

ARIZONA DEPARTMENT OF JUVENILE CORRECTIONS

Annual Report FY 2007







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.

Agency Role

The Arizona Department of Juvenile Corrections 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.

I would like to thank Governor Janet Napolitano, the Arizona State Legislature, the Department's staff and the citizens of Arizona for their continued support of the Arizona Department of Juvenile Corrections.

~Director Michael D. Branham



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ADJC Leadership

Director Michael D. Branham



Michael Branham was appointed Director of the Arizona Department of Juvenile Corrections (ADJC) on March 11, 2004, by Governor Janet Napolitano. Before this he served as Executive Director of the Arizona Criminal Justice Commission. Mr. Branham has spent over three decades as a public servant in law enforcement, and in municipal, county and state government.

Director Branham is responsible for the oversight and management of more than 1200 youthful offenders in the Arizona Department of Juvenile Corrections. This includes four secure care facilities and juvenile parole services.

Mr. Branham has been the guiding force behind the Department's organizational culture change in addressing the findings in the CRIPA investigation. This transformation is the foundation in building a solid organization to provide a safe and secure environment while addressing treatment, education and rehabilitative needs for youth committed to ADJC.

Director Branham holds a Bachelor in Management, a Masters in Organizational Development, and is a graduate of the FBI National Academy.

Office of the Deputy Director



Dianne Gadow was selected to serve as the Deputy Director of the Arizona Department of Juvenile Corrections in April 2004.

Before joining ADJC, Ms. Gadow successfully established major reforms in youth correctional facilities located in Delaware and Colorado.

Ms. Gadow holds a Bachelor of Science Degree in Education and Sociology, and a Masters Degree in Education.



Dr. Kellie Warren was appointed Deputy Director for the Department of Juvenile Corrections and assumed command of all agency operations on November 3, 2007.

Dr. Warren served as the Department's Assistant Director for Programs and Institutions since June 2006. Previously, she served as the Department's Director of Clinical Services.

Message from Director Michael D. Branham

The Arizona Department of Juvenile Corrections (ADJC) remains dedicated to our mission of enhancing public protection by changing the delinquent thinking and behaviors of juvenile offenders committed to the department.

In fiscal year 2007, the department continued to focus efforts toward organizational culture change. This transformation is the foundation for building a solid organization whose focus is on providing a safe and secure environment while addressing treatment, education and rehabilitative needs for youth committed to our care.

Culture change is no longer a new program for ADJC, but a way of life for youth, staff and families. ADJC has four basic norms that all youth, staff and families are expected to follow: Safe Environment, Positive Communication, Respect and Responsibility. These norms continue to strengthen under the culture change initiative: ADJC Changing Attitudes and Behavior (ACAB) Program.

Organizational citizenship, or how we behave and treat others, is at the core of organizational culture change. To this end, the agency is striving to develop a workforce of citizen leaders at all levels. Leadership Development Training was established to give all first line supervisors and above the tools they need to become effective leaders for the agency and better prepared to inspire and transfer knowledge, skills and ability to staff. These skills utilize staff strengths and promote personal and professional growth.

The changes enacted since the Department of Justice first issued its CRIPA report in January 2004 have contributed dramatically to positive change in the agency culture. Improvements were made in all key areas at the three juvenile correctional facilities covered under the Agreement. Important enhancements were made in the areas of Education, Youth Grievances, Medical Services, Suicide Prevention, Quality Assurance and Inspections & Investigations.

In the Moving Forward 2007 Initiative, the focus is on maintaining the improvements that have been implemented. Agency staff recognizes that there is more hard work ahead. Ownership of our commitment to youth, families and the public belongs to each member of the ADJC team. Continuing to focus on organizational culture change, training and empowering employees to do their jobs will all contribute to lasting sustainability.

I am grateful for all the hard work and accomplishments of the staff that brought us to this point. I thank the Governor, the Legislators and the citizens of Arizona for their support of the success and safety of our youth and staff.

~ Michael D. Branham

Deputy Director

The Deputy Director oversees agency operations which includes Programs and Institutions, Community Corrections, and Education. These divisions are responsible for treatment, rehabilitation and education programs. The deputy director works in partnership with the legislature, community agencies, organizations and public groups.

- Testified at the National Prison Rape Elimination Commission public hearing. The commission is responsible for federal, state, and local government policies and practices regarding the prevention, detection and punishment of prison sexual assaults.
- Presented at the 11th National Conference for Women Working in Corrections and Juvenile Justice.
- Represented Arizona at the Council of Juvenile Correctional Administrators (CJCA) at the fall CJCA Western Region Meeting held in Portland Oregon in November 2006.
- Presented at the 13th Annual Statewide Conference on Homelessness: Building Bridges to Vibrant Communities.
- Served as a panel member at the Arizona Co-Occurring State Incentive Grant (COSIG) federal site visit held at the Governor's Office for Children, Youth, and Families.
- Facilitated the Roundtable Discussion at the American Correctional Association (ACA) conference in Tampa, Florida.
- Coordinated and participated in the Co-Occurring Disorders Symposium: Charting the Direction for Success in Juvenile Justice. The symposium was held to educate policy makers on co-occurring disorders.
- Coordinated the Arizona White House Conference on Faith and Community Based Initiatives in Phoenix.

Highlights



Rehabilitating Youth

Programs and Institutions



The Division of Programs and Institutions is dedicated to the operations and safety of the agency and to the behavioral and medical health needs of the juveniles we serve. For the protection of the community and to rehabilitate, treat and educate the youth, ADJC operates four secure care facilities: Adobe Mountain School (AMS), Black Canyon School (BCS), Eagle Point School (EPS) and Catalina Mountain School (CMS). These facilities are also known as safe schools and house the youth committed to ADJC.

Each juvenile placed in a safe school receives rehabilitative services appropriate to the juvenile's age, risk, needs, abilities and committing offenses. This includes education, individual and group counseling, psychological services, health care and recreation. In addition, treatment groups and specialized housing units focus on juveniles with a history of violence, substance abuse or sexual offenses.

The Division of Programs and Institutions strives to provide high quality medical, mental health and treatment services to our youth to assist them with acquiring the necessary tools to contribute to their healthy, successful and safe transition into the community.

