

Five Year Strategic Plan

FY 2010 — 2014

Michael Branham, Director



Janet Napolitano
Governor

Michael Branham
Director

November 1, 2008

Dear Citizens of Arizona:

I am pleased to provide you with the Arizona Department of Juvenile Corrections (ADJC) State Fiscal Year 2010-2014 Five-Year Strategic Plan.

During the past year the Department reached a remarkable milestone. We successfully emerged from federal monitoring after achieving full compliance with the 2004 Memorandum of Agreement with the United States Department of Justice (USDOJ). All critical deficiencies in secure care conditions that were cited by the USDOJ have been remedied. As we move forward our agency is evermore committed to preserving these significant gains. Today we are focused on sustainability through quality assurance and excellent public service. Our adherence to these principals will result in a Department that positively impacts youth and safety in Arizona communities.

To advance this promising momentum we will focus on four primary strategic issues: *Continuing Transformation of the Department, Increasing Recruitment, Retention and Recognition of Staff, Enhancing Services for Youth with Increased Clinical Needs, and Building Education Programs that Reflect Student Needs.*

Sustaining our efforts is Governor Janet Napolitano, the State Legislature and the Executive Leadership of the Arizona Department of Juvenile Corrections. I wish to extend my gratitude to all of these individuals for their unsurpassed support. Their collective interest and energy has lead to important accomplishments.

I encourage all to learn about the Arizona Department of Juvenile Corrections by accessing our website at www.azdjv.gov. Or, if you have questions, please feel free to contact my office at 602-364-4051.

Thank you for the pleasure of serving Arizona's youth and families.

Sincerely,

A handwritten signature in dark ink, appearing to read "Michael Branham".

Michael Branham
Director

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Vision and Mission

OVERVIEW

The Arizona Department of Juvenile Corrections (ADJC) is responsible for juveniles adjudicated delinquent and committed to its jurisdiction by the county juvenile courts. It is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's four secure juvenile facilities and the development and provision of a continuum of services to juvenile offenders, including rehabilitation, treatment and education.

VISION

Safer communities through successful youth.

MISSION

The Arizona Department of Juvenile Corrections enhances public protection by changing the delinquent thinking and behaviors of juvenile offenders committed to the Department.

VALUES

- We value the safety of the citizens of Arizona and the youth in our care.
- We value the integrity, experience, and expertise of our staff.
- We value a richness of diversity among our staff and youth.
- We strive to create opportunities for youth and families to lead productive lives.
- We value excellence, innovation, and quality practices based on good data and research.
- We value continuous improvement and learning for all individuals, including staff as well as youth in our care.
- We value the families, friends, key stakeholders, and staff who support positive change in our youth.
- We value change for the growth opportunities it brings.



Guiding Principles



A CAB

ADJC: **C**hanging **A**ttitudes and **B**ehaviors

Safe Environment

- ADJC physical environments are clean and hazard free
- Pro-social values, attitudes and behaviors prevail
- Members of the ADJC Community are responsible for and entitled to the protection of the ADJC Community
- All forms of aggression are managed through self control
- No form of victimization is tolerated
- Members of the ADJC Community will safely confront destructive or harmful behaviors.
- The environment promotes the success of every member of the ADJC Community

Positive Communication

- ADJC Community members value communication
- Communication is honest, accurate, clear, respectful, and free from rumors, gossip and disrespect
- Members of the ADJC Community demonstrate communication skills by:
 - Listening
 - Speaking
 - Writing
 - Non-verbal Communication
- ADJC Community members problem solve individually and are able to agree to disagree
- Problem solving as a Community includes input from all levels
- Accomplishments, individual and team, are acknowledged promptly
- ADJC Community members give and receive feedback openly, with the goal of continuous improvement

Respect

- Treat others as you would want to be treated
- Be honest with yourself and with others
- Convey self respect
- Acknowledge the boundaries and property of yourself and others
- Address and engage others appropriately
- Appreciate diversity
- Display empathy for others
- Appreciate the strengths and needs of youth, families, and communities
- Appreciate the contributory role of all to the mission, vision and values
- Value formal education, vocational training and job-related training for all ADJC Community members

