

**MOTIVATED
AND
MOVING
FORWARD**

**Arizona
Department
of
Juvenile
Corrections**

**Annual Report
FY 2008**

**Opportunities To
Help Change
Kids' Lives.
For Good.**



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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



Table of Contents

Leadership

Director & Deputy Director Biographies.....	1
Message from Director Michael Branham.....	2
Office of the Deputy Director.....	3

Rehabilitating Youth

Safe Schools.....	3
New Programs & Initiatives.....	7
Education.....	14

Transitioning Youth to Community

Community Corrections.....	19
----------------------------	----

Ensuring Justice

Legal Systems	21
Inspections & Investigations/Quality Assurance.....	23

Serving our Community

Communications & Legislative Policy.....	24
Media.....	24

Motivated and Moving Forward

Honors Ceremony.....	28
----------------------	----

Planning for our Future

Support Services.....	29
-----------------------	----

Reducing Agency Costs.....	32
----------------------------	----

Agency Visitors.....	34
----------------------	----

New Commitment Data.....	35
--------------------------	----

Grants.....	37
-------------	----

Youth Success Stories.....	39
----------------------------	----

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's degree in management, a master's in organizational development, and is a graduate of the FBI National Academy.

Deputy Director Dr. Kellie Warren



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 previously served as the department's Assistant Director for Programs and Institutions and Director of Clinical Services.

Preceding her work in Arizona, Dr. Warren was the Director of Treatment at the Community Education Center in Newark, New Jersey, a state-of-the-art children's residential treatment facility and on-site school.

While providing direct supervision to unit managers and shift supervisors, Dr. Warren directed the residential life and operational aspects of the program.

Prior to her work in Newark, Dr. Warren was with the Ohio Department of Youth Services providing treatment services to juvenile sex offenders. Her professional experience includes work as a treatment administrator, clinical administrator, psychology assistant, mental health therapist and psychology trainee.

Message from Director Michael D. Branham

Changing the delinquent thinking and behaviors of juvenile offenders committed to the department offers more than immediate protection for the citizens of our communities, it protects their futures as well. The Arizona Department of Juvenile Corrections (ADJC) provides a safe and secure environment, treatment, education and rehabilitation for youth committed to our care. In order to help them turn their lives around, ADJC must first get to know who these kids are.

Assessing the strengths and challenges of every youth committed to the department is only the beginning. Once treatment and education needs are ascertained, staff decide which services will best bring about the desired changes. Then the hard work begins. Staff must uncover what will motivate a youth to change, which is where the real challenge lies.

In fiscal year 2008, ADJC has enhanced educational, behavioral, mental, and medical health services for juveniles. Specialized treatment for youth with significant substance abuse/dependence, sexual offenses, or critical mental health issues continues to improve to meet the needs of the youth in our care. Every member of the ADJC team is committed to the success of each youth and their families.

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.

The Arizona Department of Juvenile Corrections is dedicated to '*Changing Lives. For good.*'

~ Michael D. Branham

OFFICE OF THE DEPUTY DIRECTOR

The deputy director oversees agency operations which includes Safe Schools, Medical and Behavioral Health Services, Education and Community Corrections. These divisions are responsible for treatment, rehabilitation, education programs and community reintegration. The deputy director works in partnership with the legislature, community agencies, organizations and public groups.

SAFE SCHOOLS

ADJC Operates and Maintains Four Secure Juvenile Facilities or Safe Schools:

- Adobe Mountain School (AMS) for males
- Black Canyon School (BCS) for females
- Eagle Point School (EPS) for males
- Catalina Mountain School (CMS) for males

Once a Juvenile is Received by the Department:

- the youth is evaluated during the Reception, Assessment, and Classification (RAC) process. Intake period lasts 21-30 days;
- information gathered forms the foundation for a juvenile's Continuous Case Plan (CCP). The CCP:
 - ◊ is a comprehensive, dynamic treatment plan;
 - ◊ is periodically updated to track progress and modified to address emerging needs;
 - ◊ outlines rehabilitative services needed to prepare the youth for reentry into the community (parole); and
 - ◊ helps to create a successful discharge plan for the youth.

