the community in positive ways.

The priority goals of this department continue to be to respond to youth individually, to focus on families, to increase victim participation, and to establish a partnership with the community. We strive to provide balanced attention to juvenile offenders, victims, and the community. We expect 1998 to not only reflect a continued focus on these goals but also an improved response and increased community involvement.

## JUDGES

Judges currently serving on the bench or who completed their tenure in 1997 are:

Judge John Foreman,  
Judge Maurice Portley  
Judge Kenneth Fields  
Judge Robert Hertzberg  
Judge Armando de Leon  
Judge Barbara Mundell  
Judge Thomas O'Toole

Judges recently appointed to serve on the bench beginning in 1998 are:

Judge Rebecca Albrecht  
Judge Lawrence Anderson  
Judge Pamela Franks

## COMMISSIONERS

Commissioners currently serving on the bench or who completed their tenure in 1997 are:

Commissioner Richard Aubuchon  
Commissioner Franzula Bacher  
Commissioner Margaret Downie  
Commissioner Lindsay Ellis  
Commissioner Jesse Filkins  
Commissioner Bethany Hicks  
Commissioner Thomas Jacobs  
Commissioner John Popilek  
Commissioner Kenneth Reeves  
Commissioner Kirkby Roseveare  
Commissioner John Trombino  
Commissioner Maria d. Verdin  
Commissioner Penny Willrich

Commissioners recently appointed to serve on the bench beginning in 1998 are:

Commissioner Elizabeth Arriola  
Commissioner Alfred Fenzel  
Commissioner Eileen Willett  
Commissioner Elizabeth Yancey



Judge Portley recognizes Judge Foreman's contributions to the Juvenile Court.

## EXECUTIVE OFFICE

The purpose and function of the Executive Office of the Maricopa County Juvenile Probation Department is to provide leadership and managerial direction and oversight to the organization. This is done in partnership with an executive team representing Community Services, Probation Services, Administrative Services, Detention Services, and Research and Planning Services.

The Executive Office is ultimately responsible for the operation of all detention facilities, alternative programs, and delivery of all services. It is also responsible for personnel management and budget. A critical function of this office is to work within the department and with other entities to solve problems such as detention overcrowding.

It has become increasingly important for the executive team to work with other agencies and individuals to address youth crime as a community problem. This office has also worked with community based youth programs and public and private entities and initiatives concerned with the quality of life of our children and families. Staff in this office act as a liaison with the Board of Supervisors, County Administration, the County Attorney's Office, defense attorneys, the Administrative Office of the Courts, and the State Legislature. This has been especially important in a year of major reform.

The Executive Office focuses on today's operations and the needs for the future. It is critical that the department do both to fulfill its statutory and court directed mandates as well as the expectations of the community.



## COMMUNITY ADVISORY BOARD

Members in this picture from left to right front row: Cynthia Peters, Chairman Marty Whalen, Lin Adams; second row: Donna McBride, Paula Wright, Ron Ruelas; third row: Bob Khaler, Marguerite Werts, and Mark Fleisher.

## THE COMMUNITY ADVISORY BOARD (CAB)

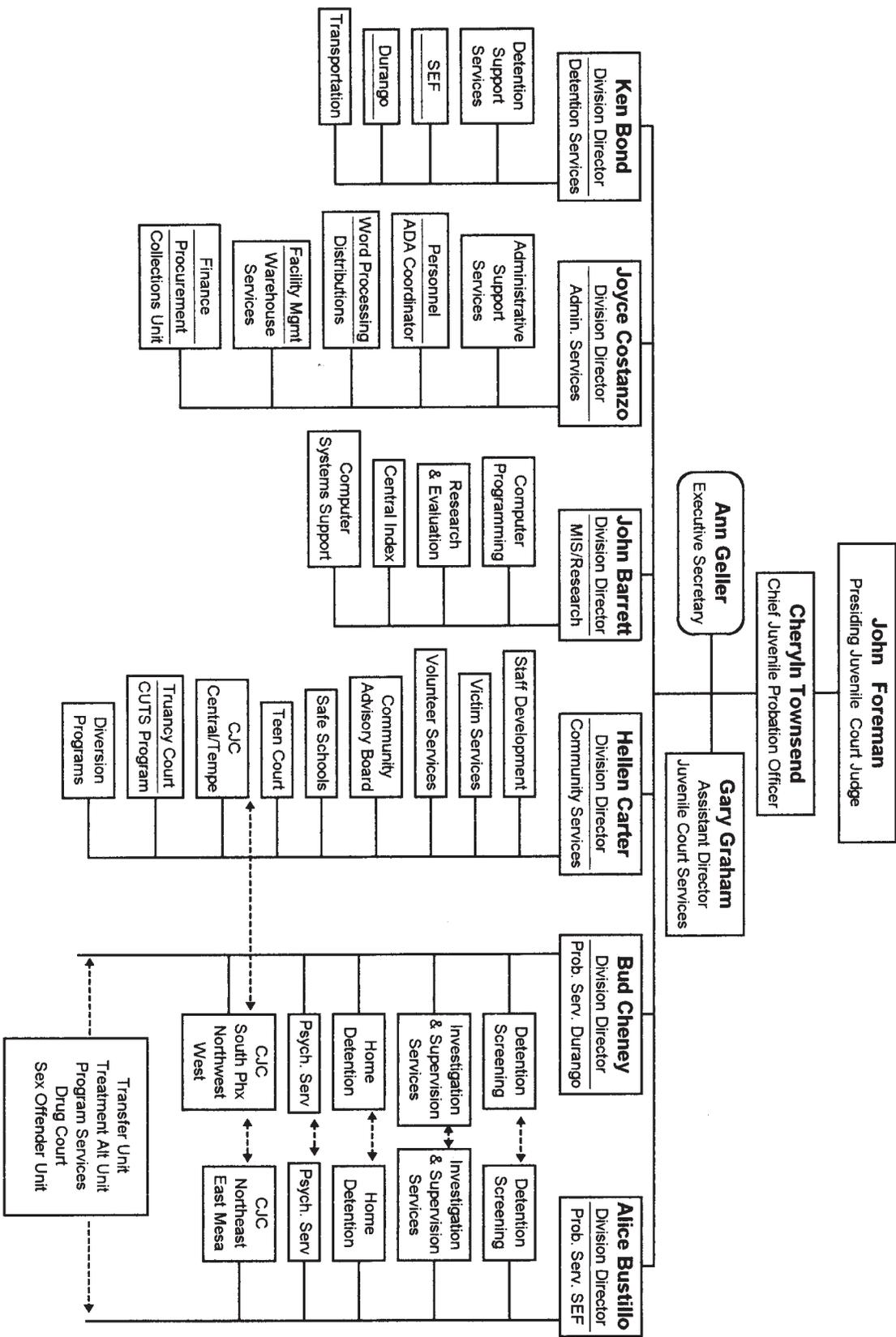
In March 1994, the Honorable Stanley Feldman, Chief Justice of The Arizona Supreme Court, informed the Juvenile Courts in each county that they were to establish committees whose task would be to review the administration of juvenile justice on a local level. In response to this order, the Community Advisory Board to the Maricopa County Juvenile Court was established in January 1995.

The Community Advisory Board is a diverse group of community volunteers dedicated to ensuring that our children become productive and responsible members of the community. The Board's mission is to facilitate and enhance the functional relationship between the community and the Juvenile Court in providing services to youth and families.

The Board advises the Juvenile Court on ways to continuously improve its services to Maricopa County residents by: 1) Identifying what the community wants from the Juvenile Court; 2) Evaluating the services currently provided by the Court to the community; 3) Making recommendations on the types and quality of service the community should receive from the Courts; 4) Acting as a sounding board for new ideas.

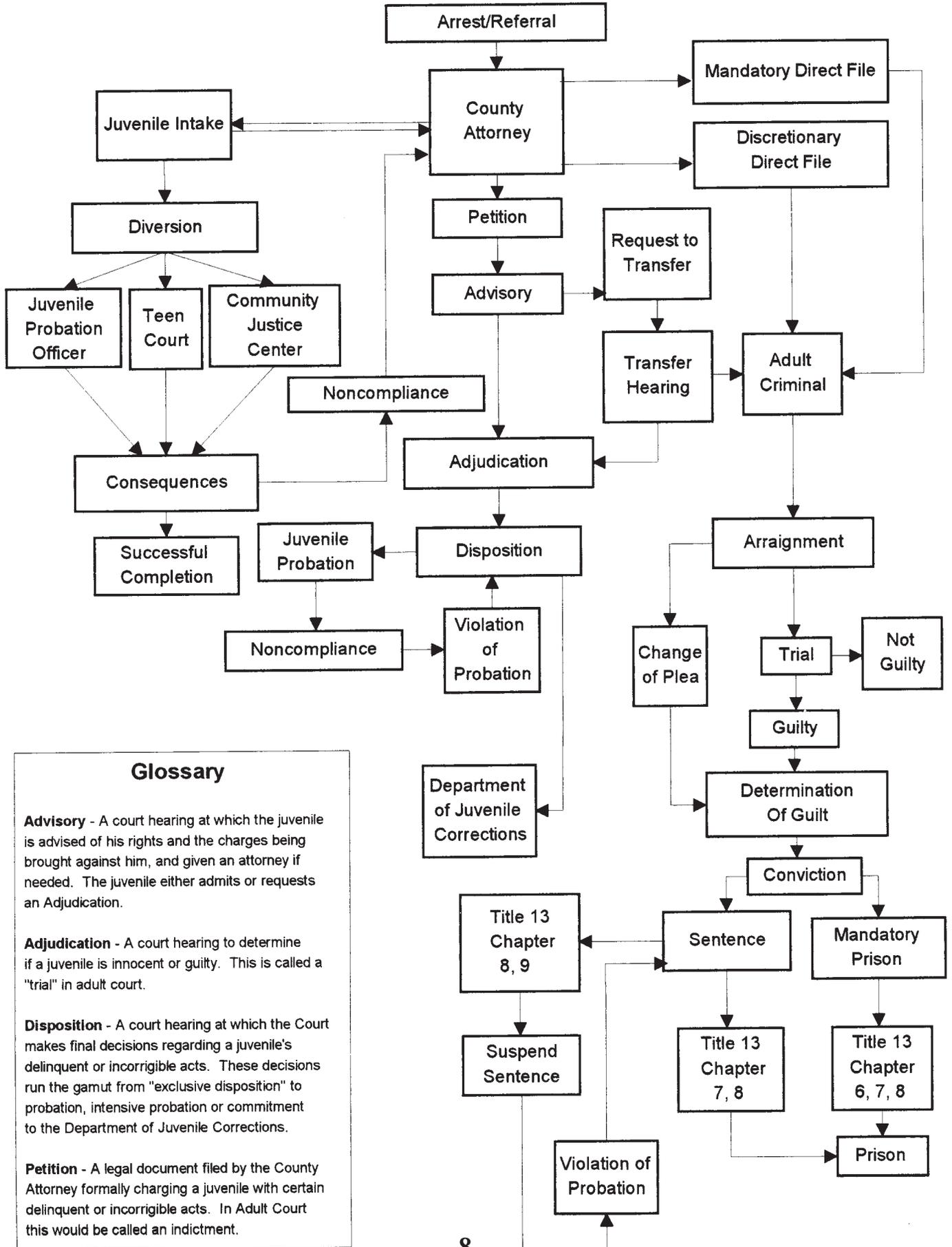
Membership on the Board is by CAB recommendation and Juvenile Court Presiding Judge appointment. Diversity among its membership is highly valued. Bylaws state that at least two members must be victims of juvenile crime and two must be parents of children who have been in the juvenile justice system. Two characteristics for Board service are constants; an abiding concern for the well being of children and the community and a willingness to work tirelessly on their behalf. Meetings are monthly and open to the public.

