

DMC Action Network Conference

“Effective Leadership to Change System Culture”

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An Overview of Pima County/Tucson, Arizona

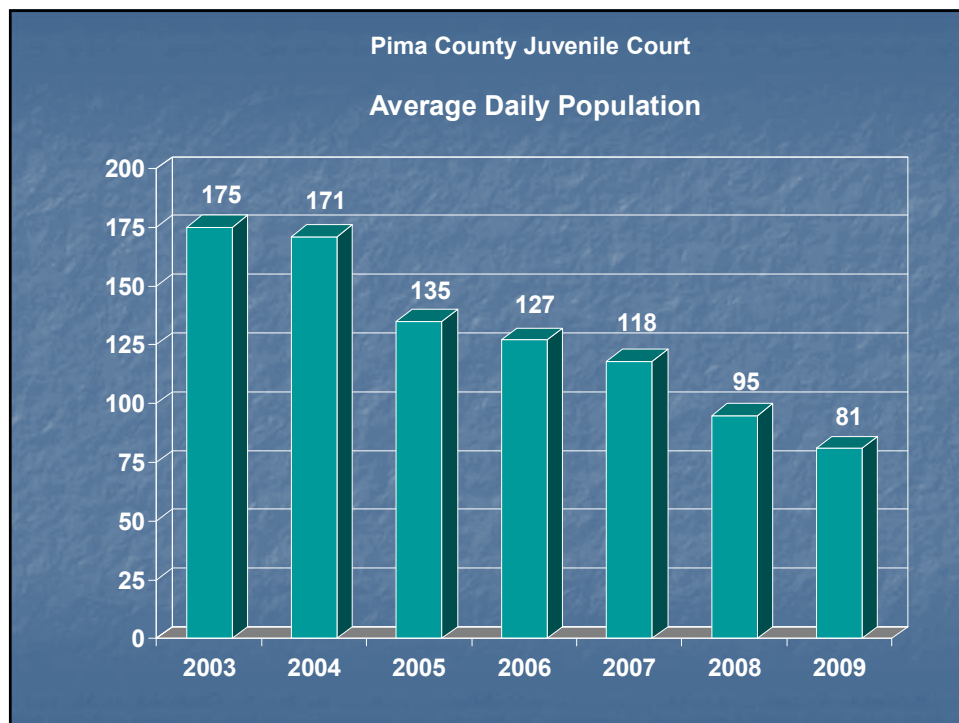
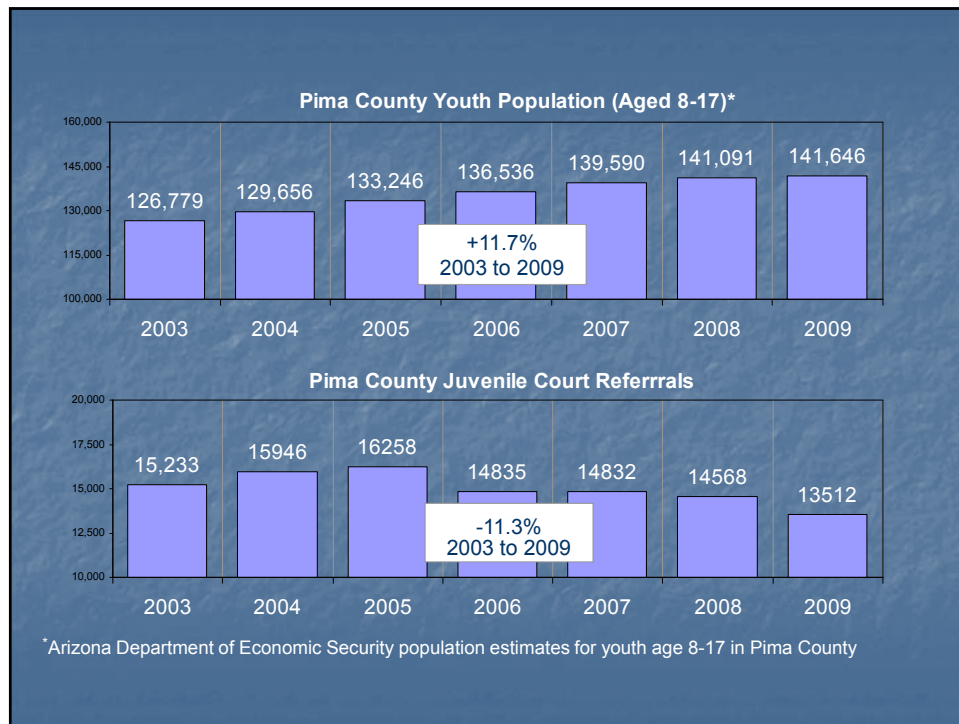
- Approximately one million citizens in Pima County.
- 850,000 people live in the greater Tucson area.
- The sunshine capital of the continental United States!
- 110 miles from Phoenix.
- A very diverse population – of our youth ages 8 to 17 years - 46.2 % are Latino; 42.4 % are Anglo; 3.6% are African American; and 3.4 % are Native American.
- Pima County has a common border with Mexico and Tucson is 60 miles from the border.