Responsibility

- We are all responsible for youth success, and we will address the individual needs of every youth
- Everyone is responsible to work with youth and families to prepare for successful re-entry into the community
- Provide training, mentoring, processing, evaluating and opportunities for staff and youth development
- Understand your responsibilities and fulfill them through:
 - Integrity
 - Compliance with rules and regulations
 - Good communication
 - Consistency
 - Follow-through
 - Accountability
 - Dependability
 - Pride
 - Good work habits
 - Empowerment
- Offer and accept help
- Be accountable to self and others
- Recognize mutual ownership of participation in the community's successes and challenges
- Strive for continual improvement
- **PRACTICE THE AGENCY NORMS!!**



**The ADJC
Community
includes all staff
and all youth.**



Approved by ADJC
Communications Office
Revised April 17, 2006



Executive Summary

The Arizona Department of Juvenile Corrections (ADJC) was established on July 1, 1990 as a cabinet-level agency. It is responsible for juveniles adjudicated delinquent and committed to its jurisdiction by the county juvenile courts. It is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's secure juvenile facilities and the development and provision of a continuum of services to juvenile offenders, including rehabilitation, treatment and education.

ADJC maintains four juvenile correctional facilities: Adobe Mountain School (Phoenix-males), Black Canyon School (Phoenix-females), Eagle Point School (Buckeye-males) and Catalina Mountain School (Tucson-males). Juveniles are committed to the Department by a court order from one of the 15 county Juvenile Courts. Although most juvenile court judges give a court-ordered minimum length of stay, the Department has the discretion of keeping a juvenile beyond this date until they have completed their treatment programming.

Upon commitment to the Department, all juveniles are assessed through the RAC (Reception, Assessment and Classification) process. Using various evaluation tools, this process will determine their risk to re-offend, and individual treatment, medical, and educational needs. The information obtained forms the basis of a juvenile's treatment plan, known as the Continuous Case Plan or CCP. The process generally lasts 21 days and is conducted at the Adobe Mountain School for committed males, and at the Black Canyon School for committed females. Once assessed and classified, a juvenile may be assigned to a specialized treatment unit (substance abuse, sex offenders or mental health) or into a core unit.

All committed youth, either placed on a specialty unit or core unit, participate in the New Freedom Program and Seven Challenges Program.

New Freedom is a program whereby youth utilize easy-to-use workbooks and related materials (grade 4-6 reading level), which address both educational and therapeutic goals. All work is based on cognitive-behavioral therapy (CBT), motivational enhancement therapy (MET), social learning, risk factors management, and relapse prevention approaches. Treatment focus groups are held four days a week and are facilitated by caseworkers and other unit staff. Process groups are also held four days a week and are facilitated by masters-level psychology associates.

Seven Challenges is a program that utilizes reading, interactive journaling, and individual and group counseling to help substance-abusing youth make better decisions about themselves and drugs.

Every committed juvenile also receives education. Each juvenile receives five hours of daily classroom education. This instruction is based on an individualized plan of study which may consist of one or a combination of the following: core academics, GED preparation, community college on-line classes for credit, and career/technical and vocational skills programming.



Every 30 days a youth's CCP is reviewed by a multi-disciplinary team (MDT) and updated every 90 days. The goal of the MDT is to prepare a youth for release into the community on conditional liberty, otherwise known as parole. Once released on parole status, the youth's CCP is 'handed-off' to the assigned parole officer for continuity in services. A variety of services, such as individual and family counseling, residential services and drug testing are offered by community-based providers. Agency parole officers provide close supervision of these youth to monitor their compliance with terms of release. Ultimately, if the youth meets all goals contained within their CCP, an absolute discharge from the Department is granted.

Although a relatively young agency, the Department just completed a set of comprehensive reforms as mandated by the U.S. Department of Justice, pursuant to the Civil Rights of Institutionalized Persons Act (CRIPA). These reforms have enabled the Department to develop a foundation of service delivery as described above. However, ADJC is now positioned to continue this transformation so that all youth and staff live and work in a culture that promotes safety, respect, responsibility and positive communication. Quality Assurance audits by the Department will allow ADJC to self-correct and continually strive for improvement.