# Maricopa County Juvenile Probation Department



# MARICOPA COUNTY JUVENILE PROBATION DEPARTMENT

## How Maricopa County's Juvenile Justice System Works



### Glossary

**Advisory** - A court hearing at which the juvenile is advised of his rights and the charges being brought against him, and given an attorney if needed. The juvenile either admits or requests an Adjudication.

**Adjudication** - A court hearing to determine if a juvenile is innocent or guilty. This is called a "trial" in adult court.

**Disposition** - A court hearing at which the Court makes final decisions regarding a juvenile's delinquent or incorrigible acts. These decisions run the gamut from "exclusive disposition" to probation, intensive probation or commitment to the Department of Juvenile Corrections.

**Petition** - A legal document filed by the County Attorney formally charging a juvenile with certain delinquent or incorrigible acts. In Adult Court this would be called an indictment.



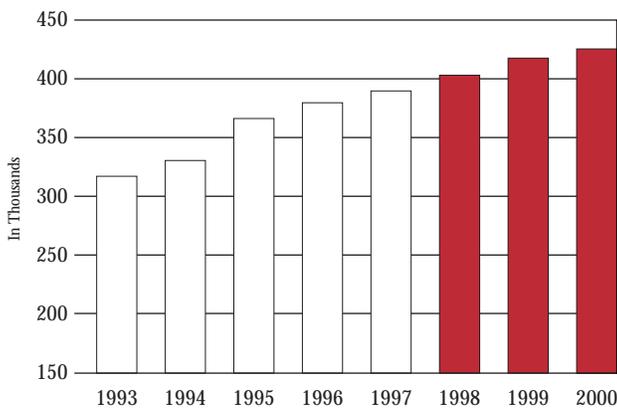
# HIGHLIGHTS 1997

## DEMANDS ON JUVENILE COURT

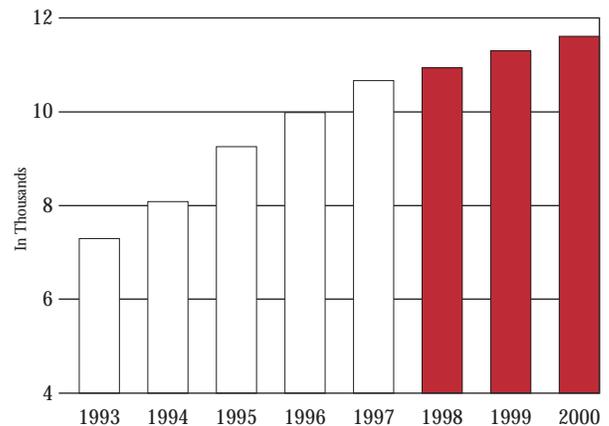
In 1997, the Census Bureau indicated that Maricopa County was the fastest growing county from 1990 to 1997. Maricopa County grew in population by over 500,000 people, representing a 27.1% increase during this period. Overall, Maricopa County is the nation's fifth-largest county according to population size. Coinciding with this tremendous increase in the general population is an increase in the juvenile population. The juvenile population, aged 8 - 17, increased from 316,793 in 1993 to 391,108 in 1997, a 23.5% increase.

The direct impact of population growth on the Juvenile Court and Probation Department is expected to cause an increase in the number of referrals and juveniles detained. The number of referrals processed and the number of juveniles detained will increase significantly by the year 2000, when the juvenile population is estimated to reach 446,865. If the current trend continues (based on referral and detention rates from 1995 - 1997), the Juvenile Court and Probation Department are expected to process over 43,000 referrals and detain over 11,000 juveniles during the year 2000.

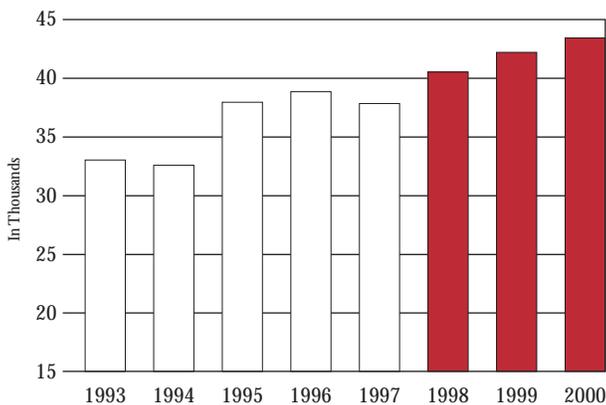
### Maricopa County's Juvenile Population With Projections for 1998-2000



### Juveniles Detained With Projections for 1998-2000



### Juvenile Referrals With Projections for 1998-2000



The judiciary and probation department have taken steps to alleviate some of the problems that will result from an inherent increase in the number of juveniles involved with the Court. Over the past several years, new programs have been developed, procedures have been modified, and new partnerships have been established to lessen the impact of processing juveniles into an already over-burdened court system. Many of these new programs and procedures are designed to (1) divert juveniles from the formal court process, (2) provide swift consequences for illegal activities, (3) reduce the number of repeat offenders, and (4) hold juveniles accountable for their behavior.

Under the leadership of Judge Foreman, "Keep the Kid", Drug Court, Citation Court, and Dependency Mediation, are some of the new programs developed and implemented to alleviate the current and future problems facing the Court.

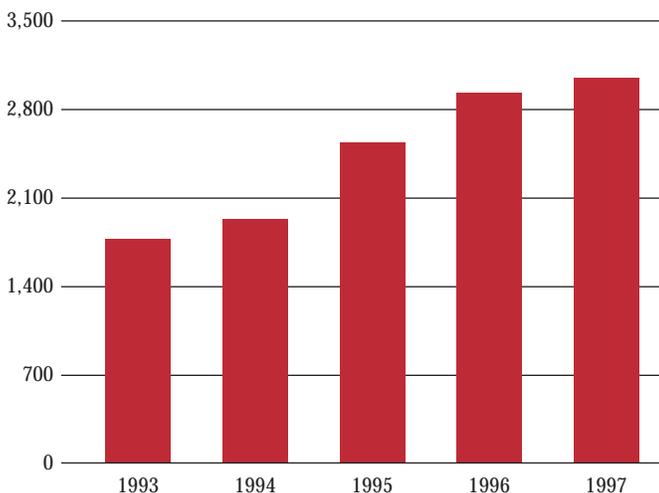


## DRUG COURT

Over the years, more and more juveniles have been referred to the Court Center with problems related to substance and alcohol abuse. The use of drugs and alcohol has been a destructive force in families, schools and communities in Maricopa County and throughout the country. Drug use among juveniles has contributed to an increase in the number of court hearings and in the number of juveniles in detention and correction facilities. In the past, juveniles with drug related problems were provided with consequences and short term rather than long term treatment services. Many juveniles, while under the jurisdiction of the Court Center, would continue to use drugs or alcohol.

In response to this problem, the Juvenile Court Center implemented a Drug Court in 1997 designed to transition a juvenile from detox and treatment to a permanent sober lifestyle in the community. The Juvenile Drug Court is a comprehensive and coordinated court-based rehabilitative effort for substance abusing offenders. Intensive supervision, immediate consequences, frequent judicial review, community and agency partnerships, family participation, and frequent drug tests are all vital elements of Drug Court. This program, which has been in effect for one year, focuses on providing an uncompromising rehabilitative structure to eliminate substance abuse behavior permanently.