Following the RAC Process, a Juvenile:

- is assigned to a housing unit within a safe school;
- begins to receive specific educational, behavioral, mental and medical health services, as outlined in the CCP;
- may be assigned to a specialized housing unit when the youth has a significant history of substance abuse/dependence or sexual offenses, or demonstrates critical mental health needs.



SAFE SCHOOLS

Each Housing Unit is Staffed with:

- Youth Program Officer III (YPOIII)/Case Manager
- Psychology Associate
- Youth Corrections Officers (YCO) I, II and III

All staff are responsible for the care and safety of ADJC youth, as well as for their individual programming requirements.

The Department Actively Encourages Families to:

- attend regular or special visitation events; and
- participate as a member of the youth's Multi-Disciplinary Team (MDT).

MDT Meetings Occur every 30 Days and Involve:

- housing;
- clinical;
- medical;
- education;
- parole; and
- structured time to review and revise the youth's CCP.

Appropriate support systems are critical to a youth's successful transition to the community.



"Coming to BCS has given me hope, and skills that I will take out into the community."

~S.



Medical & Behavioral Health Services

Behavioral Health Services is Responsible for:

- New Freedom curriculum;
- oversight of case managers; and
- oversight of secure care program services, including
 - ◊ classification, clinical interventions, specialized programs and residential program activities ***all designed to rehabilitate youth.***

The Clinical Services Team is Comprised of:

- psychiatrists;
- psychologists;
- psychology associates;
- mental health treatment coordinators;
- family liaisons; and
- graduate interns.

Behavioral Health Programming Includes a Full Range of Services:

- diagnostic;
- individual;
- crisis intervention; and
- family services.

Implementation of Specialized Treatment that Addresses:

- mental health;
- substance abuse; and
- sex offender issues.



Medical & Behavioral Health Services

New Freedom is a Comprehensive Substance Abuse and Behavioral Health Program that Addresses Education and Therapeutic Goals Based on:

- cognitive behavioral treatment;
- motivational enhancement therapy;
- social learning;
- risk factor management; and
- relapse prevention.

Medical Services:

- provides medical and dental services to juveniles while in secure care;
- provides health education to juveniles and staff;
- employs licensed medical, dental and nursing personnel at each of the safe schools; and
- has contracted community-based hospitals and health care practitioners that provide medical or dental services when such services are beyond the capacity of the agency.



REHABILITATING YOUTH

New Programs and Initiatives

Behavioral Management System

ADJC developed a new behavioral management system called *System for Change*:

- which resulted in a reduction in violence within secure care;
- provided staff with behavior management tools, treatment approaches and educational expectations for juveniles; and
- focused on clear communication of youth expectations, positive reinforcement for model behavior and alignment with youth treatment and education goals.



FY 08 Highlights

In one housing unit, there was a 44 % decrease in violence and a 21 % decrease in total incidents in the unit after implementation of the training.

Sex Offender Treatment

- ADJC developed an evidenced-based sex offender program;
- a clinical plan of services for juvenile sex offenders;
- a training plan and curriculum for behavioral management of sex offenders; and
- training for agency staff who have contact with youth sex offenders.

100 % of the attendees rated the training as helpful to them in their jobs.



"It's a way to learn how to do things differently. You guys are understanding. You are more than teachers."

~D.

New Programs and Initiatives

Black Canyon School Transformation Team

The Transformation Team is a committee of ADJC secure care and parole staff committed to bringing about positive changes for the girls at BCS.

Positive changes include:

- mental health treatment coordinator can be the petitioner to act in the best interest of the girl's mental health needs;
- extra gender-specific programming for girls during evening and weekend schedules;
- integrating dialectical behavioral therapy (DBT) skills training for all girls, staff and families; and
- extending the relationship with Girl Scouts to include further free training of girls and staff in topics such as:
 - ◊ sexual victimization;
 - ◊ prostitution;
 - ◊ psycho-educational skill sets; and
 - ◊ Girls' Circles.
- Involving families who:
 - ◊ identified barriers to visitation and program participation;
 - ◊ assisted in the development of family psycho-educational groups; and
 - ◊ chose days and times for family participation in programming.