The Pima County Juvenile Court

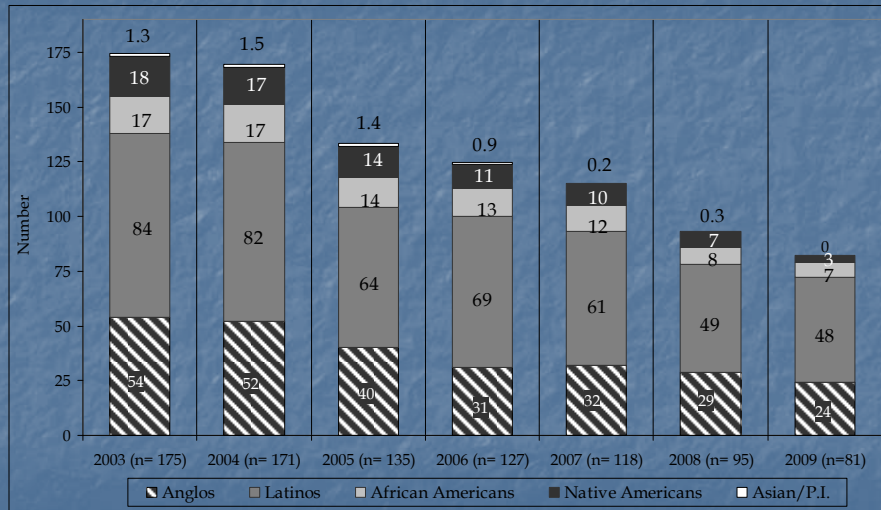
- 13 Judges and Commissioners.
- Approximately 560 employees.
- 306 bed detention facility (reduced to 265).
- 150 Probation Officers.
- 32.7 million annual budget.
- 141,000 youth between ages 8 – 17.
- 694 average # of youth on Standard Probation in 2009.
- 138 average # of youth on Juvenile Intensive Probation in 2009.

DMC and JDAI Initiatives

- May 2004 the juvenile court hosted a "Call to Action".
- June 2004 the DMC executive committee was established.
- October 2004 we joined the Annie E. Casey Foundation in their JDAI.
- October 2004 we engaged the W. Haywood Burns Institute to help guide our DMC efforts.
- 2006 the PCJCC was designated a Model Delinquency Court (MDC) by the National Council of Juvenile and Family Court Judges (NCJFCJ).
- 2008 we blended the DMC, JDAI and MDC initiatives into one strategic plan.



Daily Detention Average by Race and Ethnicity (Numbers)



Key Elements to an Effective Approach to Reduction

- Acknowledgment
- Commitment
- Collaboration
- Data-driven
- Policy and Practice Reform
- Persistence
- Management Reports
- Informing Stakeholders and the Public
- DMC versus Issues of Disparity
- Training
- The Political World
- No Mystery to the Concept
- Responding to Challenges

Policy and Practice Reform

- Purpose of Detention definition.
- Presumption of Release at Intake.
- Validated Risk Assessment Instrument (RAI).
- Definitions for mitigating and aggravating factors.
- Detention Override Authority.
- Expedited Case Processing.
- Graduated Response, Evaluation and Assessment Tool (G.R.E.A.T.) by Probation.
- Impacting the Culture.
- DMC "Train the Trainer" curriculum.
- Low-Risk Youth Study.

Policy and Practice Reform –cont.