**Drug Referrals, 1993-1997**



## CITATION COURT

Legislative changes over the past few years have had a major impact on the number of traffic violations and status offenses heard by the courts. The Juvenile Court Center implemented

Citation Court in 1997 to alleviate the increased number of court hearings involving juveniles with minor offenses, such as, truancy violations, liquor and curfew violations, and game and fish violations. In Citation Court, cases of juveniles who plead guilty to their alleged offense are heard by a Court appointed Juvenile Hearing Officer (JHO). Juveniles receive consequences, such as, community service hours, special classes or programs, and fines not to exceed \$500.00. Juveniles not appearing in Citation Court as requested, can have driving privileges suspended or revoked until their 18th birthday, can have a petition filed by the County Attorney's Office, or can have a warrant issued for their arrest. Since Citation Court operates and functions like a regular court, an assessment is conducted to determine if there are more critical issues affecting the juvenile that require additional court services. The JHO may determine that family or individual counseling is necessary to address current problems and to prevent future referrals. Although Citation Court is conducted only twice a week, JHOs have already heard over 1,100 cases since 1997, allowing Judges and Commissioners more time to deal with more serious cases.

## SENATE BILL 1446

Recent changes in Arizona law allow for serious consequences and mandatory sentencing for juveniles 15 years and older. Juveniles who commit a violent crime or are arrested for their third felony complaint are required by law to be tried as an adult. If convicted, mandatory sentencing is invoked by the Judge, even if the juvenile is a first time offender in the adult system.



Student receiving information on new tougher DUI laws passed in 1997, sponsored by, Safe School P0, Ann Treis and Maricopa County Juvenile Probation Department.



In addition, new laws allow for tough DUI (Driving Under the Influence) penalties, including incarceration. Any conviction for graffiti requires driver's license suspension. Juvenile records are no longer destroyed at age 18, and are open to the public. Changes in the law also allow for parents to be required to pay the assessed restitution for their child's crime, including a lien on assets if necessary. Juveniles committing another offense after being tried and convicted as an adult will automatically be taken back to adult court for consequences. These changes were passed by the voters in November 1996 and became law in July 1997. From July to December 1997, 154 juveniles were sent to adult court as a result of Senate Bill 1446. A full analysis of the impact of these legislative changes will be completed after one year of implementation.

### **MAYFIELD ALTERNATIVE YOUTH CENTER**

The Mayfield Youth Center, which opened in July 1997, is a community based alternative center. The center provides a unique approach to providing services for juvenile status offenders and their families, which is different from the traditional court approach. The Center renders immediate crisis stabilization services for juveniles arrested for status offenses, such as, runaway, curfew violation, truancy, incorrigibility, or liquor possession. Juveniles cited for status offenses are transported by the arresting officer to the Mayfield Alternative Center, thus reducing the total amount of time required by a police officer to process the juvenile into the system, from as much as six hours to as little as 15 minutes. "Status offenses continue to lead in the number of referrals received by the Juvenile Court Center. It has been proven that kids who commit status offenses can ultimately become delinquent," said Robin Hoskins, Program Services Coordinator.

Juveniles brought into the Center are assessed by a counselor while their family is being contacted. Counselors may spend time with the family upon their arrival or link them to other community services. The center offers counseling services for individuals or families, a 24 hour crisis hotline, and outreach mediation services. In the first six months of operation, nearly 200 juveniles had been referred to the Mayfield Alternative Youth Center which is located in Mesa.

### **"KEEP THE KID"**

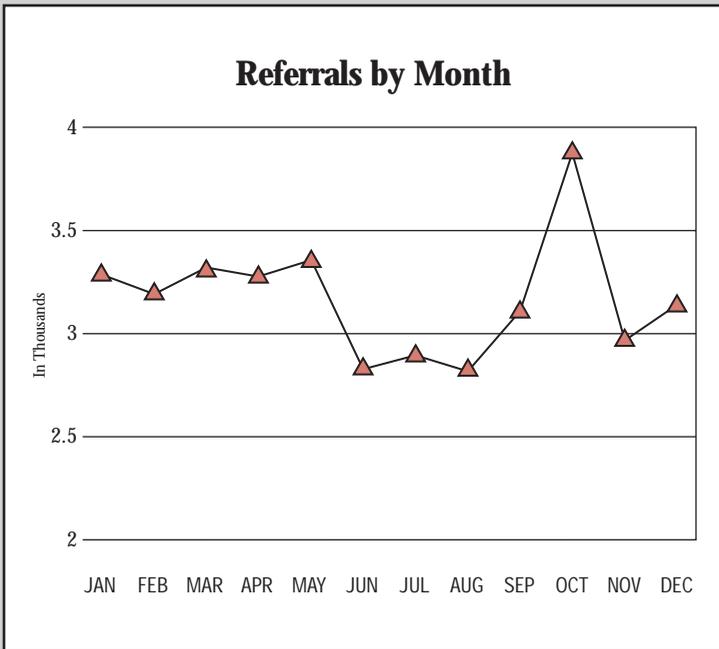
In order to effectively keep up with the delinquency caseload and the need to review cases within the mandated speedy trial guidelines, the Juvenile Court Center implemented a new calendar/case assignment system entitled "Keep the Kid". Juveniles entering the system are assigned to a Judicial Officer who will handle all future hearings related to that juvenile. This change has resulted in fewer hearings being continued and more accountability of the juvenile to the assigned Judicial Officer. This Court was instrumental in getting a statewide rule change limiting the number of changes judicial officers are allowed in juvenile cases to one. By limiting to one the number of peremptory notices, the Court has greater assurances of maintaining consistency and accountability in the lives of juveniles.

### **DEPENDENCY MEDIATION**

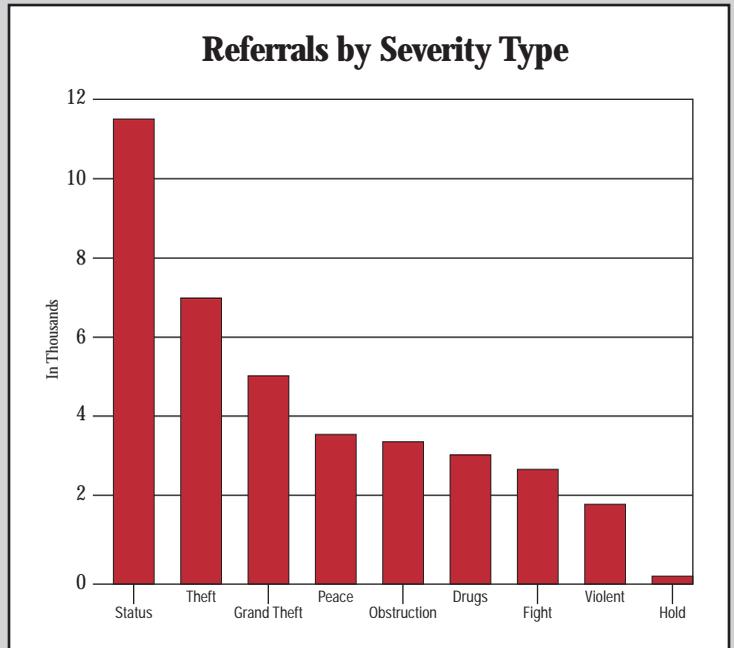
The number of petitions filed in Maricopa County alleging children's dependency because of improper parental care and control has been increasing over the past three years. In order to manage the escalating number of dependency filings, the Juvenile Court Center instituted a policy of requiring contested dependency cases to participate in mediation. Cases not resolved at an initial hearing are automatically transferred to mediation, a non-adversarial process in which family members, attorneys, and caseworkers participate. The goals of mediation are to seek case resolution, avoid contested hearings, enhance communication and ensure cooperation among all professionals and family members who are responsible for the child's welfare. Mandatory mediation has resulted in a substantial rate of success, fewer contested dependency hearings, and a high level of satisfaction among mediation participants. A total of 485 contested dependency cases were scheduled for court in 1995. After implementation of the mandatory dependency mediation program, the number of contested dependency cases was reduced to 261, a 46 percent decrease in 1997. The dependency mediation program was recognized nationally, receiving an "Achievement Award" from the National Association of County Government (NACo) in 1997.