New Programs and Initiatives

FY 08 Highlights

Gender-Responsive Services

- ADJC improved gender-responsive programming for girls;
- trained 90% of direct care facility staff in gender responsiveness issues, meeting the Juvenile Accountability Block Grant performance goal;
- an additional 67% of direct care staff attended training in gender-competent programming;
- significant drop in incident reports in the Recovery Unit;
- in 2008, incidents declined from 123 in March to 61 in April, and from 26 in May to 18 in June; and
- staff credits the training for making the difference in understanding girls' behavior and how staff should intervene.



"This experience only inspired me to accomplish my goals in life. "
~ A.

New Programs and Initiatives

FY 08 Highlights

Enhancement to Youthbase MIS System

The Juvenile Accountability Block Grant provided automated assessments that enhanced facility safety, security, education, medical and clinical treatment in the following ways:

Developed and Implemented COMPSTAT (Computer Aided Statistics):

- COMPSTAT is a system designed for the automated collection and feedback of information on crime and related safety issues;
- that enables agency personnel to collect, analyze and map incident data and other measures within ADJC facilities on a regular basis;
- holds managers accountable for their performance as measured by the data; and
- allows direct information exchange between the facilities and the agency leadership.

A safe environment allows treatment teams to implement with fidelity, the evidence-based programs that research has found will address the criminogenic needs of chronic juvenile offenders and reduce their likelihood of recidivism.

The Suicide Prevention Status List Ensures:

- proper recording;
- accountability;
- timely reaction; and
- treatment to suicidal issues of juveniles.



New Programs and Initiatives

Continuous Case Plan Updated to:

- automate success measures; and
- ensure proper recording of information dealing with specific behavioral health needs of youth.

Scheduling Software Updated to:

- provide safe and balanced scheduling for staff in secure care facilities; and
- creates a balance of safety, security, expertise, experience and support for all staff in secure care facilities.

Collaborative Protocol:

- established between the Regional Behavioral Health Authorities (RBHAs) and ADJC; and
- coordinates the Child and Family Team (CFT) process.

RBHAs and ADJC recognize that family involvement is a parent/professional partnership and families are a central focus.



"I also had the chance to get my G.E.D and I took advantage of it. I took the test and passed it. After I obtained my G.E.D teachers and counselors encouraged me to go farther to get my high school diploma. With the help of education staff and unit staff I have managed to graduate with a high school diploma." ~L.

New Programs and Initiatives

FY 08 Highlights

Case Management Standard:

- revised all areas of case management; and
- utilized video-based training for training and testing of subject matter.

Methicillin Resistant Staphylococcus Aureus (MRSA):

- provided agency-wide in-service education for staff and youth.

Readiness for Release / Transition Planning and Release Procedures:

- help guide youth toward readiness for release back to the community; and
- guide staff members in ensuring that all steps and practices are followed for an efficient and thorough planning process.

Revised Incident Reporting System:

- ADJC developed an electronic process which ensures improved methods in suicide prevention and reporting;
- ensures alert notification to qualified mental health professionals of any suicide prevention or self-harm incident that has occurred and that will require follow-up; and
- includes gang information tracking and identification.

New Staff Feedback System:

- records positive behaviors as well as delinquent behaviors;
- provides ability to positively motivate youth by utilizing a rewards system; and
- encourages staff to deal with the delinquent behaviors on-the-spot.



"This experience inspired me to accomplish my goals in life. Upon release I plan on attending Phoenix College."
~R.

New Programs and Initiatives

Electronic Health Record Component of the Dental Record:

- ensures that all youth are seen on a periodic and timely basis;
- reduces paperwork; and
- assists in dental problem identification and treatment.

Campus Wide Extra Help is Designed to Further Reduce Violent or Problematic Behavior:

- when an unacceptable number of incidents involving physical and verbal aggression occur; and
- when other less restrictive approaches have proven ineffective.

Multi-Disciplinary Team (MDT):

- develops the juvenile Continuous Case Plan (CCP) while a juvenile is in custody; and
- reviews the CCP on an on-going basis with the juvenile, his/her family, and others acting on the juvenile's behalf.

Therapy Dog Program:

Hannah is a two-year old Golden Retriever-Poodle donated through the Arizona Power Paws Assistance Dog program. Hannah is teamed with a YCO and trained to:

- help juveniles during crisis;
- keep juveniles grounded when events around them seem out of control;
- act as a bridge for communication with the therapists; and
- be used in instances of grief, loss and trauma with her trainer.