Safe Schools

- Developed and implemented a comprehensive behavior management and level system: Systems for Change.
- Installed additional cameras at all safe schools for monitoring, reporting and investigations.
- Implemented Performance Pay Measures in January 2007.
- Developed Comparative Statistics (COMPSTAT) as a tool for facilities to identify areas and youth with high incidences of behavioral problems. Using a team approach, ADJC is more effectively managing youth violence and delinquent behaviors.
- Provided training on Restorative Justice, Substance Abuse, Child and Family Teams, Gender Responsive programming, and Therapeutic Crisis Intervention to enhance staff work skills.
- Promoted and improved the quality of gender responsive programming for girls through the BCS Transformation Team beginning in the fall of 2006.
- Presentation to the girls at BCS by the Honorable Penny Ladell Willrich, retired judge, in June 2007.
- Visits to AMS and BCS by Phoenix Councilwoman Peggy Bilsten in February 2007.

Highlights





Highlights

- Youth participated in intramural sports: football in the fall of 2006 and softball in the spring of 2007.
- Staff and youths at all facilities developed and participated in activities during school intersession. The activities were based on the agency norms: Respect, Responsibility, Safe Environment, and Positive Communication.
- Graduation events were held at each facility to recognize youth earning high school diplomas or completing GEDs.
- Student Council responsibilities were expanded when they accepted the additional role for organizing special activities. Under the leadership of its officers, and with staff guidance, the council has promoted a practice of open dialogue between youth, staff, administration, and education.

- Air conditioning was installed in all housing units at CMS.
- Groups sponsored by the Girl Scouts of America helped BCS girls gain self-esteem and work towards ending their victimization.
- Professional athletes from major league baseball and football delivered inspirational and motivational presentations to youth at AMS.
- The dining areas at EPS were refurbished.
- Mentors from Arizona State University helped BCS girls plan their futures.



Medical Health

Highlights

- Began the process to obtain National Commission of Correctional Health Care (NCCHC) accreditation.
- Established Continuous Quality Improvement (CQI) committees at each facility.
- Implemented monthly auditing of medical operations and mid-level providers' medical records.

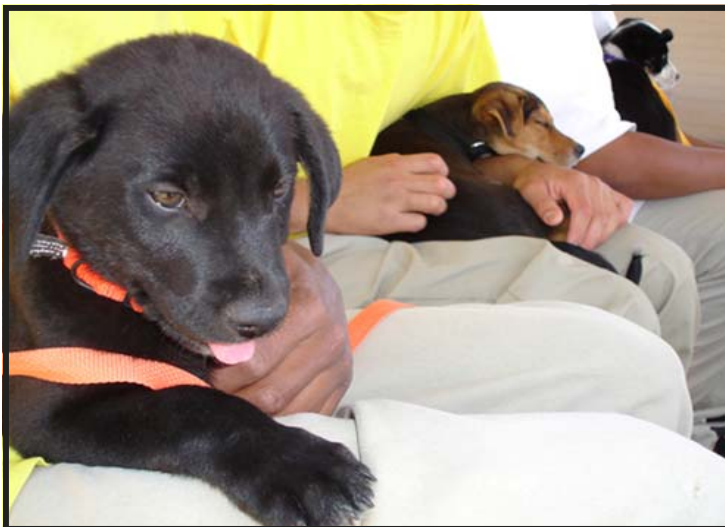


Rehabilitating Youth

Behavioral Health

- Developed the Automated Health Record tracking system to ensure accurate recording of juvenile mental health needs.
- Delivered New Freedom to staff and youth. New Freedom is the cognitive behavioral group therapy program.
- Evaluated all youth during intake and then continuously during their treatment and commitment to ADJC. The result of the evaluations is quantified in the Mental Health Classification system.
- The Mental Health Classification system was programmed to be available in real time on the Youthbase Data System. It is used by the agency to define and record the needs of youth with mental health issues.
- Implemented the Substance Abuse Classification system. This system is considered a national correctional model program for the assessment, placement and treatment of youth with substance abuse problems. Youth who are assessed at the highest level of substance dependence are classified for intensive residential treatment units within ADJC. Youth who are classified with less severe substance abuse needs are assigned to substance abuse treatment in the core program units at the four facilities.
- The Behavioral Health Program received substantial compliance by the CRIPA Consultants in all areas of behavioral health delivery and quality assurance.

Highlights





Classification

Highlights

- Assisted agency users in implementing new computer programs and changes.
- Developed policies and procedures for Classification, Case Management, Records, Confidentiality and the development of curricula and training plans.
- Finalized the Juvenile Classification System.
- Developed the Automated Health Record System in psychiatric care.
- Incorporated into the Automated Health Record System the following: the Mental Health Status Exam, the Wechsler Intelligence Scale for children, Juvenile Sex Offender Assessment Protocol, and Reception Assessment and Classification (RAC) assessments.
- Enhanced the computerized Continuous Case Plan (CCP) to incorporate education. Treatment and reports were enhanced to highlight success measures for Child and Family Teams (CFT). The CCP was enhanced to record a new system of community deferred revocation.

Education

Providing education for our youth is one of our top responsibilities and priorities. The Education Division encourages youth to learn practical skills and promotes educational values. The staff provides educational opportunities for all students to acquire academic and career/ technical skills as a pathway to responsible citizenship. ADJC schools are accredited through North Central Accreditation and include standard high school core academic programs. ADJC provides a high school education for adjudicated youth in secure care facilities.

- ADJC was awarded the 2006 Director's Leadership Award by the Arizona Department of Education, Exceptional Student Services. The award is in recognition of ADJC's outstanding service to Arizona youth with disabilities.
- Piloted two software programs designed to raise academic levels in reading, decoding, phonics, comprehension and fluency.
- One hundred and eighty students passed the GED.
- Seven students earned a high school diploma in this fiscal year.

Highlights





Highlights

- Collaborated with the Aspire Program (jobs for graduates) to assist students in finding jobs, who are attending the Maricopa Skills Center and who also attend Precision High School.
- Youth refurbished 27 computers for the Arizona Students Recycling Used Technology project (AZ StRUT) which were delivered to an elementary school in south Phoenix.
- The total number of students taking the reading portion of the AIMS test increased by 39% from last fiscal year; and the total number of students taking the writing portion of the AIMS increased by 40% from last fiscal year.