# 1997 SUMMARY DATA

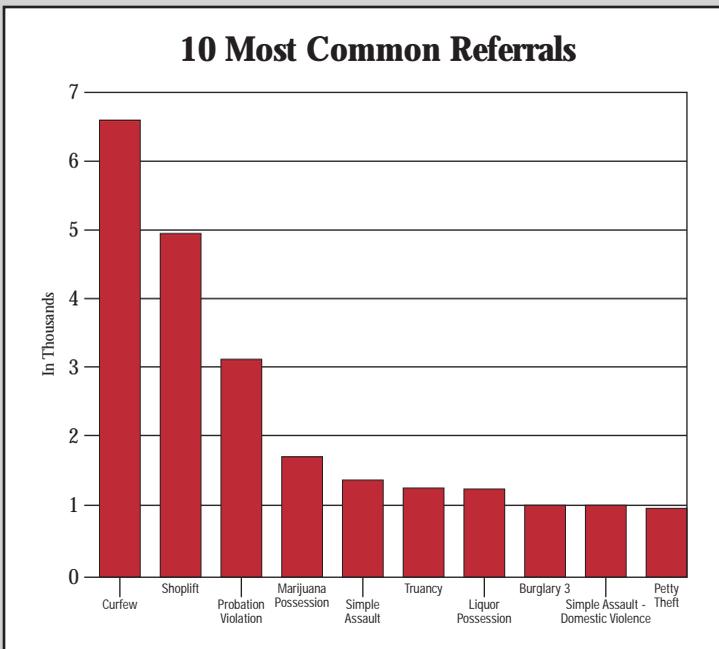
## Referrals by Month



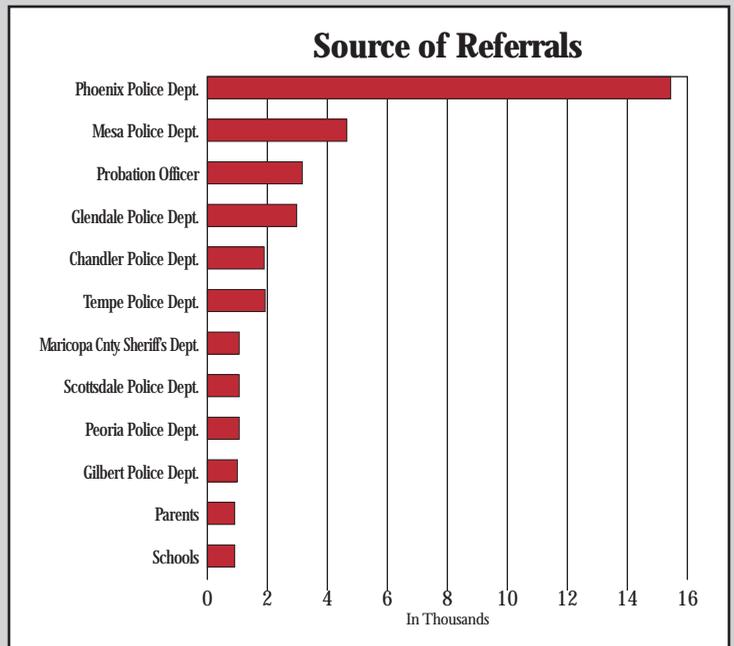
## Referrals by Severity Type



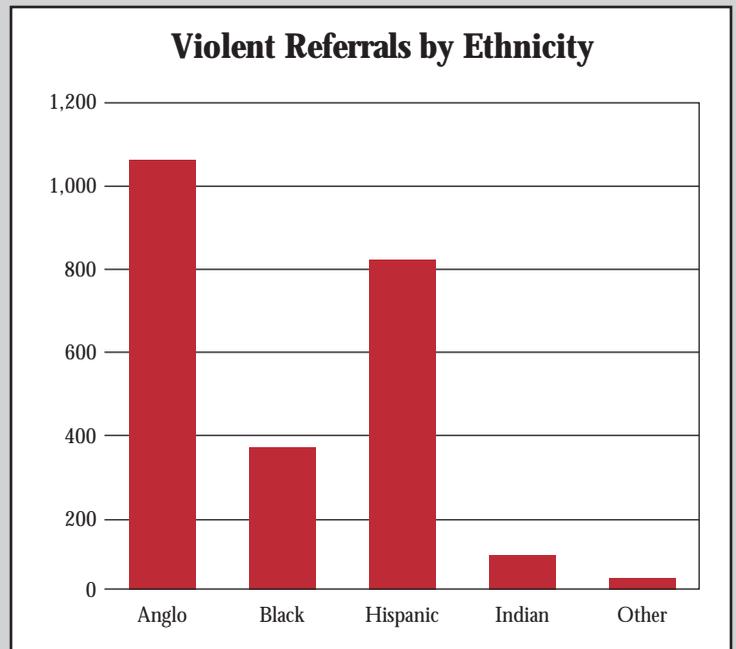
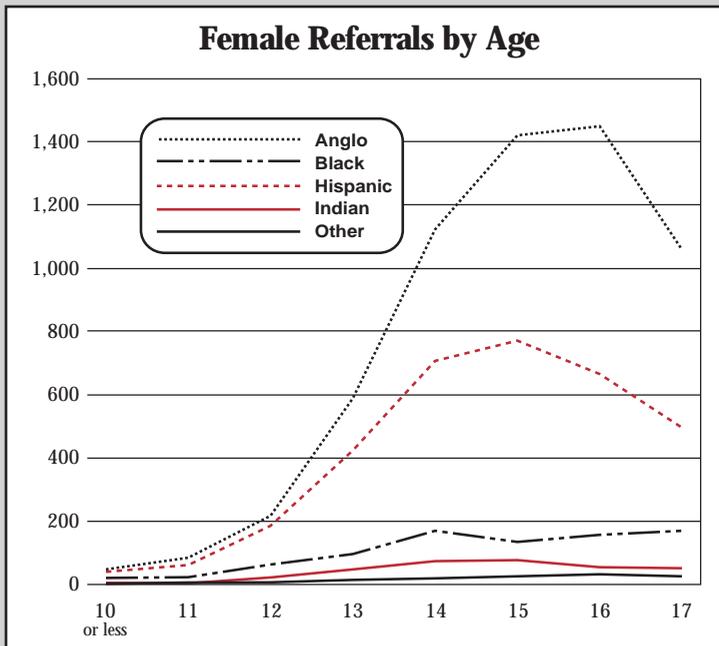
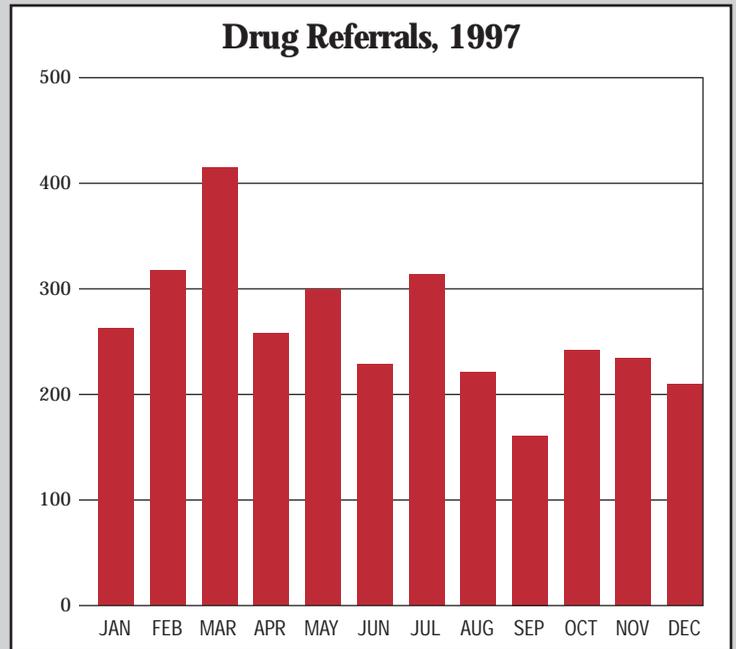
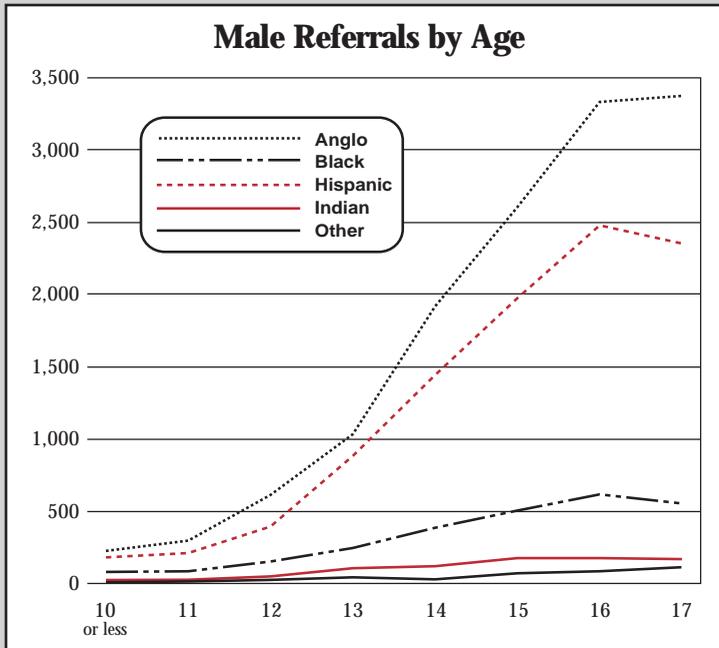
## 10 Most Common Referrals



## Source of Referrals



# 1997 SUMMARY DATA



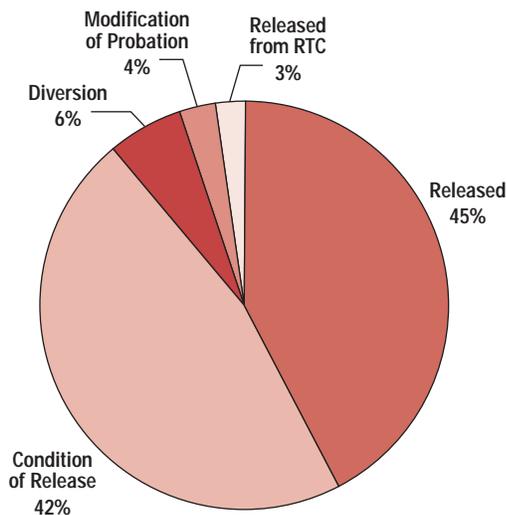
## VICTIM'S RIGHTS AND RESTITUTION

The assault on her daughter was 72 hours old. The mother had an incident report number, and was coping with a very frightened 15 year old. She explained the trauma that she was dealing with concerning her daughter. The Victim's Rights Coordinator gave out counseling information and emergency numbers. The mother was also given a number to call back if she was unable to get help. A few days later, the school scheduled a mediation session. The mother requested a person from the Victim's Rights Program to attend the mediation with her and her daughter.

The above call is a typical contact made to the Victim Rights Coordinators in 1997. Victim Rights Coordinators focus on the human side of the juvenile justice system. New legislation went into effect on September 1, 1996, establishing the rights of victims of crimes where the alleged offender is a juvenile.

Victims of juvenile offenders now receive letters to familiarize them with the court system and notify them of the services available to them so they are informed of each step their case goes through from inception to resolution. In FY97, Victim Rights Coordinators and probation officers made over 17,000 contacts informing victims of the juvenile's status, and over 19,000 contacts informing victims of court hearings and proceedings.