Additional challenges for the future include meeting the clinical needs of an increasing population with mental health and substance abuse disorders. Schooling for youth that addresses their special needs, particularly in mathematics and literacy, so that academic success can be achieved, is essential. And lastly, and certainly relevant to the achievement of all initiatives is the recruitment, retention and recognition of staff.

The Arizona Department of Juvenile Corrections presents four strategic initiatives that contend with these challenges. The Strategic Plan sets forth goals and strategies to address these issues and performance measures to gauge the agency's progress. The Strategic Plan is recognized as an evolving document and will be modified whenever necessary to better serve Arizona's youth and families.

The following is a summary of the Arizona Department of Juvenile Corrections Four Strategic Issues:

Strategic Issue 1: Continuing Transformation of the Department

The Arizona Department of Juvenile Corrections (ADJC) began a new phase on September 15, 2007. Having achieved full compliance with its 2004 Memorandum of Agreement with the United States Department of Justice (USDOJ), it emerged from federal monitoring. The USDOJ had investigated ADJC in 2002 pursuant to the federal Civil Rights of Institutionalized Persons Act (CRIPA), following three suicides at Adobe Mountain School. The comprehensive CRIPA Agreement that resulted contained over 140 separate provisions related to secure care conditions, with which the Department was required to comply. ADJC's success in doing so in just three years was recognized by USDOJ officials as extraordinary. All reforms were designed to improve safety, security and treatment services.



With the fulfillment of the Agreement, the Department is now establishing a continuum of service delivery that prepares a youth for a successful discharge from ADJC, starting from the first day a committed youth enters a correctional facility. Beginning with a revised classification, screening and assessment process, youth in secure care will be provided services based on objective evaluations and individualized needs. Frequently evaluated through the multi-disciplinary team process, secure care staff will regularly monitor a youth's progress with treatment and behavioral goals.

Once a youth is ready for release, the juvenile will be placed on parole with a transition plan that will include researched-based model programs, such as Functional Family Therapy (FFT) and Multi-systemic Therapy (MST). ADJC will also strengthen partnerships with community providers so that services can commence within the correctional facility prior to a youth's release. Expanded staff training and the development of new policy and protocols will be undertaken in the coming months with the main focus on how to prepare a youth for successful reintegration into the community.

The above-mentioned strategies are designed to solidify the gains made while subject to federal oversight. ADJC will continue to strengthen and rely upon the quality assurance function established under the CRIPA Agreement to review and make improvements in the many new programs and processes it has initiated since 2004. At the same time, the Department is engaged in the third year of an organized culture change initiative called "ADJC: Changing Attitudes and Behaviors (ACAB)." This strategic culture change initiative is directed at staff and youth alike, in order to create an environment that will prevent the Department from ever reverting to the practices that lead to federal intervention.

Strategic Issue 2: Increasing Recruitment, Retention and Recognition of Staff

ADJC continues to suffer one of the highest turnover* rates in Arizona state government. In FY 2008, ADJC's Department-wide turnover rate was 27%. This is a slight improvement from the previous fiscal year, when the annual staff turnover rate was 28%. The annual staff turnover rate is primarily driven by ADJC's Youth Correctional Officer (YCO) staff. YCO positions represent about 40% of the Department's total positions. In FY 2008, YCO positions had a turnover rate of 48%. Although not desirable, the 48% turnover rate of YCO staff represents an improvement from the previous fiscal year, when the rate was 56%.

High turnover limits ADJC's effectiveness in providing committed youth with a safe environment and continuity in service delivery, which is crucial toward successful community reintegration. Changing the lives of troubled youth in Arizona's juvenile justice system requires a great deal of skill and knowledge. Those traits are gained and honed through training and on-the-job experience. ADJC's current turnover rate prevents most entry-level staff from developing the proficiency necessary to be highly effective with youth.