FY 08 Highlights



"Hannah put her paw in my hand and I held on to it. For some reason I felt that Hannah honestly knew how I was feeling."

~M.

EDUCATION

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



2008 Arizona Regional Science and Engineering Fair:

Three Eagle Point School students won first place awards in their divisions, as well as several auxiliary awards.

- Oscar won the grand prize, a four-year scholarship to Arizona State University, as well as awards from the Army, Air Force and Navy.

- as a result, Oscar received an all expenses paid trip to Atlanta, Georgia to participate in the International Science and Engineering Fair.

General Education Diploma (GED) Testing:

- 325 students tested for the GED during the '07-'08 school year.
- 283 students completed all five GED testing areas.
- 203 passed the GED.
- passing rate was 72%; state passing rate is 67%.
- every student is tested using the Test for Adult Basic Education, normed for juveniles.
- during the '07-'08 school year, 72% of The students made gains in reading, 78% made gains in math.
- average gain in reading was 1.5 years and the average gain in math was 1.4 years.



EDUCATION

100 % Success for Fall AIMS Testing:

- Black Canyon became the first ADJC school to have an entire testing group pass.

Adobe Mountain School Boys Participate in the Culinary Arts Program:

- every student passed the state food handler's test.

Skills USA State Championship:

- Amber won the gold medal for the prepared speech competition, the gold medal in the regional competition for extemporaneous speaking and a bronze medal for interviews.
- Kristen won the silver medal for extemporaneous speaking.
- six Black Canyon students participated.

Libraries Opened at All Four Safe Schools:

- librarians were hired to oversee the libraries; and
- all libraries have an abundance of books, books on tape and resources to enhance learning and curriculum.

First Chess Tournament:

- ADJC school champions competed against every other safe school champion; the district championship was won by Adrian from Adobe Mountain School.

National Center for Construction, Education and Research:

- modules were added to vocational courses in construction;
- students who complete modules and earn certification are placed on a preferred hiring list; and
- these students are obtaining employment at a faster rate, in some cases, before they are released.

FY 08 Highlights



EDUCATION



Northrop Grumman Zero G Flight of Discovery:

- Eagle Point School Science teacher Ken Zeigler flew on Discovery. He video recorded experiments and incorporated them into experiments for students at Eagle Point School. Mr. Zeigler is a NASA MESSENGER Educator Fellow and recipient of the Thomas J. Brennan Award of the Astronomical Society of the Pacific for 2007.

Career Day at Black Canyon School:

- Volunteers from Jamba Juice, Rio Salado College, Maricopa Skills Center, Precision High, Aries Technology, Banfield Veterinary and Phoenix Fire Department representatives presented information to help juveniles understand what is necessary to be successful in their professional areas.

Arizona Statewide Student Council Convention:

- ADJC student council members spent two days interacting with over 1500 high school students at a convention hosted by the Ironwood High School Student Council.
- students have benefited from the support of Ironwood and Central High Schools for the past two years.

Easter Mass:

- Mass was celebrated with The Most Reverend Thomas J. Olmstead, Bishop of the Roman Catholic Diocese of Phoenix, at Black Canyon School. This was the first time a Catholic Bishop celebrated Mass in a juvenile corrections facility.

ADJC Music Program:

- featured student performances in graduation programs, retirement celebrations, holiday/multi-cultural celebrations and a host of other special campus events.

EDUCATION

IBM Mentor Place Behind the Walls:

- is the first mentor program at Catalina Mountain School designed and piloted by IBM.
- areas of focus include technology training, academic assistance, career counseling, resume writing, power point presentation and communication skills.

Athletics Interscholastic Association (AIA):

- membership in AIA allows youth to participate in intramural sports programs such as volleyball for the girls and soccer for the boys. This is the first time student athletes from secure care will compete against other AIA teams.

Quick Reads:

- remedial reading software programs provided the best overall results with our students.
- the average gain in fluency and comprehension during the two month test period was 2.5 grade levels.

FY 08 Highlights



HONORS AND AWARDS

FY 08 Highlights

Correctional Educator / Professional of the Year Award:

- Arizona Correctional Educators, Inc. (ACE) advocates for excellence in correctional education by providing high quality services and resources to its members. Catalina Mountain School teacher Donna Bauman received the ACE Correctional Educator/Professional of the Year award.