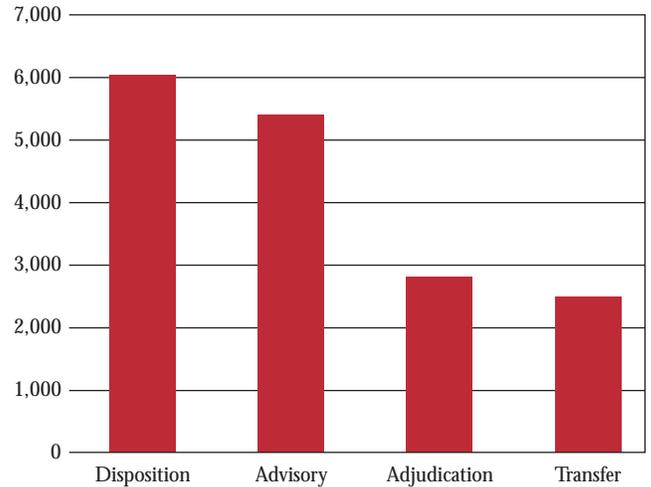
**Victim Notifications**  
Indicating Juvenile's Status, FY97  
N = 17,514



The legislation requires the Juvenile Court Center to provide appropriate safeguards to minimize the contact between the victim and the accused. Separate waiting areas have been established in the lobby area of the court for victims and their immediate families and for witnesses.

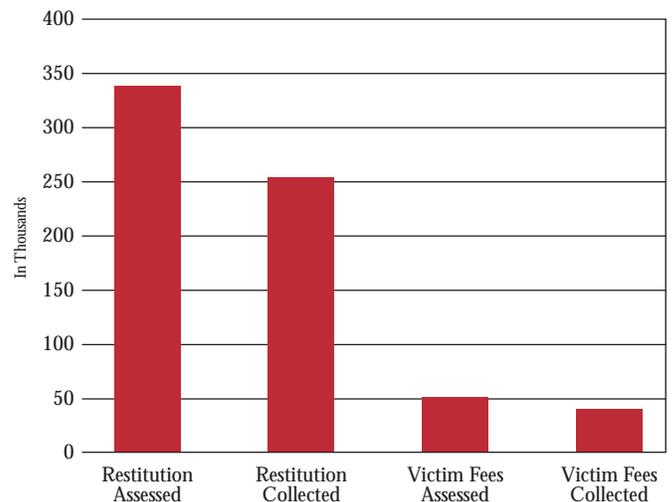
Victim awareness and training is one of the central elements of the Victim Rights Program. All Probation Officers and Community

**Victim Receiving Notification of Court Hearings and Proceedings, FY97**



Justice Committee volunteers have been trained in victim awareness and procedures. The issue of restitution is a very pertinent issue to victims who have losses or injuries. Given that juvenile offenders commit the offenses, assurance of payment and collection are a common concern of victims. In 1997, 744 juveniles were assessed nearly \$350,000 in victim restitution, and fees.

**Restitution and Victim Fees**  
Assessed and Collected in 1997



To further provide victims with a sense of justice, attempts are underway to create a victim-offender mediation program, whereby the victim can tell the juvenile about the personal impact of being a crime target and to educate juveniles about how their actions of a moment can forever affect a victim's life.



## COMMUNITY SERVICES

Historically, through its diversion programs, the juvenile court system has proven that the least intrusive treatment is generally the most successful treatment for juveniles involved in minor offenses. The Juvenile Court Center is proud of the numerous programs and projects it has developed and implemented in its Diversion Program through the Community Services Division of the Maricopa County Juvenile Probation Department. Juveniles in diversion programs completed over 170,000 community service work hours in 1997, nearly a nine percent increase from the previous year.



Juvenile receives justice from a Community Justice Committee Panel.

One of the required changes of S.B.1446 was that the County Attorney must designate the offenses that are eligible for diversion. Applying the principles of 'restorative justice' and involving the community through trained, interested volunteers in its diversion program, the Juvenile Court Center created and developed Community Justice Centers and Community Justice Committees to deal with the vast middle ground of juvenile behavior which initially does not require formal court intervention. The County Attorney's office and the Juvenile Court have entered into a partnership with the community in rendering consequences and finding solutions for diversion eligible referrals to Juvenile Court.

### COMMUNITY JUSTICE CENTERS

The concept of the Community Justice Center is to work with the child, the family and the community in an attempt to build the child's competency level, restore to the community what was destroyed by the youth's illegal activity and to hold the youth accountable both to the court and the community for the illegal behavior. The ultimate goal is to develop a child who has value to him/herself and the community and is a productive member of that community.

The first satellite office, a Community Justice Center, was opened in 1995 in central Phoenix to serve as an office for probation officers in locations closer to the juveniles on their caseloads. The Community Justice Centers serve as a hub for numerous Community Justice Committees, probation officers and personnel assigned to work at these centers. There are seven Community Justice Centers which oversee 50 Community Justice Committees and over 300 volunteers valley-wide, from Tolleson to Gilbert.

### COMMUNITY JUSTICE COMMITTEES

Community Justice Committees consist of trained, volunteer citizens working with young people charged with minor offenses. The primary purpose of the committees is to divert these young people charged with minor offenses from the Juvenile Court back to their communities where groups of volunteer citizens hold them accountable for their actions and respond to their problems. A Community Justice Committee includes one probation officer, two to four volunteers and the victim who meet face to face with the juvenile and their family to discuss the nature of the offense and surrounding circumstances. The Committee then determines what solution and consequences are appropriate. The solution may involve restitution to the victim, community service, a fine, counseling and/or educational sessions.

This restorative justice process, which holds the juvenile accountable for his/her actions, also helps heal the victim and the neighborhood in which the juvenile lives. Communities as well as the children benefit greatly if concerned citizens have the opportunity to help. Additionally, it frees up an overburdened Juvenile Court to give more attention and services to serious offenders. This innovative program received a NACo award from the National Association of Counties in America in 1997.

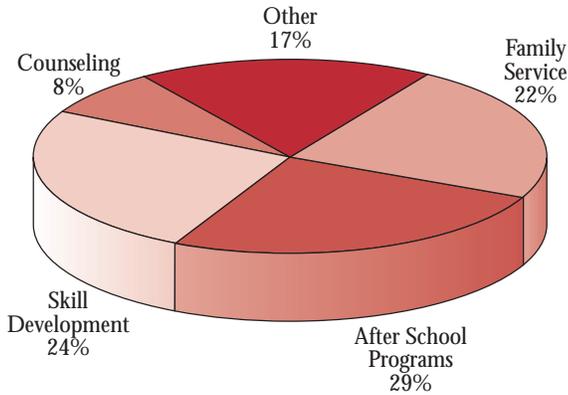
### COMMUNITY CONTRACTS

The Maricopa County Juvenile Court Center is very proactive in preventing juveniles from breaking the law. The Juvenile Court Center is creating alliances with community based organizations to address juvenile delinquency before it starts. With a budget appropriation from the Maricopa County Board of Supervisors, 16 community based programs received contracts in 1997 to provide after school programs, family services, skill development training, and counseling services to at risk juveniles and their families residing in neighborhoods with the highest



incidence of juvenile crime. Nonprofit organizations and programs such as, the Mesa United Way, and the Phoenix Police Department "Wake Up! Program," and several schools, shared nearly \$250,000 from the Juvenile Crime Prevention Program.

### Community Based Programs Receiving Funding in 1997



### SAFE SCHOOLS

The Safe Schools Program is a proactive approach in preventing delinquency by placing probation officers in the schools. The probation officers teach law related education (LRE) to students at participating schools. Students participating in LRE classes are instructed on rules, laws and the legal system which help prepare

them to become responsible citizens. The Safe Schools Program provides an essential partnership with parents, local schools, communities, police agencies and businesses. In addition to teaching, probation officers serve as a deterrent to delinquent behavior for students. This program also permits probation officers and school administrators to implement prevention and intervention models in schools. Maricopa County Juvenile Probation Department originally placed 12 probation officers in local schools during the 1994 -95 school year. Currently, there are 19 Probation Officers placed in schools throughout Maricopa County.



Teaching Law Related Education to Students.



Juvenile participating in a Safe School holiday event.

### TEEN COURT

Teen Court is a diversion program designed for the first and second time juvenile offenders who have been charged with a misdemeanor. The program uses peer relationships as a way of redirecting the behavior of the juveniles. Cases are diverted to Teen Court by the Maricopa County Juvenile Probation Diversion process. Juveniles must be ages 8-17 to be eligible for the program and their parents must agree to participate in the court process. Juveniles must admit their guilt in order to be accepted into Teen Court. After the admission, a jury of the juvenile's peers makes the decision regarding the appropriate consequences. Those who are accepted and successfully complete the program will have their charges resolved. Teen Court is an excellent form of Diversion which provides juvenile offenders with a better understanding of the consequences for breaking the law by holding them accountable for their unlawful behavior within their own community and with their peers. This process is very much in keeping with the principles of "restorative justice".



The Maricopa Juvenile Probation Department operates Teen Courts in conjunction with the Tempe and Guadalupe Justice of the Peace Courts and four school based Teen Courts. The four school based Teen Courts are: Centennial Middle School, Powell Junior High School, Mountain Pointe High School, and Kino Junior High School. Eight teachers and over 100 students are involved in bringing the Teen Court concept to the school campus with the assistance of Maricopa County Juvenile Probation Department. The Tempe and Guadalupe Justice Courts reviewed nearly 250 cases in 1997.

The philosophy of Teen Court is that juveniles judged by a true peer jury are less likely to continue their unlawful behavior. The recidivism rate for Teen Court programs is about five percent. The Court is modeled similar to adult court: judge, jury, clerk, bailiff, defense and prosecuting attorneys are all teen volunteers who have been trained in court procedures.