*Turnover: Any employee that leaves state service (voluntarily or involuntarily) is included in the turnover calculation. If the employee transfers or promotes within state service they are excluded.



To mitigate high turnover, ADJC will continue to make purposeful efforts to improve the recruitment, retention and recognition of staff. With regard to recruitment, the Department will give particular attention to Youth Correctional Officers. Due to the nationwide shortages of teachers and nurses, concerted recruitment efforts for these positions will also happen.

When recruiting on job websites, a video will be attached so the viewer gains information about the secure facility environment and career opportunities available. Enhanced advertising through newspapers and other publications will be explored. Career-specific job fairs will be attended. Partnering with the Arizona Department of Administration (ADOA) marketing staff for banners, posters and other materials to be utilized at these job fairs will continue. Lastly, an increase in the number of walk-in applicant tours, testing and interviewing will be offered.

The Department will also remain committed to the assignment of a Youth Correctional Sergeant in the Human Resources Division to address retention. This individual will be solely responsible for contacting employees who have tendered their resignation.

Attempts will be made to confidentially communicate with the employee on reasons for the resignation. If presenting matters can be remedied, the retention of the employee will be pursued.

Amendments to the Pre-Service Academy (YCO/Cadet Training) schedule was recently made and will be measured for results in the coming year. The Staff Development and Training Division added six additional days into the Pre-service Academy calendar for On-The-Job training (OJT). The Academy now consists of 40 days, eight of which are OJT days in the facilities. The OJT days are in blocks of two, and follow specific segments of training. Each cadet will rotate to each of the facilities throughout the academy calendar, ending with the facility they will be assigned to upon graduation. This process is expected to increase YCO awareness of facility operations, their required duties, and the teams in which they will be working with.

Strategic Issue 3:

Enhancing Services for Youth with Increased Clinical Needs

The average length of stay is 7.1 months for juveniles in secure care in the Arizona Department of Juvenile Corrections. During this time ADJC is charged with providing treatments services to all juveniles and specifically for juveniles who have substance abuse, mental health issues, or who have been adjudicated as a sex offender. Of these juveniles, all are assessed using a variety of validated assessment tools and diagnoses with mental health issues and 11% have displayed problematic sexualized behavior leading to adjudication. Substance use disorders are by far the most pervasive within the ADJC population with 83.5% having a related diagnosis of which nearly half, 49.4%, are diagnosed with severe and chronic chemical dependency issues.

Core treatment programming is provided to all juveniles using the New Freedom and Systems for Change programs. New Freedom addresses dysfunctional thinking as it relates to problematic and delinquent behaviors. Systems for Change provides staff members with clear direction in terms of behavior management tools, treatment approaches, and educational expectations of

adjudicated juveniles. For juveniles not classified into specialized treatment units, specific out-patient treatment for behavioral health issues, substance abuse and gang intervention is also included in the New Freedom Program.

In addition to these core treatment programs, sex offenders are assigned to specialized housing units and participate in the Pathways Program, in which trained staff specifically address the etiology, thinking processes, and management of problematic sexual behaviors common to juveniles. The juveniles are reviewed at each stage of their treatment to ensure that they are receiving adequate treatment, and that they are gaining maximum benefit from the services provided.

Because a significant portion of our juveniles have current mental health issues, the Department maintains units especially geared to this population that are staffed by trained and licensed behavioral health providers. Additional unlicensed staff are supervised by licensed staff and given appropriate training in service delivery. These services consist of regular 1:1 counseling and psychotherapy by a licensed provider; group sessions which address several areas ranging from management of chronic mental health symptoms to substance abuse issues; milieu therapy to effectively manage current symptoms and stabilize the juvenile; and social skills and anger management training.

There are also currently five specialized chemical dependency treatment units, which match treatment intensity to the severity of need. These units utilized the Seven Challenges, an evidence-based program for juveniles, and Dialectic Behavior Therapy.