Innovative Program of the Year Award:

- ACE recognized Eagle Point School teacher Ken Zeigler with the Innovative Program of the Year award.

Best Transition Programs Award:

- ADJC Special Education Department was recognized as the best program for the *Transition of Students with Disabilities in Special Education* by the Arizona Department of Education. ADJC was the only district and the only agency with schools for youth in corrections to receive this award.



"I never knew I was smart. Until I came to EPS, nobody had ever believed in me. Now I'm competing in an international science fair."
~O.

TRANSITIONING YOUTH

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.

The ADJC Youth Work and Learn Program is structured to benefit youth and is an integral part of their personal development. The Work and Learn Program is an opportunity for youth to complete their community service work hours, learn employment skills and pay restitution. Annually the program accounts for over 4000 community service work hours. In FY '08, secure care youth and supervised youth in the community accounted for \$24,563.52 in restitution payments.

The Arizona Department of Public Safety 6th Annual Fundraising BBQ for Special Olympics:

- youth handed out soft drinks, pie and cake to the event supporters and were given an overview of the Air Rescue D.P.S. helicopter.

Habitat for Humanity:

- youth completed required community service hours and learned new skills.

St. Vincent de Paul Thrift Store in Historic Old Town Glendale:

- youth assisted in general cleaning and customer service; and learned various new job skills including retail operations, customer service and sales.



FY 08 Highlights

COMMUNITY CORRECTIONS

St. Mary's Food Bank:

- youth packed 660 food boxes which fed over 17,500 Arizona residents their holiday meal.

Save the Family Foundation:

- youth cleaned up Cherry Street Park where the children of the foundation play.

African American Legislative Days Conference at the State Capitol:

- youth set up and organized seating for the two day event and participated in various conference workshops as well as the conference luncheon. The youth learned how a Bill becomes a law.



"It's helping me to be prepared for the future in the business I want to be in."

~D.



ENSURING JUSTICE

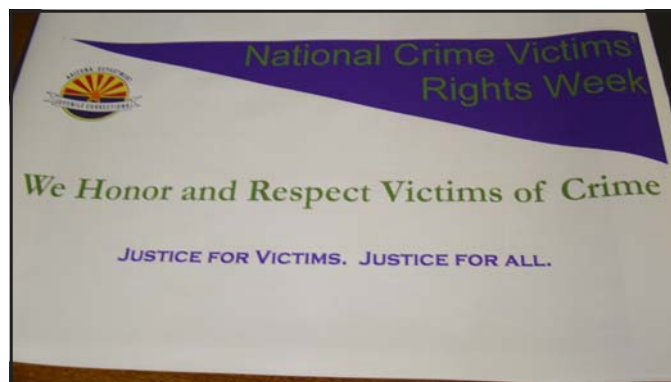
LEGAL SYSTEMS

The Legal Systems Division provides legal expertise to promote and protect the interests of the agency, juveniles, employees, victims, and the public. The Legal Systems Division is comprised of the Attorney General Liaison, Due Process Proceedings, Policy Unit, Restorative Justice and Victims' Rights and Juvenile Ombuds.

Attorney General Liaison (AGL) is responsible for coordinating information and documentation of all litigation against the department. The AGL serves as a resource to the department on legal issues and questions; responds to all legal inquiries; maintains litigation information; communicates with outside attorneys and courts; responds to public records requests; coordinates legal aspects of juvenile civil commitments; provides guidance to staff who have been served with court subpoenas or summons; attends court hearings with the Arizona Attorney General's Office; and assists with creation, revision, and review of ADJC's policies and procedures.

Juvenile Ombuds serve as an essential link between the facility staff and the juveniles committed to ADJC secure care by advocating for youth in ADJC administrative hearings, facilitating the juvenile grievance process, investigating juvenile complaints, advocating for improvements and access to appropriate care and generally monitoring conditions at each facility. Additionally, Juvenile Ombuds are responsible for training all juveniles committed to ADJC's care regarding their rights during their stay in secure care and in understanding and accessing the grievance procedure.

Policy Unit develops and maintains policy and accompanying procedures. These incorporate professional standards of practice and serve as the authority that develops accountability of all functions within the agency. Policy is a management tool for directing staff behavior and communicating the agency's mission, vision and values.