- The Workforce Development Committee partnered with Tri-City Mechanical and the Southern Arizona Business Association to employ youth and/or enroll them in apprenticeship programs in trade areas.
- Four youth from EPS completed an intensive week-long writing seminar, which emphasized short story, poetry, and essay writing. Five published authors participated in the seminar. Youths submitted writings for publication in two statewide contests for high school students.
- The Building Trade teachers at all facilities have been trained and are teaching the following five modules: Safety, Construction Math, Hand and Power Tools, Blue Print Reading, and Rigging.
- Student completion records for building trade courses are compiled and sent to a national database for recording. Students receive a certificate of completion, high school credits, and their names are entered into the national registry. Building trade employers access the registry for potential job candidates.
- Fifteen students attended the Fall Skills USA Conference in October 2006. Students benefited from the conference by improving employability skills, leadership development opportunities, networking, and involvement with business/industry partners.

Highlights

Highlights

- The Arizona Builders' Alliance (ABA) has partnered with ADJC. They are extremely supportive of the Building Trade program.
- A full tuition scholarship was awarded by ASU to an EPS youth for his exemplary research project, Global Evidence of Groundwater or Permafrost on Mars. This represents the first time that youth from a juvenile correctional facility participated in a regional science fair.

The award was presented at the Central Arizona Regional Science and Engineering Fair in March 2007. The youth won first place in the Earth and Planetary Sciences division and second place from the Arizona Hydrological Society. He was also offered an \$8,000 scholarship to Embry Riddle Aeronautical University, but chose to accept the scholarship from Arizona State University, where he majors in Geology, with an emphasis in Planetary Geology.

- 100% of the students at BCS and 98% of the students at EPS completed the March AIMS testing.
- Mr. Kenneth Zeigler, Science Teacher at EPS, received the Thomas J. Brennan Award. This national award recognizes exceptional achievement related to the teaching of astronomy at the high school level.

Mr. Zeigler was recognized for his achievements in working with a special population of students where 50% of the students have disabilities. His preparation of special instructional materials and facilitating observing opportunities in a difficult setting were also recognized.





- Instruments were donated to AMS which will create opportunities for music classes and the formation of a band.
- Designed a web based Individual Education Program with a data collection option to develop services for students with disabilities.
- Students attended statewide conferences to present their transition plans and speak about educational services they receive in ADJC schools.
- Received a grant from the Arizona Department of Education/Exceptional Student Services which was used to purchase transitional programs for special education.
- ADJC educators attended the Fifth Annual Arizona Correctional Education Conference held in Tucson.
- Attended job fairs in North Dakota, South Dakota and Minnesota to recruit qualified teachers.
- The Department of Justice confirmed the early termination of monitoring for special education from the original CRIPA Memorandum of Agreement in May 2007.

Highlights

Serving Our Community

Community Corrections

Community Corrections is responsible for establishing and operating a system of community-based programs to supervise and rehabilitate youth in the least restrictive environment, consistent with public safety and the needs of the youth.

Transition of youth to the community is based on classification (risk level) and demonstrated accomplishment of skill levels and needs. On average, a youth spends 7.4 months on parole.

Following their release from secure care, youth under the age of 18 receive community-based supervision and treatment through the department's statewide Community Resource Centers. These centers support youth and families with parole officers, family services coordinators, vocational rehabilitation counselors, transition coordinators and other community development partners.



Highlights

- Youths participated in a Work and Learn Program project in partnership with Habitat for Humanity. Youths received community service hours, as well as restitution hours for their positive efforts.
- Members from the community, Department of Economic Security, Department of Corrections, Arizona Department of Health Services, Department of Education and business leaders participated in an all day Community Development Initiative Summit entitled: Circles of Success-Communities of Strength.





- Laptops with wireless internet were issued to rural parole offices. This reduced the number of hours the parole officers travel to monthly treatment team meetings at the facilities by 756 hours annually.
- Provided web cams to all rural parole officers reducing travel and allowing families to participate in the youths' treatment and services from distant locations.
- Participated in transition and re-entry workshops involving the areas of recidivism, youth re-entry, assessment tools, engagement and case management.
- Community Corrections staff participated in 16 hours of officer safety training, 24 hours of module training which included crisis intervention, meth lab identification and motivational interviewing.

Highlights

Ensuring Justice

Legal Systems

The Legal Systems Division provides legal expertise to ADJC to promote and protect the interests of the department, juveniles, employees, victims and the public. The division is comprised of six offices: the Offices of CRIPA, Attorney General Liaison, Due Process Proceedings, Policy and Procedure, Restorative Justice/Victims' Rights and Juvenile Ombuds.

Highlights

- Prosecutors, defense attorneys, and attorneys in the dependency system, and guardians ad litem attended continuing legal education programs provided by the Legal Systems Division and sponsored by the Juvenile Law Section of the State Bar of Arizona.
- This year was marked by steady progress toward satisfaction of the Memorandum of Agreement (MOA) into which the Department entered with the Department of Justice (DOJ) on September 15, 2004. DOJ investigated ADJC using the authority granted by the Civil Rights of Institutionalized Persons Act (CRIPA).
- The CRIPA Consultants' Fifth Semi-Annual Report monitoring the progress at ADJC was released on April 19, 2007. Consultants found that the agency continues to improve its services to youth and their families. The MOA provides that provisions found to be in substantial compliance for three consecutive monitoring periods may be terminated from monitoring.
- In the Fifth Report, ADJC was found to be substantially compliant on all but three of 130-plus sections of the complaint; seventeen provisions had already been terminated and sixty additional provisions were found to be in substantial compliance for the third consecutive time.

Due Process Proceedings

In order to ensure that the youth committed to the department receive the due process safeguards entitled to them by the Constitution, the Due Process Proceedings Office (DPPO) schedules and presides over all Parole Revocation, Parole Suspension, and Disciplinary Hearings. Youth Hearing Officers make findings on each allegation charged against the youth, interpret Arizona Criminal Statutes, current case law, and department policy and procedure in order to make findings on allegations and decisions on motions made, and write final decisions.