Transition planning for all juveniles begins by the 30th day after arrival and includes the complete Multi-Disciplinary Team. The juvenile's progress and updates are discussed every month and all changes to transition planning are recorded. Readiness for release, therefore, is thoroughly planned and documented ensuring that juveniles are not released until there is sufficient decrease in risk to the community.

Strategic Issue 4: Building Education Programs that Reflect Student Needs

ADJC recognizes that the majority of committed youth have failed in traditional education settings. Most of ADJC students are below grade level in mathematics and reading. In addition, most students have had attendance problems in traditional public schools. Initially students must be assessed to determine if they have learning disabilities that have contributed to their lack of classroom progress.

The Department is required to provide services to youth with disabilities as mandated by the federal Individuals with Disabilities Education Act (IDEA), Arizona Revised Statutes (A.R.S.) §15-761, and A.R.S. §15-765 through §15-767. These services include delivery of special education instruction, speech/language services, occupation and physical therapy, and evaluation services for special education eligibility.



Due to the dramatic over-representation (approximately 30%) of special education students within ADJC's school system, the Department requires more special education teachers and resources per student than other public schools within the state.

Because ADJC received funding to increase teacher to student ratios in Fiscal Years 2005 and 2006, the Department's current staffing ratio for special education is 1:8. A new web-based Individual Education Plan was designed to better serve our students with special education needs. The program allows ADJC to concentrate on student transition goals and enables us to transfer confidential information to other school districts or to correctional institutions within a few hours so that their continuum of services is not interrupted.

ADJC recognizes that students must be motivated to explore a variety of career paths. Therefore, the Department assessed students' needs and interests and began implementing a curricula that merges traditional classroom academics (reading and mathematics) with vocational studies (computer training, carpentry, plumbing, electrical, culinary art, etc.). The following provides a summary of currently expanded studies within the ADJC School System:

- Approximately 22 students have registered for 10 different classes delivered on-line by Rio Salado College. Selected courses will yield credit toward high school graduation as well as college credit.
- Approximately 17 students at Black Canyon School are beginning a new program in Cosmetology, which will provide them with the skills and transferrable hours requisite to licensing in Arizona.
- ADJC schools, through associate membership in the Arizona Interscholastic Association, will be playing a fall volleyball and winter soccer schedule against private, charter and public schools in Arizona during the 2008-2009 season.
- ADJC schools have a new course offering: VOC256 School-to-Work Transition. This course emphasizes pre-employment skills, employability skills, independent living, and allows students to revisit their vocational/career choices made in Reception, Assessment and Classification (RAC), the initial diagnostic process upon commitment to the Department. Components of the class include guest speakers, mock interviews, career interest inventories, workplace math and reading skills, community projects, building a portfolio, identifying barriers to employment, working with the transition coordinators and preparing a transition plan.
- A pilot program in Fire Science was implemented on July 2, 2008 at Catalina Mountain School. After completing the program our youth will be eligible to participate in Arizona's Wild Land Fire Program.

The Department will continue to ensure that the educational infrastructure is adequate to support the needs of these students so that they can elevate their very basic skills to a level where they can be academically successful, and ultimately a contributing citizen within the Arizona community.



Department Strategic Issues

STRATEGIC ISSUE 1:

CONTINUING TRANSFORMATION OF THE DEPARTMENT

STRATEGIC ISSUE 2:

INCREASING RECRUITMENT, RETENTION AND RECOGNITION OF STAFF

STRATEGIC ISSUE 3:

ENHANCING SERVICES TO YOUTH WITH INCREASED CLINICAL NEEDS

STRATEGIC ISSUE 4:

BUILDING EDUCATION PROGRAMS THAT REFLECT STUDENT NEEDS



Strategic Issue 1

Continuing Transformation of the Department

Summary

The Arizona Department of Juvenile Corrections began a new phase on September 15, 2007. Having achieved full compliance with its 2004 Memorandum of Agreement with the United States Department of Justice, it emerged from federal monitoring.

With fulfillment of the Agreement, the Department is now establishing a continuum of service delivery that prepares a youth for a successful discharge from ADJC starting from the first day a committed youth enters a correctional facility.

