

DMC Action Network Conference

“Effective Leadership to Change System Culture”

Rik Schmidt, Director
Pima County Juvenile Court Center
Tucson, Arizona

An Overview of Pima County/Tucson, Arizona

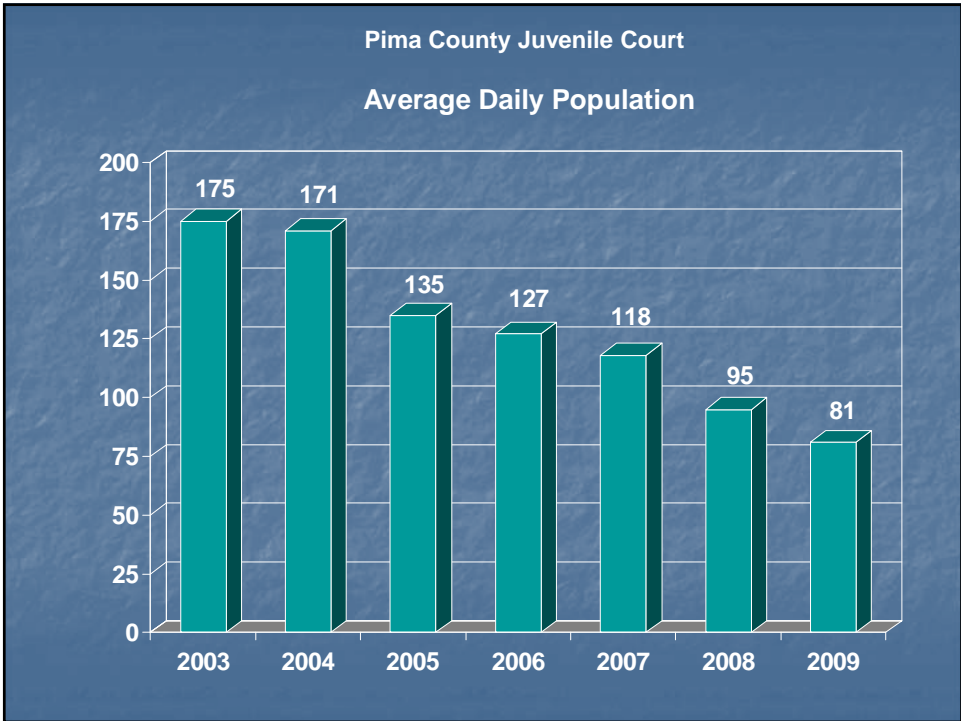
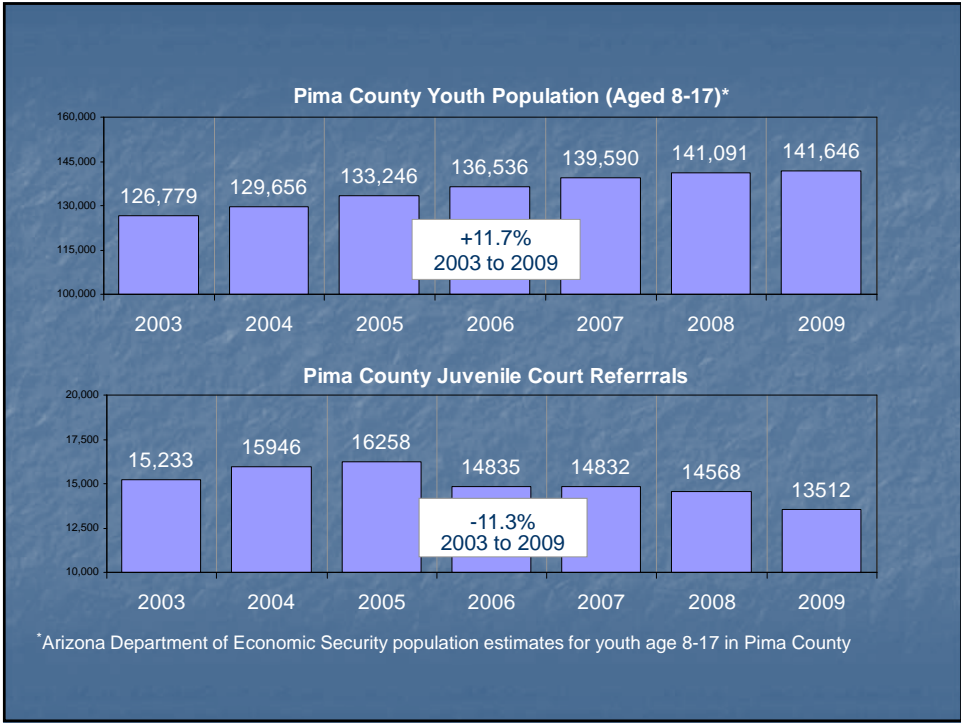
- Approximately one million citizens in Pima County.
- 850,000 people live in the greater Tucson area.
- The sunshine capital of the continental United States!
- 110 miles from Phoenix.
- A very diverse population – of our youth ages 8 to 17 years - 46.2 % are Latino; 42.4 % are Anglo; 3.6% are African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

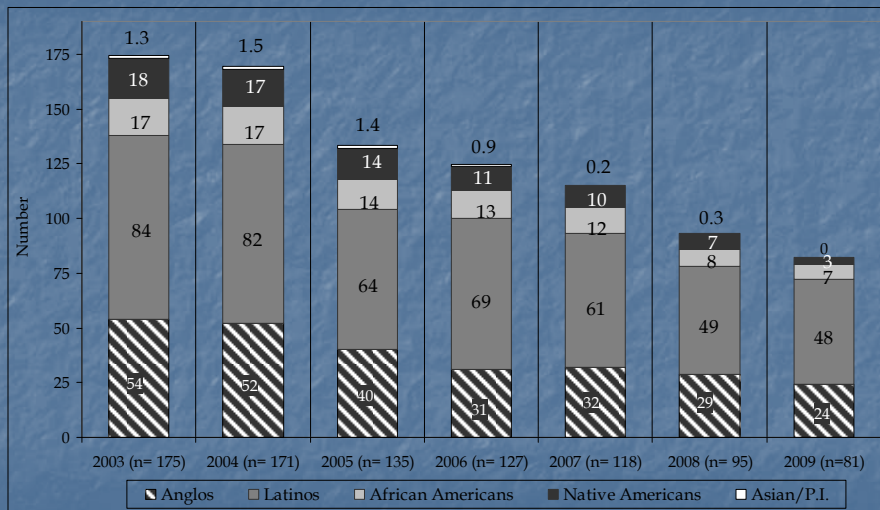
- 13 Judges and Commissioners.
- Approximately 560 employees.
- 306 bed detention facility (reduced to 265).
- 150 Probation Officers.
- 32.7 million annual budget.
- 141,000 youth between ages 8 – 17.
- 694 average # of youth on Standard Probation in 2009.
- 138 average # of youth on Juvenile Intensive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