LEGAL SYSTEMS

Due Process Proceedings schedules and presides over all parole revocation and disciplinary hearings of youth committed to the department. The office also considers appeals of separation hearings, issues warrants and considers and issues absolute discharges and discharges for cause.



The **Deferred Revocation Program** incorporates the principles of therapeutic jurisprudence and attempts to assist the youth in transitioning into the community by having closer supervision of the youth by the team of the Parole Officer, the Youth Hearing Officer and the Youth Ombuds. Under this program, youth who would otherwise be revoked and returned to secure care instead acknowledge the conduct which violated conditional liberty and enter into a contract to improve their behavior.

Due Process conducted 475 revocation hearings; 14 deferred revocation hearings; and 11 disciplinary hearings; and granted 49 discharges in FY '08.

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.

National Crime Victims Rights Week (April 13 - 19, 2008):

- the video entitled '*Justice for Victims. Justice for All*' was created in partnership with the Department of Public Safety and serves as an educational tool for the community and staff.

Assisted 146 Victims Throughout Arizona by:

- educating victims about the function and role of ADJC;
- advising victims of their rights afforded to them per statute; and
- providing notification of a youth's status (i.e. release from secure care, placement into a treatment facility, revocation of parole or review hearing).

Victims' Rights Advocates:

- provided 1078 written notifications of youths' status; and
- contacted 325 victims for follow-up and to offer additional services (i.e. referrals to counseling, assistance with orders of protections, and providing answers to questions regarding the post-adjudication process).

INSPECTIONS AND INVESTIGATIONS

The Inspections and Quality Assurance unit facilitate pro-active change aimed at agency-wide improvements to the delivery and quality of services provided by ADJC. The unit is also tasked to create an atmosphere of self-analysis and continuous improvement, to determine if ADJC personnel are in compliance with, and are consistently adhering to, agency standards, policies/procedures and best practices.

The Investigations unit conducts timely, accurate and professional investigations and follow-up on acts and/or omissions contrary to law and/or ADJC policies and rules. The unit also provides additional support services such as a drug detection canine unit, a warrant/abscond detail, homeland security intelligence services and an employee background investigations detail. An investigator oversees the agency's compliance to Affirmative Action, Equal Employment Opportunity and the Americans with Disabilities Act.

Quality Assurance Audits and Inspections:

- conducted eight formal audits, two at each secure care facility;
- ensured corrective actions for non-compliant issues during eight follow-up audits; and
- performed 669 inspections; discovered 170 areas of non-compliance.

System for Change Campus Wide Extra Help:

- Inspections provided quality assurance monitoring and oversight during four deployments of this intensive restorative program.

Measurement Tools:

- Inspections developed standardized quality assurance measurement tools for use during inspections and audits; and
- placed new checklists on intranet for use by supervisors during internal audit activities.

Investigations:

- Increased the number of investigators trained in forensic interviewing.
- two Special Investigators graduated from the police academy in FY '08.

Warrant Unit:

- extended their network with agencies in California, New Mexico , Texas, Nevada and Utah, as well as local law enforcement agencies; and
- were directly involved in the apprehension of 80 parole absconders in FY '08.



FY 08 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, promotes the agency through positive media stories and responds to media inquiries. CLP is also responsible for maintaining the Speakers' Bureau, producing newsletters, planning and producing the honors ceremony and developing the annual report.

Media

KGUN and KOLD TV stations in Tucson featured the Catalina Mountain School pet care program. The Humane Society of Southern Arizona has partnered with ADJC for the past nine years to provide a nine-week pet care program, four times a year, for youth at CMS.

1310 KXAM Radio interviewed Deputy Director Dr. Kellie Warren and Clinical Services Director Dr. Lee Underwood for a segment on *Empowering our Children* which aired in Arizona and California.

NBC News 12 interviewed a youth who was from a good home and private school before he began using drugs at age 13. The youth addressed how the drug treatment programming he received at ADJC helped him recover.

NBC News 12 News interviewed a youth in Adobe Mountain School about how his parent's incarceration has affected his life. ADJC Clinical Director Dr. Lee Underwood talked about what ADJC is doing to break the cycle of generational incarceration.



Media



The Arizona Republic featured three ASU mentors and their juvenile mentees who are part of Black Canyon School's *Youth in Transition* program.