- Alternatives to Detention (ATD).
- Detention Resource Shifting.
- Statewide Collaboration.
- Presiding Judge Transition Planning.

Informing Stakeholders and the Public

- Understand the realities of your community.
- Dispel myths – “Do the time if you do the crime” doesn’t hold up to inspection.
- Recognize the community needs to assume ownership of the initiative.
- Provide a data-based analysis of the community to help inform.
- Anticipate skepticism and challenges.

DMC Versus Disparity

- Inform, educate, recognize the difference.
- Success should not be exclusively about numbers.
- Evaluate each point in the justice continuum to assess practices.
- Equal justice for all youth is the key value – improved numbers may not be a reflection of an equitable system.

The Political World

- Understand and utilize the local, state and national politics.
- Share credit, seek support and shift resources.
- Disarm cost-cutting descriptions and focus on long-term outcomes for the community.
- Be prepared for “bottom-line” analysis by funding sources.
- Anticipate budget reduction responses.

No Mystery to the Concept

- DMC reduction is contingent upon:
 - Philosophical commitment
 - Development of sound policy and process
 - Organizational prioritization
 - Adequate resource identification and allocation
- Substantive interventions require adequate resources, but this should not be the justification for delay.

Responding to the Challenges

- Mental strength is required.
- Purpose must remain in focus.
- Direction must be consistent.
- Informed decision-making will improve results.
- Commitment to improved outcomes for all youth must be relentless.

- Engage each system partner.
- Expect “soft on crime” critics.
- Capacity-based funding process = disincentive.
- System ego regarding authority and accountability.
- DMC is not “created equally” at all decision points.
- No number is too small to address.

Resource Materials

- Sample Work Plan.
- Representative Management Reports:
 - Daily Detention Report
 - Weekly Override Report
 - Monthly Delinquency Report
- Pima County Data.
- Contact Information.

Effective Leadership To Change System Culture

Judge Frank Cuthbertson
Pierce County Superior Court
May 2010

Challenges and Successes

- Pierce County's population is 750,000.
- African American youth comprise 11% of the 12-17 population, yet comprise 35% of the detention population.
- The Average Daily Census in detention has been reduced from 150 in 2001 to 50 in 2009.
- Since MfC was initiated in 2007 the number of African American youth held in detention has been reduced by over 200 per year or 26%.

Changes In System Culture

1. Data Driven Decision Making, Disaggregating Data by Ethnicity and Evaluating Court Policies Through a DMC Lens.
2. Making DMC Reduction a Community Priority.
3. Longer Judicial Rotations with a Focus on Improved Training.
4. Accepting Alternatives To Detention.
5. Incorporating Cultural Competence in Evidence Based Programs and Staff Training.

Data Driven Decisions

1. Overhauling Juvenile Court Detention Risk Assessment Instrument.
2. Expanding Data Collection Through Burns Data Set Including Arrest Data.
3. Incorporating Education Data including Suspensions and Expulsions.
4. Drilling Down To Reduce DMC (Probation Violations, Overrides and Assault 4°).

Promoting DMC Reduction To Key Constituencies

1. Law Enforcement Agencies and Prosecuting Attorneys.
2. Mental Health, Social Services and Education Professionals.
3. Child Advocacy and Youth Serving Agencies.
4. Grassroots Minority Community Activists.
5. Public Officials and Legislators.

Cultural Shift for Judicial Officers

1. Longer Rotations.
2. Training As a Prerequisite to Juvenile Court Rotations.
3. Viewing Policy Decisions Through a DMC Lens.
4. Committing to Key Policy Changes.
 - A. Ending Double Bunking;
 - B. Shutting Down Detention Beds

Committing Resources To Detention Alternatives

1. Youth Assessment and Resource Center (YARC).
2. Evening Reporting Center.
3. Community Based Mentoring.
4. Improving Cultural Competence of Evidence Based Programs.
5. Community Detention (CDET) Monitors.

The Road Forward

- The juvenile court system is currently focused on sustaining the core competencies of detention and probation, particularly given the current fiscal crisis.
- The challenge for Pierce County is changing the culture of the court from being focused primarily on internal sustainability to being part of a dynamic juvenile justice system that includes low-income minority communities as key partners in reducing DMC.