## PROJECT SCRUB

In keeping with the principles of restorative justice, Project SCRUB (Stop Crime Remove Urban Blight) was initiated by the County Attorney in 1995 as a program designed to work with juveniles committing graffiti offenses and hold them accountable to the community for inappropriate behavior. The following year, the Juvenile Court assumed responsibility for it. Today, Project SCRUB provides community work hours for juveniles found guilty in Juvenile Court of criminal damage or graffiti as well as other offenses. Juveniles processed through diversion programs, such as Citation Court, Community Justice Committees, Teen Court and Limited Jurisdiction Courts, are required to perform community work hours through Project SCRUB. This program is unique in that it involves a cooperative effort between several state, county and city agencies.



Juveniles removing debris from the neighborhood - Project SCRUB.



Juveniles removing graffiti from walls - Project Scrub.

Originally, Project SCRUB was designed mainly to clean-up dilapidated areas within communities and remove graffiti. Currently, Project SCRUB has been expanded to include: feeding the hungry; cleaning vacant fields, highways, city streets, buildings, and walls; participating in community rehabilitation and clean-up projects; refurbishing homes, and assisting Habitat for Humanity in building new homes for low-income families.

In 1997, juveniles assigned to Project SCRUB saved the County over \$400,000 by doing work that would have otherwise been completed by paid County employees. Juveniles completed over 68,000 service work hours. The success of Project SCRUB can also be measured by the number of juveniles who request to continue working with Project SCRUB even after completing their mandatory assigned work hours.



Neighborhood Clean-up - Project SCRUB



## TRAINING AND STAFF DEVELOPMENT

The Training and Staff Development Unit provides in-service training to enhance staff skills and achieve compliance with the training standards for court employees. The Court employees and the Probation Department are required to attend 16 hours of training annually. In 1997, the Training and Staff Development Unit coordinated the training of 585 full-time employees, conducted over 400 programs and performed 1,337 hours of in-house training. Programs ranged from legislative updates, gang awareness, victim's rights, domestic violence, management training, multi-cultural awareness, and others. In addition, detention staff members Carl Johnoff and Bob Bradbury, developed and conducted the first Youth Supervisor Academy in 1997. The Youth Supervisor Academy is a three week 120 hour course orienting and educating new detention employees to the methods and procedures of working in a juvenile detention setting and working with community based programs.



Youth Supervisor Academy training session.

## COURT APPOINTED SPECIAL ADVOCATE

The Court Appointed Special Advocate (CASA) program was established in the Maricopa County Juvenile Court in 1985. CASA recruits, trains, and assigns volunteer advocates to dependency cases (cases involving children who have been abused or neglected). Each CASA volunteer is assigned to provide individualized attention to the children involved in the case, researching the appropriateness of services and reporting their findings to the Court. CASA volunteers are appointed by the Juvenile Court Presiding Judge to illuminate the details that sometimes are overlooked and provide information and recommendations to assist the Judicial Officer in making appropriate findings. Funding for staff and support of volunteers comes from unclaimed lottery money.

## VOLUNTEERS

Interested citizens and community volunteers from throughout the valley contribute their time, talents, and energy to enhance and compliment the services provided to children and their families involved with the Juvenile Court Center. Over 300 Community Justice Committee Volunteers, serving on CJC panels have become the nucleus of our volunteer program.

Volunteers are residents of Maricopa County who have submitted a written application, met screening requirements and have attended an orientation and training session required of all volunteers. Each volunteer can choose to serve in the area of the Department where their time and talents can best make a contribution to the agency.

This year was a turning point in the development of our Volunteer Program. In addition to expanding the number of volunteers involved in the Community Justice Committees, plans were developed to create a Mentor Program and a Volunteer Probation Officer Program. Mentors will be matched with one of our youth referred to Juvenile Court and bring that one-to-one caring and positive relationship in the life of the child. The Volunteer Probation Officer will be assigned to work with a Probation Officer or Supervisor in the Department and assist in the daily duties of casework, contacts, reports and other responsibilities related to Juvenile Probation Officer work.

In addition to these two new programs, our volunteers can also be Interns, Tutors, and Project Volunteers. Our 350 volunteers and interns donated 14,697 hours of volunteer service to the Court in 1997. Juvenile Court appreciates and values the time given and the contributions each volunteer has made.



Maricopa County Juvenile Court Center Volunteers at training.

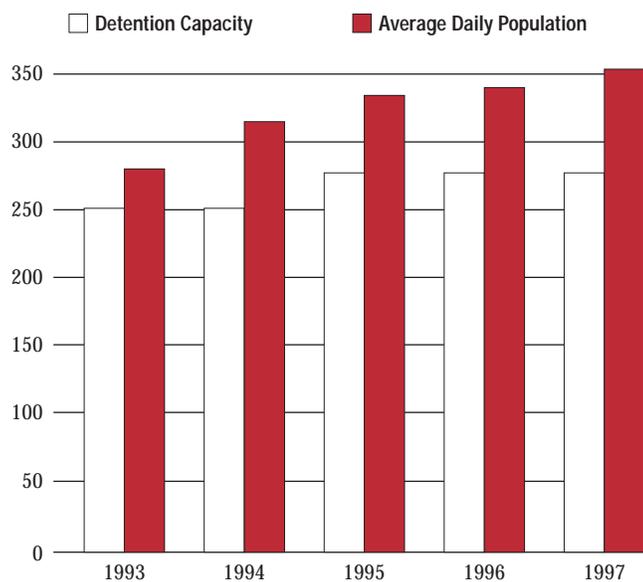


# DETENTION SERVICES

The Maricopa County Juvenile Court operates two detention facilities, Durango and Southeast (SEF). Detention centers are secure, temporary facilities for juveniles requiring a restricted environment while awaiting court action. During their stay, juveniles attend school, receive counseling, and participate in daily physical activities. Some of the programs in which juveniles can participate while in detention are SAID (Substance Abuse In Detention), Anger Management, Victim Awareness, and Cognitive Self Change.

work hours, a 72 hour or 5 day detention experience, and an in-house work program.

## Average Daily Detention Population



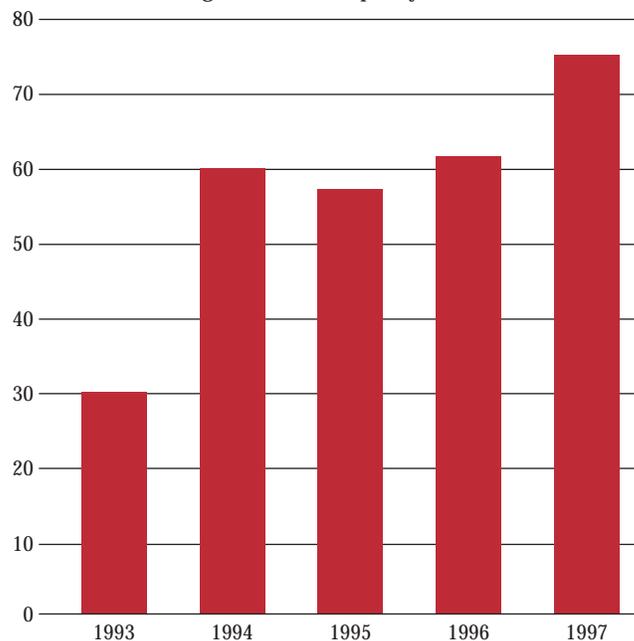
During 1997, 10,646 juveniles were detained, an increase of 651 juveniles from 1996. Consistently over the last five years, the number of juveniles detained has exceeded the detention capacity—an average of 31 juveniles per day in 1993 to an average of 75 juveniles per day in 1997. The juvenile detention population is expected to increase to 11,500 juveniles in 1998, an increase of 8 percent from 1997. Detention overcrowding creates an at risk environment for juveniles and staff.

### HIP

HIP (High Impact Program) is a community based detention program that is designed to target adjudicated juveniles in a manner that will effectively lower the recidivism rate for repeat and substance abuse offenders. HIP includes community service

## Average Daily Detention Population

Exceeding Detention Capacity, 1993-1997



### VIPS

VIPS (Violators of Intensive Probation) is specifically designed for violators of Juvenile Intensive Probation Supervision (JIPS). It is a 21 day, highly structured residential and educational program that operates at the Durango and Southeast detention facilities.

### DETENTION MENTOR PROGRAM

Detention Mentors are Probation Officers who provide the coordination of all programs and staff for the benefit of children in detention.

### IN SCHOOL PROGRAM

The Maricopa County Regional School District operates two schools at the detention facilities. The main goal of the detention school is to provide services to help students maintain their academic





standing in their home school or to provide services to help them return to the school system. With the use of two integrated computer labs, the school is able to assist in basic skills and individualized learning.

## MEDALS

**MEDALS** is a community based after-care program in detention services that is intended to bring together children who desire to make appropriate changes in their lives. The MEDALS program includes juveniles who have left detention and who come back once a week to continue their work in a group type setting. Programs that are currently a part of MEDALS are SAID (Substance Abuse In Detention), Anger Management, Victim Awareness, and Cognitive Self Change.

## MOCK DETENTION TOURS

Mock Detention Programs are conducted at specific schools or directly at detention facilities. Children voluntarily participating in the Mock Detention Program get an opportunity to experience what it is like in detention without actually having to be detained. It includes discussions on decision making, peaceful resolution of conflict, and places to go for help with teen problems. It is designed to help lower recidivism.