- Conducted 517 revocation and seven disciplinary hearings.
- Considered 37 appeals of separation hearings.
- Issued 460 apprehension warrants.
- Reviewed requests to move youths from placement at home to a more restrictive placement. Approved six restrictive placements.
- Issued 746 total discharges:
 - 631 Expiration
 - 28 Absolute Discharges
 - 81 Discharges for Cause
 - 6 Civil Commitment
- Implemented and refined a deferred revocation process that incorporates restorative justice principles while providing additional treatment options for youths.

Highlights



Attorney General Liaison

The Office of the Attorney General Liaison (AGL) serves as a resource on legal issues and questions. The office responds to all legal inquiries, maintains litigation information, communicates with the Arizona Attorney General's Office and outside attorneys and courts. The AGL also responds to public records requests, coordinates all legal aspects of Juvenile Civil Commitments, and provides guidance to staff who have been served with court subpoenas or summons. AGL staff attends court hearings with the Arizona Attorney General's Office and assists with creation, revision and review of agency policies and procedures.

- Responded to 109 public records requests, requiring thousands of pages of redaction.
- Developed a policy to address the concerns of juvenile foreign born nationals.
- Provided 102 notifications to the courts of the Continuous Case Plan (CCP) and treatment progress of youths.
- Chaired an agency-wide committee on Confidentiality of Juvenile Records.
- Provided management training on: Agency Orientation, Youth Rights, Due Process, CRIPA, Legal Issues, Separation and Victims' Rights.
- Transitioned from Jolts to Integrated Court Information Systems (ICIS) focusing on the Juvenile Web Access (JWA).

Highlights



Restorative Justice

The Office for Restorative Justice is responsible for serving the victims of ADJC juveniles. The office also develops restorative programs so juveniles committed to the department can begin to repair the harm to their victims and the community. This office preserves victims' rights, enhances juvenile accountability and promotes safer communities.

- Educated ADJC youths about the benefits of restorative justice and what it offers the juveniles, victims, and the community.
- Provided assistance to 142 victims of juvenile crime throughout Arizona.
- Provided 1002 notification letters to the victims regarding the juvenile's status.
- 635 follow-up contacts to victims were made to offer additional services.
- 1079 contacts were made to advocate on behalf of victims.
- 317 letters were sent to victims of juvenile crimes that were identified as underserved. These victims were provided their post-adjudication rights. As a result, 59 victims responded and are now being provided assistance.
- Youths complete victim empathy programming resulting in a sincere apology letter to their victim. Youths focus on restoring the losses suffered by their victims and own up to the harm they have caused. This innovative programming is a primary crime prevention strategy. The youths who complete this programming are less likely to commit new crimes.
- 91 victims of violent crime were assessed for safety needs.
- Staff and BCS girls are committed to working together in order to successfully integrate restorative justice practices within the BCS community.

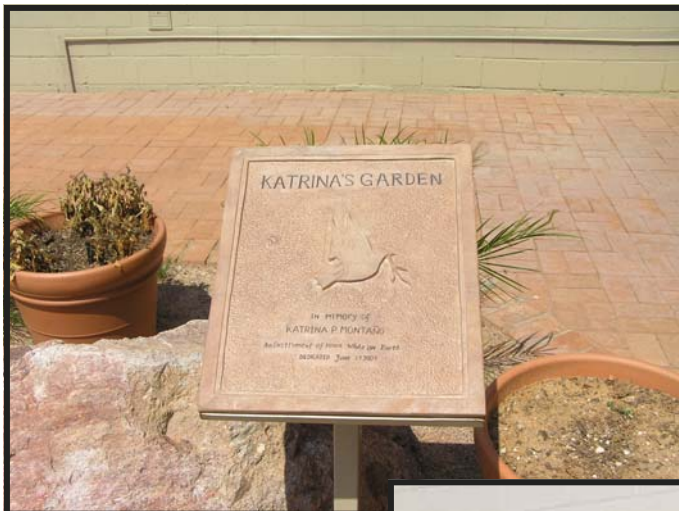


Highlights

Highlights

- Youths from the Youth Work and Learn Program designed the background for the photographs of murdered family members who attend the National Organization of Murdered Children nationwide event. This was one of many activities that occurred during National Crime Victims' Rights Week.
- AMS in conjunction with the Victims' Rights Unit hosted a Victim Impact Panel presentation. The Panel was comprised of representatives from Parents of Murdered Children and Students Against Destructive Decisions.
- Created a memorial garden at the Catalina Mountain School (CMS).

The garden was created in memory of Katrina Montano, former ADJC Restorative Justice Administrator. The garden includes memorial plaques in honor of ADJC employees who have passed. ADJC youths donated 480 hours of community service to create the garden. Department of Corrections inmates, as part of their restorative justice program, created memorial plaques for the garden.



Juvenile Ombuds

Juvenile Ombuds serve as an essential link between the facility staff and the juveniles committed to ADJC's care. Ombuds advocate for youth in administrative hearings, investigate juvenile complaints, advocate for improvements and access to appropriate care, facilitate the juvenile grievance procedure, and monitor conditions at each facility.

- The number of grievances formally filed by youth remained stable. The promptness of grievance resolutions has improved and now they are resolved within five business days.
- All youths received training regarding their rights during their stay in secure care, and understanding and accessing the grievance procedure.
- Developed policies and procedures to address the issues of immigration law and its impact on the agency.
- Partnered with Due Process in a pilot program for deferred revocation, which is modeled on David Wexler's theory of Therapeutic Jurisprudence.
- Presented at the annual training conference of the U.S. Department of Health and Human Services Division of Unaccompanied Children's Services, Office of Refugee Resettlement.
- Partnered with the Education Division to implement a new Student Leadership Council Program, which is part of the school curriculum and teaches youth leadership skills and pro-social, democratic values.
- Participated in the development of the agency confidentiality and resource sharing.

Highlights



Policy and Procedure

The Policy and Procedure Unit documents and communicates agency policy and procedure to all personnel and the public. The unit maintains current, consistent, automated documents on the agency Intranet and the public Internet. The unit assists process owners in the development and revision of policies, procedures and forms.