Corrections.com, an on-line site for corrections news, interviewed the former Deputy Director and Special Assistant about the agency's participation in the American Correctional Associations' Juvenile Corrections national conference.

Trinity Broadcast Network aired an interview with an ADJC Youth Corrections Officer who is also a youth minister in the community.

The Arizona Republic featured the department in an article about early drug use. The Republic hosted forums in the East Valley for parents of junior high age kids.

NBC News 12 featured the Council of Juvenile Correctional Administrators Western Region Conference. Interviews included ADJC Director Michael Branham.

Descent into Meth is a disturbing portrayal of methamphetamine addiction and the devastating effects it inflicts on addicts and those close to them. Interviews included four ADJC youth in the Recovery Unit at BCS and ADJC psychiatrist, Dr. Stephen Brockway.

Arizona Meth Project

ADJC youth participated in the project's radio campaign.

Bait & Switch, The Terror and Tragedy of Child Prostitution

included an interview with a former juvenile prostitute in secure care at BCS. The video was funded by a grant from the Arizona Supreme Court and distributed to schools and courts statewide in December 2007.

Techniques, a national trade magazine, featured an article about the ADJC Career and Technical Education/Workforce Development programs.



Media

FY 08 Highlights

NBC News 12 covered the American Probation and Parole Association's Winter Training Institute in Phoenix. Interviews included ADJC Community Corrections Administrator, Art Wilkerson and Deputy Director, Dr. Kellie Warren. Topics included reducing recidivism and treatment for substance abusing, mentally ill offenders.

NBC News 12 interviewed Director Michael Branham and Jacky Garvard, Director of the French Association Meusienne for the Safety of Children, and the Adult Adolescence. Mr. Garvard brought a 20 member delegation to Arizona to learn how our juvenile justice system works with delinquent and dependent children and their families.



'Justice for Victims. Justice for All' was created in recognition of National Crime Victims Rights Week (April 13 - 19, 2008). The video, which featured a victim of juvenile crime, was narrated by Deputy Director Dr. Kellie Warren. It was created in partnership with the Department of Public Safety and will serve as an educational tool for the community and staff.

KPHO News 5 interviewed Deputy Director Dr. Kellie Warren, regarding ADJC sex offender programming and recidivism rates. Studies have consistently demonstrated low sexual recidivism rates for juveniles who receive sex offender treatment.

Arizona Capitol Times announced the dismissal of CRIPA in an article published September 2007. The final CRIPA report concluded that ADJC is a "far better agency" and "much safer" than it was in 2002 to 2003..."

The West Valley View interviewed Director Michael Branham at last year's Honors Ceremony. Speaking to employees, Director Branham said "we welcome this wonderful opportunity to celebrate your success. You do the work of angels and those who have excelled are being honored for their sacrifices."

The Arizona Daily Star featured the Catalina Mountain School IBM mentor program. Volunteers from IBM help ADJC youths gain professional skills in resume preparation, power point presentations and appropriate electronic communications.



Media

KPHO CBS 5 News

featured Ken Zeigler and Oscar's first-place award winning Science project in a *Positively Arizona* segment filmed at Eagle Point School.

The West Valley View

featured Eagle Point School Astronomy teacher, Ken Zeigler, and three of the juveniles he prepared for this year's Science Fair. The article was also posted on the Arizona Schools 'Making a Difference Everyday' website.

NBC News 12 Midday Arizona interviewed ADJC Astronomy teacher, Ken Zeigler about his work with the juveniles at Eagle Point School in Buckeye. Ken's interview was part of the Arizona's Public Schools 'Making a Difference Everyday' campaign.



FY 08 Highlights



Fox News 10 and the Catholic Sun newspaper featured Bishop Olmstead's celebration of Easter Mass at Black Canyon School.

ASU publication, *Insight*, featured the Black Canyon School *Youth in Transition* program. The program pairs girls from BCS with student mentors from ASU. Mentors help transition girls from secure care to the community.



"If I can help another girl learn from my mistakes, from what I did wrong, then I'll know my time here has been worth it."

~T.