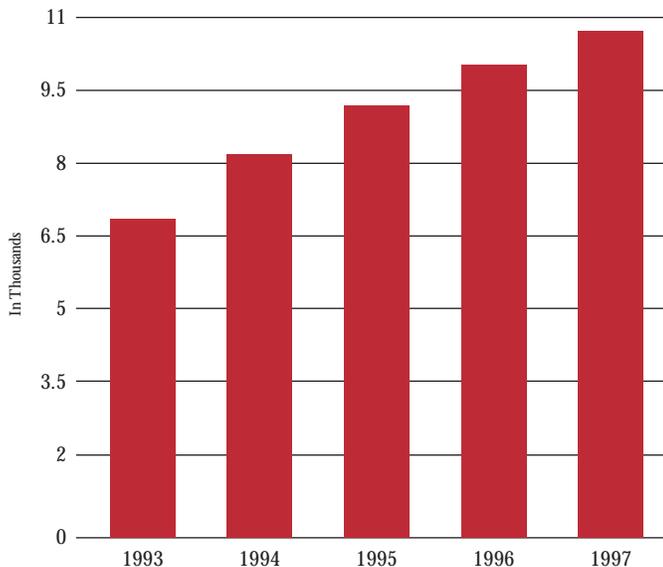
## DETENTION MEDIATION PROGRAM

The Detention Mediation Program was developed at the Southeast Facility (SEF) in February 1997. This program targets juveniles detained on domestic violence or incorrigible referrals. Juveniles and their families are court ordered to discuss and resolve their differences through mediation. A mediation agreement is presented to the Court for consideration before a juvenile can be released from detention. This program reduces the amount of time a juvenile spends in detention, expedites treatment services, and helps to reduce detention overcrowding. To date, the program has proven to be very effective. The Court has plans for court-wide implementation.

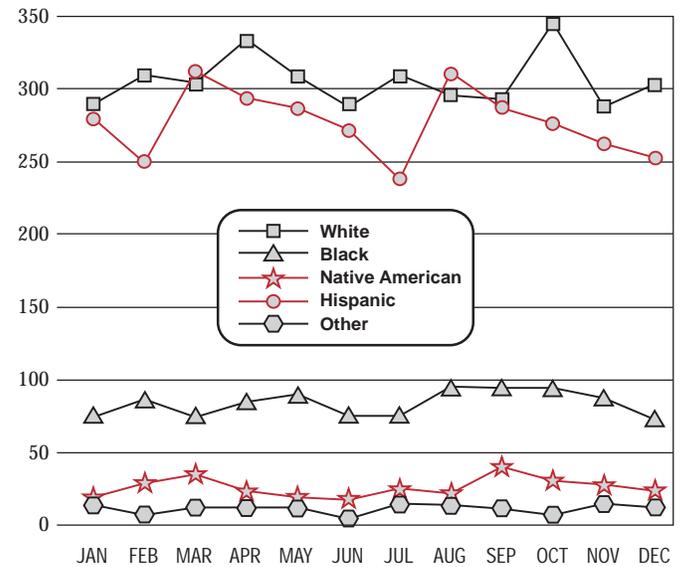
## DETENTION MONITORING

A Detention Administrator monitors the detention population to help the Court review the cases of juveniles in detention in hopes of releasing appropriate juveniles before their scheduled court date. This is necessary because an increasing number of juveniles are being held above the detention capacity level. With the increase in the number of juveniles detained, the Court must monitor the detention population to ensure the safety of court staff and juveniles. As the Court routinely reviews its detention decisions, more hearings are required on a substantially higher number of juveniles.

**Juveniles Detained, 1993-1997**



**Juveniles Detained by Ethnicity, 1997**

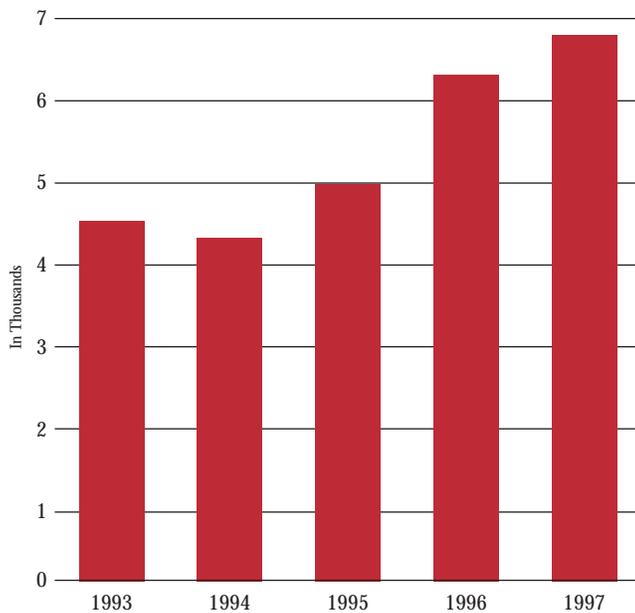




# PROBATION SERVICES

Most juveniles who go through the juvenile court system remain at home under probation supervision. Probation supervision and rehabilitative services for youths and their families are provided by the Probation Services Division. When a juvenile has been declared delinquent and is placed on probation, the Court sets rules of probation for him or her. General rules include reporting change of address, attending school or holding a job, not leaving the county without the probation officer's permission, establishing curfew hours, restricting motor vehicle use and submitting to drug testing upon request. A total of 6,788 juveniles were on probation in 1997, representing a seven percent increase from the previous year. The typical juvenile released in 1997 was on probation an average of 368 days.

**Juveniles on Probation, 1993-1997**



## JIPS

Juvenile Intensive Probation Supervision (JIPS) is a program designed to divert juvenile offenders who are in need of highly structured supervision from residential placement or overcrowded institutions. The JIPS program demonstrates to offenders that probation means accountability and consequences, as well as, productive rehabilitative activities. Since the beginning of the program in 1987, JIPS has provided intensive supervision to thousands of juveniles who might have otherwise been detained and removed from their homes. JIPS provides intensive supervision to juveniles while in their own family environment.

When combined with surveillance, accountability, treatment and community service, JIPS has proven to be an effective alternative to residential treatment or commitment to the Juvenile Department of Corrections. In 1997, 1,060 juveniles were placed on JIPS with an average length of supervision of 233 days.

## JIPS COMMUNITY OUTREACH PROGRAMS

The JIPS Community Outreach Programs promote accountability, civic and community responsibility which enhances personal growth and development for troubled youths, and encourages them to become part of a healthier community.

## TREATMENT SUPERVISION UNIT

Treatment Supervision Unit (TxS) is another form of probation monitoring. TxS staff supervises juveniles placed in residential treatment facilities. Probation officers assigned to the TxS Unit have extensive knowledge in mental health issues, in transiting juveniles back into the community, and in treating sex offenders. Probation Officers specializing in the treatment of sex offenders receive intensive training on sex-related issues and the impact sex-related offenses have on its victims.

## PROGRAM SERVICES

Program Services probation officers serve two main purposes. First, working as a team, probation officers conduct treatment staffings that involve all interested parties on a case. These staffings result in a recommendation to the Court for the least restrictive environment and the therapeutic services that best match the needs of the juvenile and their family while maintaining community safety. The second part of the team maintains and develops programs and resources in the community and in the department that are designed to meet the needs of juvenile offenders and their families.

## CREATIVE JUVENILE ALTERNATIVE CENTERS

Creative Juvenile Alternative Centers (CJAC) are community based centers which provide immediate intervention and services to status offenders. CJAC rely on a collaborative effort between local police agencies, school districts, private agencies, and the Probation Department. This type of swift response to status offenders helps reduce recidivism and keeps children from entering the formal court system.





## **INTERAGENCY CASE MANAGEMENT PROJECT**

The Interagency Case Management Project is a group of case managers from Juvenile Probation, the Department of Economic Security (DES), Child Protective Services, Developmental Disabilities, Arizona Department of Juveniles Corrections, and Regional Behavioral Health Authority (RBHA) who provide supervision and services to children who are dual wards and have multiple needs. This unit provides a more consistent and collective approach to juveniles and families and provides one case plan that encompasses all of the client's needs. This project eliminates duplication of services.

## **DETENTION ALTERNATIVE PROGRAMS**

Detention Alternative Programs are alternatives to secure detention facilities that allow juveniles to receive 30 days of community based residential treatment programming while awaiting the disposition of their case.

## **FAMILY PRESERVATION**

Family Preservation is a therapeutic program that allows juveniles and their families to receive intensive services that meet their specific needs. Counselors spend several hours a week providing in-home counseling and connecting families with services available in the community.

## **LEARN LABS**

Learn Labs are educational programs in the community that are offered at no cost to juveniles and families. Participants can increase literacy skills and prepare for GED testing while parents can also improve their parenting skills, and if needed, their English skills.

## **THE MESA GANG INTERVENTION PROJECT**

The Mesa Gang Intervention Project is a comprehensive prevention and intervention program offered to a specific area in the City of Mesa. The goal is to reduce gang violence through multiple agency collaboration and to develop alternative opportunities for gang-involved and other at-risk youth. Agencies involved are the Mesa Police Department, Adult Probation, Juvenile Probation, AmeriCorps, private agencies, and community businesses.

## **THE SAFE PROGRAM**

The Safe Program is a self directed intervention process used by juveniles and their families to reduce domestic violence. Using a proactive approach, the SAFE Program teaches family members

methods of intervention which they can employ during a violent or potentially violent situation and techniques for preventing violence within the family.