Highlights

- Published 197 new or revised policies and procedures.
- Published 42 new forms.
- Deleted or rescinded 45 outdated policies and procedures.
- Completed revision and consolidation of policies, procedures and forms for four divisions.
- Completed policy initiatives in significant incident reporting, updates on suicide prevention, safety inspections, juvenile furloughs, visitation and juvenile mail.
- Conducting a comprehensive review and update in Human Resources, Medical, RAC, Business, Finance, Education and secure facilities.
- Developed an annual review process for all policies, procedures, and forms.

Inspections and Investigations

The Inspections and Investigations Division provides the best practices in investigations and inspections services in order to ensure a safe and secure environment for the employees and youths of ADJC.

The Investigations Unit conducts prompt and thorough investigations of all allegations of misconduct. This office has both law enforcement authority and administrative authority to conduct investigations concerning any allegation of criminal action, misconduct, and compliance with state and departmental rules and regulations. The Investigations Unit is committed to conducting investigations in an objective, unbiased, and professional manner utilizing legal and best investigative techniques. This unit includes two K9 officers whose mission is to interdict drugs from coming into the facilities and a background investigator who is responsible for conducting background checks of prospective employees, volunteers and visitors.



- Collaborated with ADJC stakeholders to implement an automated Crime/Incident Mapping program to map incidents (dangerous situations) in the facilities. This system uses the Youthbase Incident Reports as data source points.
- Trained investigators in the art of forensic interviewing which is tailored to children who are victims of physical and sexual abuse as well as those with diminished capacity.

Highlights

Highlights

- Collaborated with the Maricopa County Attorney's Office and the Phoenix Police Department Vice Unit to proactively address victims of child prostitution. This effort resulted in successful prosecution of those who abuse young victims and assisted in providing an improved therapeutic response to the victims.
- ADJC forensic interviewers conducted courtesy interviews for law enforcement agencies throughout the state.
- The ADJC interview room was made available to law enforcement and Child Protective Services to conduct forensic interviews with ADJC youth who have been victimized in the community. This room has audio/video recording capabilities.
- Coordinated training with Community Corrections parole officers regarding the follow-up of youth on abscond status.
- Aggressive follow-up of youth on abscond status (warrant) has resulted in a 50% decrease of youth on abscond status.
- Developed an eight hour Academy course and a two hour in-service course that provides information and videos to develop skills needed to forecast, prevent, and/or safely intervene in dangerous situations.
- Canine teams participated in community out-reach for kindergarten through first grade students.



Quality Assurance

The Quality Assurance (QA) Unit conducts inspections and audits. The data generated from QA activities is used to evaluate agency performance and set goals for improvement. These QA activities include formal comprehensive audits at each facility every six months, follow-up audits, data analysis, policy recommendations, training evaluations and topic-related inspections deemed appropriate by leadership. As the agency moves forward, it is becoming a premier agency in juvenile justice; every person in the organization plays a key role in our success.

- Incorporated the use of Subject Matter Experts (SMEs) in the fields of behavioral health, training, and education. These SMEs accompanied the QA Unit during formal audits providing valuable experience to the inspections process.
- Institutional Coordinators (ICs) were assigned to each facility. ICs are the on-site QA representatives who focus on five core issues: suicide prevention, juvenile justice, education, medical services, and mental health services.
- Performed targeted inspections and reported compliance with policy, procedures, and best practices.
- Formalized QA policies and procedures.
- Conducted eight follow-up audits to determine progress towards completion of action plans which were developed by the facilities.
- Conducted 26 formal inspections at Arizona county detention centers.
- Conducted over 450 individual inspections.

Highlights



Serving our Community

Communications and Legislative Policy

The Communications and Legislative Policy Division (CLP) is responsible for providing effective communication strategies for the agency, stakeholders, youths, families and the public. In partnership with the Governor's Office, CLP creates the annual legislative agenda for the agency. The division also assists the agency in communicating electronically with the courts through YouthNet.

CLP provides facility tours, researches and writes grants, develops and maintains the web sites for the intranet and public internet, performs interpretation and translation services, and responds to media inquiries. CLP is also responsible for maintaining the Speakers' Bureau, writing newsletters, planning and producing the honors ceremony and developing the annual report.

Legislation

- ADJC sponsored two legislative bills that passed the Arizona Legislature and were signed into law by Governor Napolitano. Both bills will greatly enhance programming for youth in secure care:

Senate Bill 1041 allows the director to authorize the temporary escort of a committed youth for compassionate leave and/or for the purposes of treatment, education, or rehabilitation.

Senate Bill 1445 allows the department to market and sell any product that is created by a committed youth while under the agency's care. In addition, any funds derived from the sale of such products will be deposited in a newly created fund, referred to as the Department of Juvenile Corrections Career Technical Education Fund.

Highlights



Media Relations

- ABC network affiliate KGUN TV in Tucson visited BCS to film a news story about females in juvenile corrections.
- French General Director Gavard for the Association Meusienne pour la Sauvegarde de l'Enfance de l'Adolescence et des Adultes toured facilities and met with ADJC administrators.
- Journalists for French national weekly magazine, Paris Match, toured AMS and BCS to film and write an article for the magazine.
- Participated in The ARIZONA METH PROJECT, a collaborative effort of 10 Arizona counties and the Arizona Attorney General's Office.
- ABC News 15 interviewed staff about the types of treatment available for school-age children who make threats of violence against schools.

Highlights



Highlights

- A youth at BCS participated in a 20 minute educational video about the realities of teen prostitution. This video was distributed throughout the state.
- Completed a public records request from the Associated Press for a story about juvenile correctional facilities and how they report and investigate youth allegations of abuse.
- New Times reporter toured AMS and interviewed the director for a follow-up article on ADJC and the status of the CRIPA Agreement.
- KOLD TV in Tucson profiled the Pet Care program sponsored by the Humane Society of Southern AZ, which has been conducting the program at CMS for nine years.
- Local NBC affiliate News 12 produced three stories: the success of youth in the Journey Program at AMS, the realities of teen prostitution and the treatment and programming available to the girls who become its victims, and interviewed an AMS youth who successfully completed the sex offender program and continued in the drug treatment program.