Upon a youth's release to the community the youth will have a transition plan that will include services to ensure success.

The Department will continue to solidify the gains made while subject to federal oversight by continuing to strengthen and rely upon the quality assurance processes put in place while under the Agreement.

The Department is engaged in "ADJC: Changing Attitudes and Behaviors (ACAB)". This initiative is directed at staff and youth as a means to create an environment that will prevent the Department from ever reverting to the practices that led to federal intervention.

GOAL

Establish a safe and secure correctional environment that is conducive to the provision of effective treatment programs for all juvenile offenders committed to the Department.

STRATEGIES:

1. Analyze the occurrence of dangerous incidents within secure care facilities and identify appropriate corrective action tactics and strategies. (Crime Analysis).
2. Conduct ongoing Quality Assurance inspections and audits.
3. Utilize the Survey of Organizational Functioning (SOF) to measure the Department's readiness for change and subsequently provide an appropriate treatment milieu.

PERFORMANCE MEASURES:

- a. Number of completed inspections and audits.
- b. Youth on youth assault rates.
- c. Youth on staff assault rates.
- d. Percent of youth who report feeling safe in their secure or community setting.
- e. Percent of staff who report feeling safe at work.
- f. Percent of improvement in the ADJC work climate.



Strategic Issue 2

Increasing Recruitment, Retention and Recognition of Staff

Summary

The Arizona Department of Juvenile Corrections is dedicated to increasing recruitment, retention, and recognition of staff due to having one of the highest turnover rates in Arizona state government, in particular with Youth Correctional Officer (YCO) staff. In FY 2007, YCO positions had a turnover rate of 48%. YCO positions represent approximately 40% of the Department's total positions.

Changing lives of troubled youth in Arizona's correctional system requires a substantial level of skill and knowledge. These traits are gained and honed through training and on-the-job experience. ADJC's current turnover rate prevents most entry-level staff from developing the proficiency necessary to be effective with youth.

Other areas of recruitment that demand particular attention are in the areas of special education teachers, math teachers and nurses. Because of the nationwide shortage in these job classifications, it has been difficult for the agency to recruit and retain these skilled workers.

Many employees find working at ADJC challenging yet rewarding. This realistic sentiment will be conveyed in recruiting and retention strategies so that success can result.

GOAL

Reduce staff turnover by instituting programs that recruit, retain, and reward qualified staff.

STRATEGIES:

1. Measure employee job satisfaction through the completion of an annual employee satisfaction survey.
2. Increase YCO recruitment efforts so that every scheduled pre-service academy class is at full-capacity.
3. Employ all reasonable efforts to retain qualified and motivated staff through the efforts of a Retention Officer.
4. Provide superior pre- and in-service training to agency staff.
5. Provide tuition reimbursement support for employees wishing to advance their job-related skills.
6. Provide meaningful recognition programs and awards to identify and reward staff who perform outstanding work.

PERFORMANCE MEASURES:

- a. Two percent (2%) reduction in annual staff turnover rate.
- b. Two percent (2%) reduction in annual Youth Correctional Officer (YCO) turnover rate.
- c. Percent of staff indicating satisfaction with their jobs.



Strategic Issue 3

Enhancing Services for Youth with Increased Clinical Needs

Summary

The Arizona Department of Juvenile Corrections is charged with providing treatment services to all juveniles and specifically for juveniles who have substance abuse, mental health issues, or who have been adjudicated as a sex offender. Approximately 27% are diagnosed with mental health issues and 11% have displayed problematic sexualized behavior. Juveniles with substance abuse disorders represent 83.5% of the ADJC population.

Juveniles are provided with core treatment programming to address dysfunctional thinking as it relates to problematic and delinquent behaviors. While in secure care, youth will be classified so that proper placement in specialized or general programming units can happen. The Department provides specialized programming to address the most needy of juveniles in the areas of sexual misbehavior, substance abuse and mental health issues.

Transition planning for all juveniles begins within 30 days of their arrival. The juvenile's progress and updates are discussed every month at Multi-Disciplinary Team meetings. Readiness for release is thoroughly planned and documented ensuring that a juvenile is not released until there is a sufficient decrease in the risk to the community.