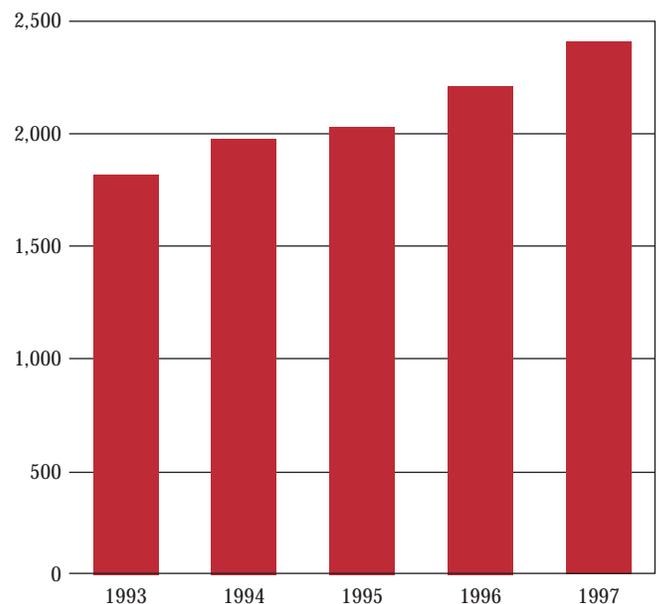
## **EMPOWERING PARENTS**

Empowering Parents is an eight week program offered through the Court Center. Groups are experiential in nature and address the changing roles and relationships parents and children experience during adolescence. The basic premise of the program is that children and adults have one goal: to belong and to be significant. Addressing the goals as well as the behavior in a respectful manner is one of the "positive discipline" techniques. Positive discipline teaches parents a new way to look at how to deal with their children. It is a flexible approach that lets families come to solutions that are the best fit for both the child and the parent.

## **HOME DETENTION**

Home Detention provides an alternative between structured institutional detention and unconditional release back into the community. In this program, home detention officers maintain frequent and close contact with the juvenile on an unannounced, daily basis to ensure full compliance with the strict rules of house arrest. The number of juveniles placed on Home Detention has been increasing significantly since 1993. The average daily population of juveniles on Home Detention increased by 43% from 1993 to 1997.

**Juveniles Placed On Home Detention**





# RESEARCH AND PLANNING

The Research and Planning Services (RAPS) is responsible for the operation and maintenance of all computer systems and computer related equipment used throughout the Court. There are four units within RAPS: Systems and Programming, Computer Operations and Support, Research and Evaluation and Central Data Resources.

Many laws concerning juvenile justice were enacted or changed in 1997. The RAPS division responded to these new laws by providing information to lawmakers and making important changes to the data system to reflect these new laws. The data system is the Juvenile On-line Tracking System (JOLTS) and is used to store, retrieve, and monitor all information about juveniles involved with the Juvenile Court Center. JOLTS has received national recognition for managing court documents, maintaining information on juveniles, and as a comprehensive research database.

## SYSTEMS AND PROGRAMMING

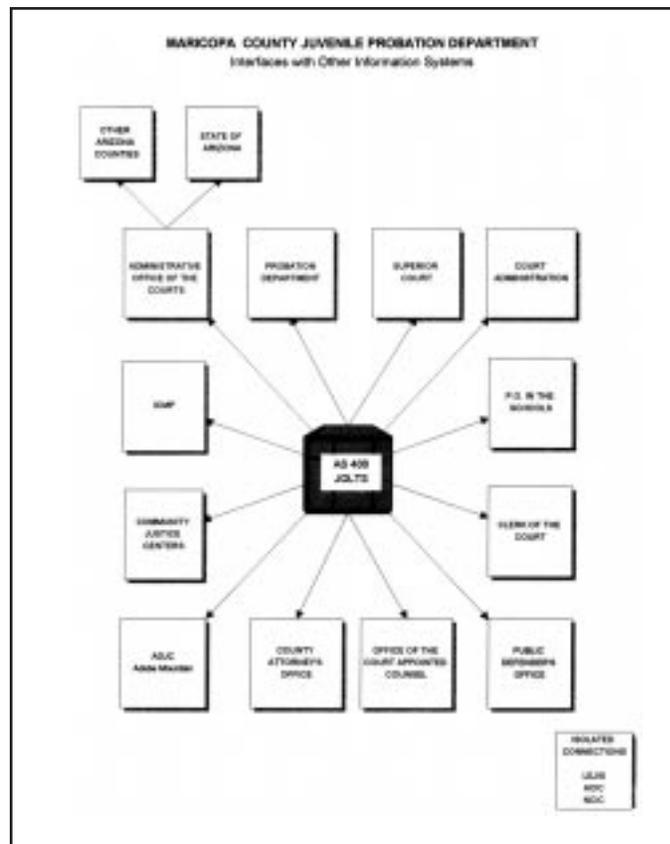
The Systems and Programming unit is responsible for all new system development, maintenance of JOLTS and all database administration. During 1997, JOLTS was made year 2000 compliant by modifying over 1,500 computer programs containing over 1 million lines of computer code. This was done in house at no additional cost to taxpayers. Other major development projects in 1997 included Victim Rights Notification and an automated method for tracking abuse and neglect cases.

## COMPUTER AND OPERATIONS

The Computer and Operations unit is responsible for operation and maintenance of all computer equipment used throughout the Court. In addition, the computer support unit provides technical assistance to court staff, and maintains the Help Desk. In 1997, the computer support unit established, developed and implemented an Internet Website, implemented a Novell server and led an effort to enable other juvenile justice agencies to have access to JOLTS.

## RESEARCH AND EVALUATION

The Research and Evaluation unit analyzes data used in monitoring trends, developing special programs and services,



writing grant proposals, identifying staffing and funding needs, and performing outcome evaluations. The unit works closely with other juvenile justice researchers from the State Supreme Court, Arizona State University and the National Center for Juvenile Justice. In addition, the unit satisfies external requests for special reports, studies, and data from regional and national planning agencies.

## CENTRAL DATA RESOURCES

The Central Data Resources unit is responsible for most incoming data, quality assurance and public information access. The unit is the focal point for all outside inquiries for information about individual juveniles. The unit is responsible for the storage of paper files and the distribution of cases to probation divisions.

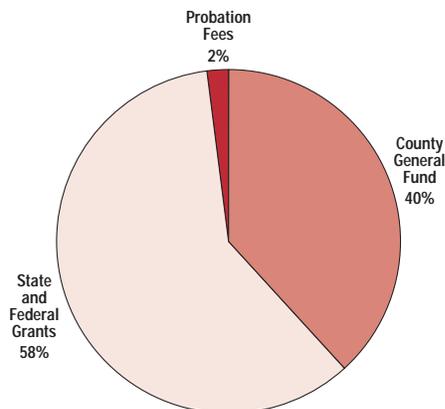


## ADMINISTRATIVE SERVICES

Administrative Services Division is responsible for the following functions: human resources, payroll, ADA coordination, budgeting and financial functions, procurement, grants administration, facilities support, telecommunication coordination, warehousing, inventory control, word processing, and distributions. These functions are provided for two full-service facilities and five leased community justice centers.

### PERSONNEL

The Personnel Unit handles staffing and recruiting for the department in coordination with Maricopa County's Human Resources Department. Certain recruitments are facilitated by both entities, while others are processed exclusively within the Probation Department. This unit ensures that hiring guidelines are followed throughout the agency, manages the hiring process, posts and recruits available positions and maintains employment records for all staff. In addition, the unit manages the payroll process for the department and provides consultation to management and line staff on various human resources issues. The Juvenile Probation Department has more than 650 full-time staff in addition to on-call staff who work primarily in the detention facilities.



Sources of Revenue.

### FINANCE

The Finance Unit oversees the Juvenile Probation Department's fiscal operations, including budget preparation and management, procurement, grants administration and accounts receivable. In 1997, the department operated with a budget of approximately 43.3 million dollars (not including court administration).

The Juvenile Probation Department and its various programs are funded by Maricopa County General Funds, probation and diversion fees, state grant appropriations, primarily through the Administrative Office of the Supreme Court, and federal grants.

## EMPLOYEES' CORNER



Staff preparing food boxes for delivery.

### CHRISTMAS BASKET

Nineteen-ninety-seven marked the 25th anniversary of the Christmas Food Box Project. Every year during the holiday season, juvenile probation officers and court related personnel put together and deliver food boxes to families in the community who are in difficult circumstances. Originally, families were selected by probation officers from their caseload. Since the initiation of probation officers in the schools, the project has been able to reach out to other families whose children are not probation. What started out as a small effort among probation staff has evolved into a court-wide effort. Internal fund-raisers are coordinated throughout the year in which judges, commissioners, support staff, administration, attorneys and probation officers participate. In 1997, \$2,500 was raised and 333 boxes were delivered. The goal for 1998 is to raise \$3,000 and deliver over 400 boxes.

### AWARD WINNERS 1997

<b>Grace Arriaga</b> <i>Supervisor/Manager of the Year</i>	<b>The Mediation Program</b> <b>Community Justice Committees</b>
<b>Eddie Antwine</b> <i>Employee of the Year</i>	<b>Arizona CASA Program- Maricopa County</b>
<b>Oly Cowles</b> <i>Line Officer of the Year</i>	<b>National Association of County Governments (NACo)</b>



Ed Estfan receiving Community Justice Centers NACo Award from Chief Probation Officer, Cherie Townsend.

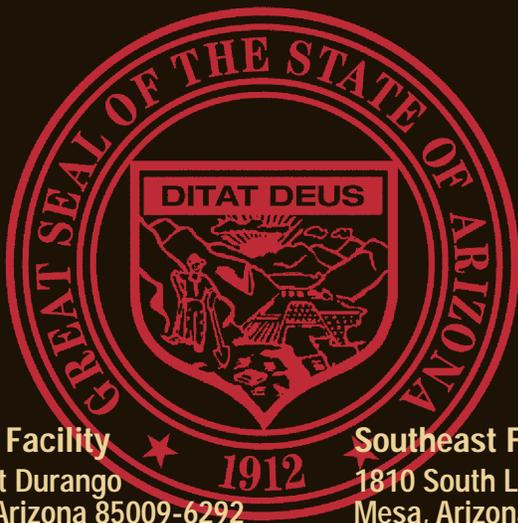
**Cover:** *"Mother and Child"* by Mr. John Waddell;  
Commissioned by Children Action Alliance (CAA) for  
The Horace Steele Child Advocacy Award;  
Presented to The Honorable John Foreman, 1997

**Maricopa County Juvenile Court Center  
1997 Annual Report**

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