Interpretation and Translation Services

Highlights

- Interpreted for 150 Superintendent Release and Review Boards and Continuous Case Plan Staffings; 100 Revocation Hearings; and 50 Individual Education Plans.
- Assisted Family Service Coordinators and Parole Officers with Family Domain visits and Child and Family Teams.
- Translated 200 letters, forms, documents, flyers and the agency Youth and Family Handbooks.

Constituent Services

Director Michael Branham is committed to making sure all public citizens receive appropriate assistance and responses to their questions; therefore, he created the Office of Constituent Services.

The mission of this office is to provide a point of contact to the community at large, juvenile justice stakeholders and for families of committed youth so that accurate and timely information is provided when requested.

The goal for the Office of Constituent Services is to allow government to be accessible and responsive to addressing citizens' needs.

Through this office, ADJC also offers volunteer programs, internships and practicum opportunities for students.



Celebrating Success



ADJC 2007 Honors Ceremony

Over 100 ADJC employees, volunteers and contractors were honored at the annual ADJC Honors Ceremony on August 28, 2007, at the Glendale Civic Center. The theme for this year's event was Celebrating Success. Dennis Burke, Chief of Staff for Governor Napolitano, was the featured guest speaker. Gerald Richard, Director of the Legal Support Division for the Phoenix Police Department, and the Honorable Helene Abrams, Maricopa County Superior Court Judge, teamed up once again to co-host the lively awards ceremony. Their special brand of humor, along with music and year-in-review videos, ensured this year's event was memorable.



Planning for our Future

Support Services

The Office of Support Services oversees Fiscal Management, Procurement, Human Resources, Management Information Services (MIS), Research and Development, Staff Development and Facilities Administration.

Administration

Highlights

- Installed card swipe systems at all facilities to ensure in the event of an emergency a roster can be generated to allow verification of employees in the facility.
- Implemented an automated Performance Appraisal for State Employee (PASE) which includes feedback surveys from peers and staff.
- Automation of the PASE process resulted in a savings of 418 hours or \$8,180 annually per employee. Savings have been reinvested into other agency programs.

Human Resources

Highlights

- Participated in a Statewide Nurse Pay Plan Committee which reduced the turnover rate of the nursing staff by developing a salary structure competitive with the job market.
- Facilitated and implemented adjustments to Youth Program Supervisors' salaries to bring parity and mitigate existing inequities. Twenty-six Youth Program Supervisors were approved to receive the salary adjustment.
- Increased publicity efforts resulting in increased participation in the Employee Assistance Program (EAP).
- Staff utilization of the EAP, through telephonic contact and on-line use, doubled by the end of the reporting period.
- Established and coordinated the Director's Community Outreach Program to inform college students of ADJC goals, objectives, history and employment opportunities in cooperation with the Arizona Public and Private Universities and Colleges.
- 300+ students at both public and private universities and colleges attended presentations by the director.



Management Information Services

- Replaced server hardware that was going out of warranty and consolidated server platforms by the utilization of VMWare and Virtual servers.
- Expanded storage capacity by 15 terabytes with the implementation of VMWare and SAN technology at Adobe Mountain School.
- ADJC has a fully operational Disaster Recovery site.
- Installed over 100 cameras at all facilities.
- Implemented a gigabyte IP network for viewing and recording of camera data.

Highlights

Research and Development

- Updated and recalculated ADJC recidivism rates.
- Evaluated program effectiveness for Mingus Mountain Academy, Canyon State Academy and Daybreak Behavioral Resources—Smoki Trail using an assessment tool known as the Correctional Program Checklist (CPC).
- Developed the Dynamic Risk Instrument (DRI) to assess a juvenile's risk to re-offend.
- Provided 101 ad hoc reports to internal ADJC staff and external stakeholders.
- Prepare a bi-yearly ADJC secure care population forecast report.
- Completed a validation study of the Survey of Organizations Functioning and facilitated the completion of questionnaires from CMS staff.

Highlights

Staff Development

- Developed and implemented the first Leadership Development Training program which forty-five supervisors have completed.
- Held nine Academies. A total of 286 employees completed Pre-Service training which included 191 new Youth Correctional Officers.
- Provided training for over 900 employees.