GOAL:

Provide structured, evidence-based treatment services to juveniles in secure care and the community.

STRATEGIES:

1. Assess juveniles committed to the Department and provide them with a Continuous Case Plan (CCP) and appropriate treatment services that address their unique criminogenic needs.
2. Employ an effective classification system to ensure that juveniles receive treatment services in accordance with their assessed risk levels.
3. Utilize a level system that rewards juveniles who display appropriate pro-social behaviors, and consequences to juveniles who display anti-social behaviors.
4. Employ a manualized core programming treatment regime that addresses the relevant criminogenic needs of each juvenile.
5. Operate specialized treatment units to meet the needs of sex offenders, and juveniles with serious mental health and/or substance abuse disorders.
6. Utilize the Correctional Program Checklist (CPC) to measure the quality of the program offered and the effectiveness of the intervention.

PERFORMANCE MEASURES:

- a. Percentage of secure care CCPs completed on time.
- b. Percentage of community supervision CCPs completed on time.
- c. Percentage of youth whose family or caregiver are participants as identified in the youth's CCP.
- d. Number of Correctional Program Checklists completed each year.
- e. Percent of youth showing progress in their primary treatment problem area.



Strategic Issue 4

Building Education Programs that Reflect Student Needs

Summary

The Arizona Department of Juvenile Corrections is dedicated to building education programs that reflect student needs through the provision of traditional and specialized academic instruction, along with technical/vocational skill education.

Because the majority of youth committed to the Arizona Department of Juvenile Corrections (ADJC) have failed in traditional school settings due to special needs and truancy, the Department will evaluate all youth for special education eligibility and develop an Individualized Education Plan (IEP) as mandated by federal and state law.

Due to the dramatic over-representation of special education students within ADJC, the Department requires more special education teachers and resources per student than most other public school districts in the state. To meet these demands, the recruitment and retention of special education teachers and associated academic positions, such as counselors, and diagnosticians, continues to be a primary goal.

Lastly, ADJC recognizes that students must be motivated to explore a variety of career paths. Job skill development is a key component to the ADJC education system. Career and technical education is being developed in a variety of areas at ADJC – such as computer refurbishing, construction, automotive, plumbing, electrical, culinary arts, fire science and cosmetology.

GOAL:

As a pathway to responsible and self-sufficient behavior, provide all committed juveniles educational opportunities to acquire core academic and vocational skills.

STRATEGIES:

1. Conduct assessments (Child Find process) to determine the extent to which committed juveniles require special education services.
2. Ensure that each juvenile receives an Individualized Education Program (IEP).
3. Utilize a core curriculum that is fully standardized at each secure school facility.
4. Maintain and enhance vocational/career and technical education programs.

PERFORMANCE MEASURES:

- a. Number of youth who increased in mathematic achievement.
- b. Number of youth who increased their reading achievement.
- c. Percent of juveniles passing the GED.
- d. Percent of juveniles participating in vocational/career and technical education programs.



Resource Assumptions

Total Incremental Costs for Implementing All Strategic Issues

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
FTE	1163.7	1182.7	1182.7	1182.7	1182.7
General Funds	\$80,038.4	\$81,639.2	\$81,639.2	\$81,639.2	\$81,639.2
Other Appropriated	4,470.0	4,470.0	4,470.0	4,470.0	4,470.0
Other Non-Appropriated Funds	756.1	756.1	756.1	756.1	756.1
Federal Funds	2,609.6	2,609.6	2,609.6	2,609.6	2,609.6
Total	\$87,874.1	\$89,474.9	\$89,474.9	\$89,474.9	\$89,474.9

NOTES:

1. All numbers in thousands except for FTE's.
2. FY 2010 includes additional FTE's and salaries associated with operating an additional housing unit; subject to Legislative and Executive budget approval.
3. FY 2011 General Funds include additional dollars for medical inflation adjustments; subject to Legislative and Executive budget approval.





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