Highlights



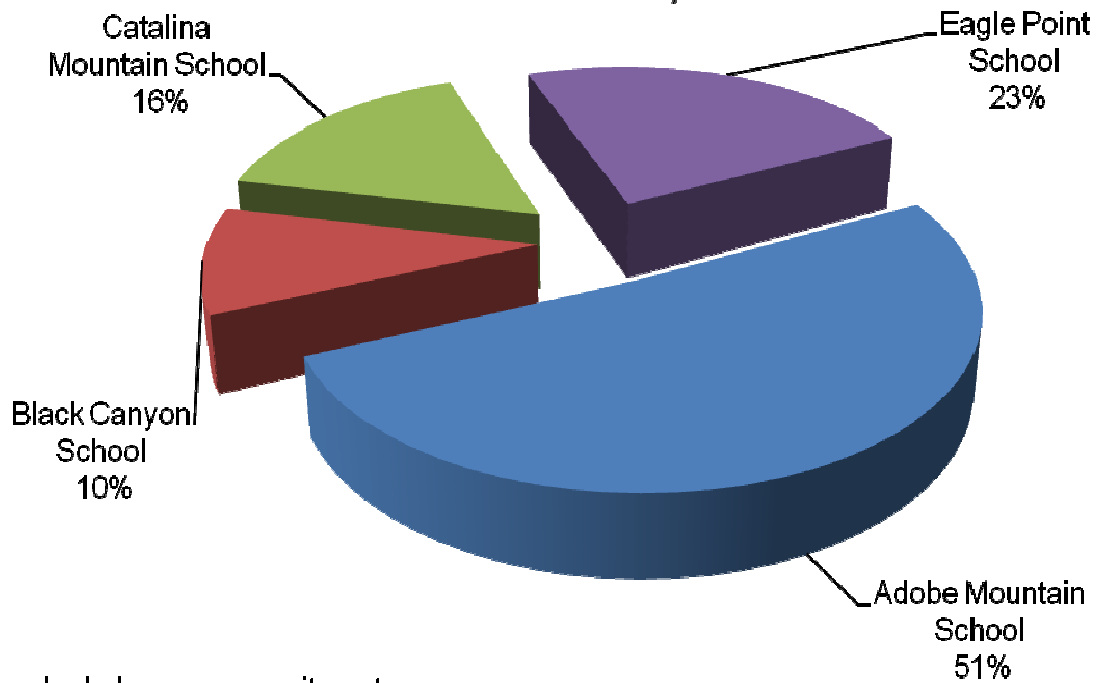
Age

Age	FY 2004	FY 2005	FY 2006	FY 2007
13 years old or younger	11 (1.6%)	18 (2.6%)	16 (2.4%)	15 (2%)
14 years old	70 (10.2%)	65 (9.3%)	61 (9.1%)	61 (8.3%)
15 years old	149 (21.7%)	153 (22.0%)	137 (20.3%)	167 (22.8%)
16 years old	219 (31.8%)	235 (33.8%)	214 (31.9%)	232 (31.6%)
17 years old	239 (34.7%)	225 (32.3%)	245 (36.4%)	259 (35.3%)
Totals	688 (100%)	696 (100%)	674 (100%)	734 (100%)

Counties

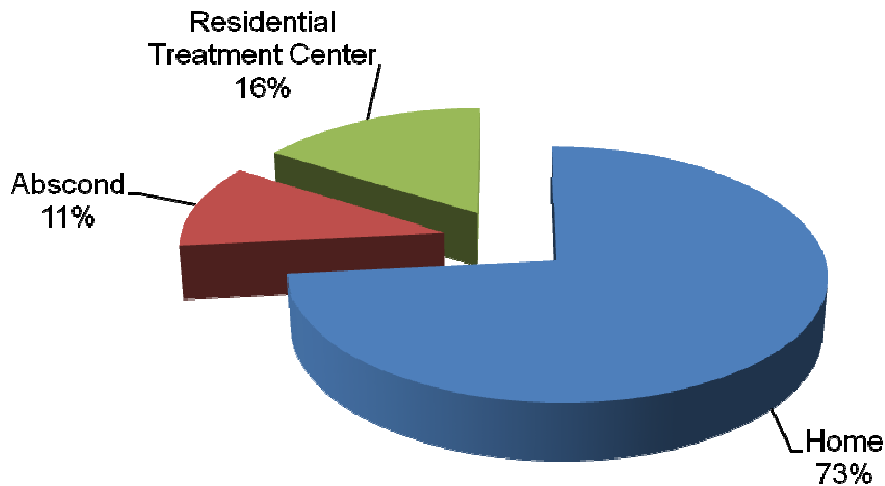
Counties	FY 2004	FY 2005	FY 2006	FY 2007
Maricopa	363 (52.8%)	401 (57.6%)	383 (56.8%)	420 (57.2%)
Pima	122 (17.7%)	79 (11.4%)	86 (12.8%)	99 (13.5%)
Pinal	47 (6.8%)	32 (4.6%)	15 (2.2%)	27 (3.7%)
Yuma	25 (3.6%)	31 (4.5%)	46 (6.8%)	35 (4.8%)
Mohave	32 (4.7%)	31 (4.5%)	38 (5.6%)	55 (7.5%)
Cochise	21 (3.1%)	16 (2.3%)	12 (1.8%)	17 (2.3%)
Yavapai	13 (1.9%)	21 (3.0%)	18 (2.7%)	25 (3.4%)
Navajo	11 (1.6%)	8 (1.1%)	8 (1.2%)	9 (1.2%)
Santa Cruz	13 (1.9%)	11 (1.6%)	14 (2.1%)	8(1.1%)
Gila	13 (1.9%)	11 (1.6%)	19 (2.8%)	5(0.7%)
Apache	6 (0.9%)	11 (1.6%)	10 (1.5%)	5(0.7%)
Coconino	17 (2.5%)	30 (4.3%)	13 (1.9%)	11 (1.5%)
Graham	3 (0.4%)	7 (1.0%)	10 (1.5%)	16 (2.2%)
La Paz	0	7 (1.0%)	2 (0.3%)	2 (0.3%)
Greenlee	3 (0.4%)	2 (0.3%)	0	0
Totals	752 (100%)	688 (100%)	674 (100%)	734 (100%)

Percentage of Juveniles in ADJC Secure Care: June 30, 2007

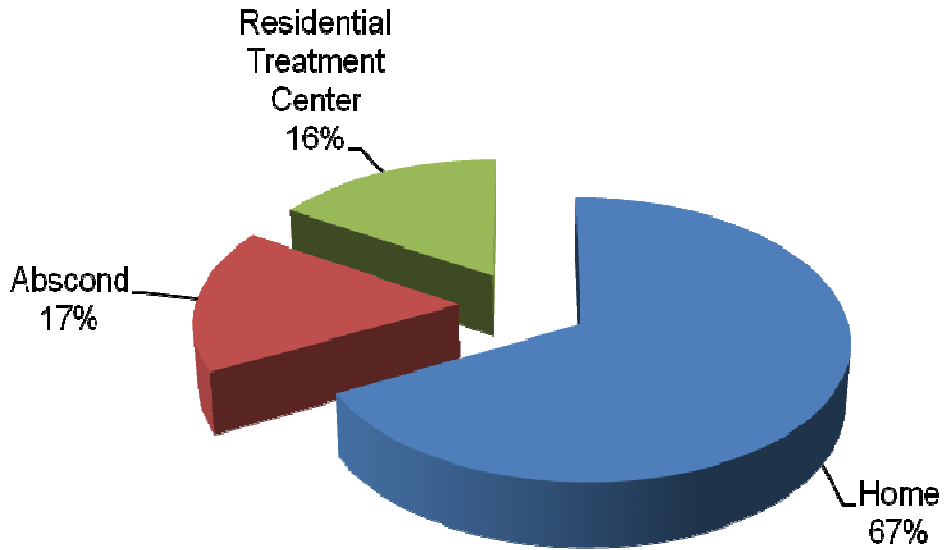


Includes new commitments, re-commitments, parole revoked and pending revocation juveniles.

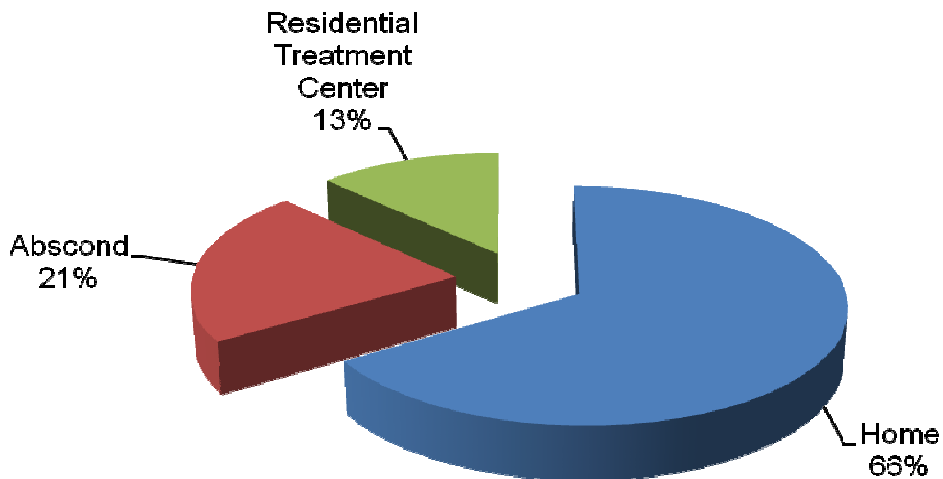
Percentage of Juveniles on Parole: June 30, 2007



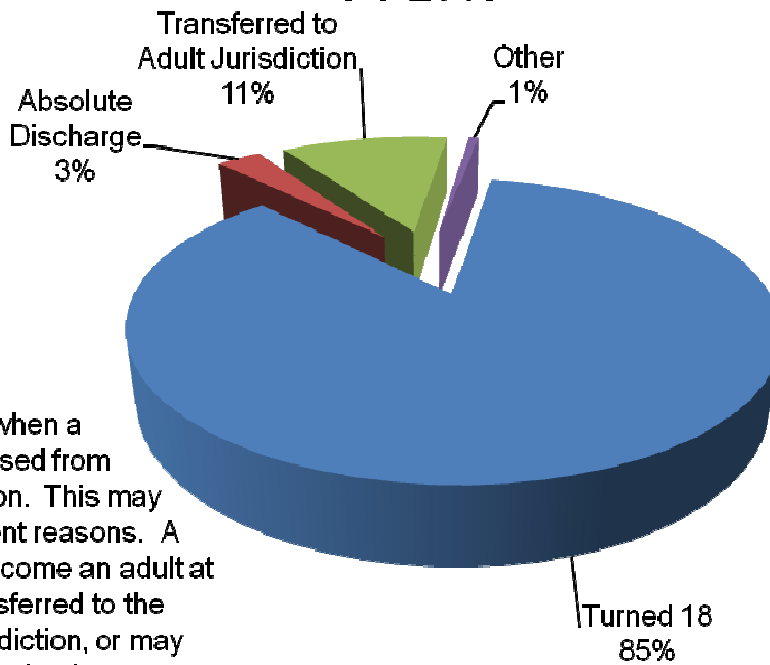
Percentage of Juveniles on Parole: June 30, 2006



Percentage of Juveniles on Parole: June 30, 2005

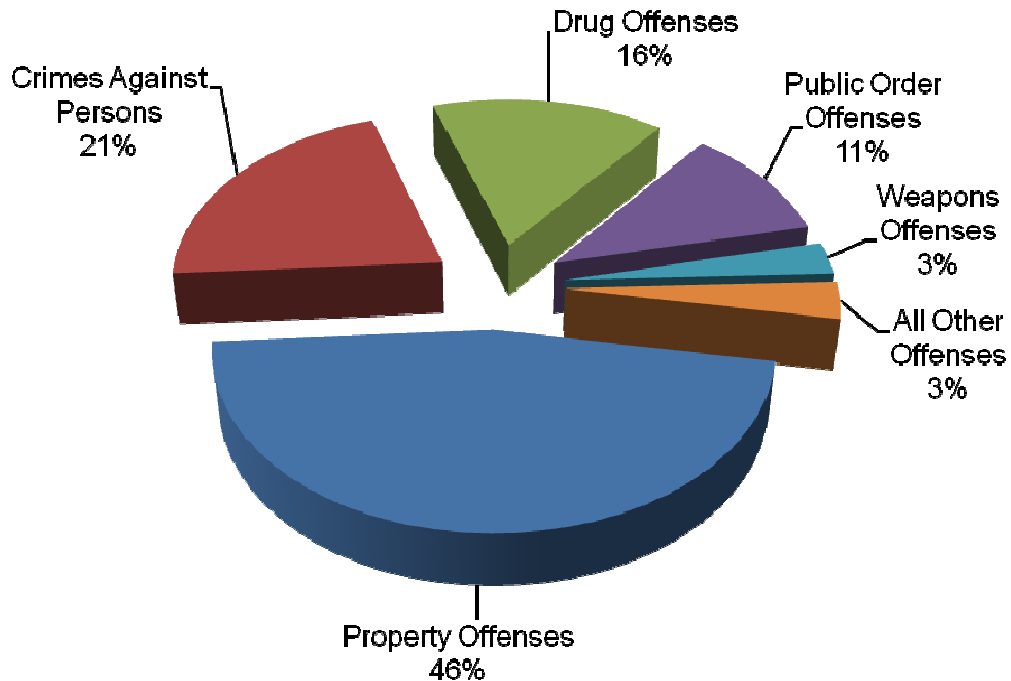


Percentage of Discharged Juveniles FY 2007



A discharge is when a juvenile is released from ADJC jurisdiction. This may occur for different reasons. A juvenile may become an adult at age 18, be transferred to the adult court jurisdiction, or may have earned an absolute discharge.

New Commitments by Committing Offense FY 2007



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