Motivated and Moving Forward

2008 Honors Ceremony

FY 08 Highlights

Over 300 employees, their families and friends and community partners packed the Glendale Civic Center on Tuesday, September 9, for the 2008 Honors Ceremony. Over 100 employees, community providers and volunteers were recognized for their hard work and dedicated service to the agency.

This year, ADJC Honors Board members and staff acted as host and emcee for the event. Angie Rodgers, Policy Advisor for the governor, provided special remarks on behalf of Governor Napolitano. The music of Outstanding Community Partner award winners, Treasure (which includes YCO II Rico Coles), set the stage for a festive celebration.



PLANNING FOR OUR FUTURE

SUPPORT SERVICES

Staff Development and Training is responsible for providing all departmental employees with the opportunity to attain the knowledge and skills needed to be productive. Training is provided through a pre-service training academy and annual in-service training. Prior to the end of each calendar year, training needs are identified and the Annual Training Plan is produced. Other specialized training is designed and delivered throughout the year on an as needed basis.

Management Information Systems provide information and other services to all departmental work units. These services include: network design, operation, and support; database design, training, and development; applications such as E-mail, messaging, general information inquiry reporting, research and word processing; systems configuration and set-up; procurement authorization; security access, design and data management functions.

Procurement exercises purchasing authority according to the Arizona Procurement Code and the delegated procurement authority authorized by the Arizona Department of Administration. The Procurement Office also ensures ADJC compliance with laws, rules and regulations in every aspect of contracting, purchasing, renting, leasing or otherwise acquiring all materials or services.



SUPPORT SERVICES

Fiscal Management Services ensures the fiscal responsibility and compliance of the agency. It is comprised of Accounting, Budget, and Facilities Management.

- **Accounting** is responsible for billing and receiving all revenue owed to the agency. The accounts payable function pays for all of the services and goods purchased by the agency. The grants administration is responsible for administration and reporting of the 30 grants currently open with the agency with various grantors. The accounting section is also responsible for various annual financial reporting.
- **Budget** prepares the agency's annual budget request and submits various reports on the financial activity. The budget unit maintains the position inventory control system on more than 1,100 full time equivalent positions authorized by the legislature.
- **Facility Management** provides assistance and oversight for the four secure schools and the more than 84 buildings. Buildings include classrooms, kitchen/dining halls, housing units, warehouses and medical clinics.

Research and Development provides research and management analysis services to assist ADJC managers and staff, other stakeholders and the general public to better understand agency operations. Research and Development provides consistent, accurate and timely information on ADJC commitments and other populations through the design, preparation and dissemination of statistical and other research reports. In FY '08, Research and Development:

- completed the Dynamic Risk Instrument (DRI) and advocated for the release of low risk youth who are past their minimum release dates;
- facilitated the collection of the agency budget strategic plan measures;
- provided research support for several federal and state grant requests e.g., Anti-Gang Initiative;
- completed studies on employee turnover;
- completed a nursing staffing study;
- provided maps to support the realignment of parole offices; and
- produced forecasts to help agency accurately anticipate future Safe School populations.

FY 08 Highlights



PLANNING FOR OUR FUTURE

SUPPORT SERVICES

Human Resources provides a wide range of support services to include but not limited to the development, enhancement and implementation of human resource plans, standards, systems, strategies and policies/procedures; employee relations guidance; management of employee official personnel files; employee benefits program guidance; classification and compensation guidance; professional assistance and consultative services in recruitment activities, both externally and internally; administration of personnel actions; and interpretation and compliance assurance with the Arizona State Personnel Division (ASPD) rules and federal/state statutes related to human resources best practices.

Administration:

- facilitated and implemented the teacher “Deferred Payment Plan” program;
- developed new employee handbook; and
- participated in the research and gathering of information to implement the parole office virtual office program.

Special Programs:

- coordinated with Southwest Laboratories and Concentra Health Clinics to streamline the multiple notification systems of drug test results to a single centralized notification process that has reduced the duplication of paperwork, workload activities and paper usage.
- TB process reintegrated into the department’s health services unit to provide direct services to employees.
- streamlined the Return-to-Work process to enable the department to reduce the lag time when returning employees return to work either on a temporary modified duty assignment and/or to full duty.

Benefits / Operations:

- implemented program to redact employee information from public records;
- increased the number of exit surveys received by 25%; and
- merged all employee related information, from facility employee files, with central office HR employee records.

Employment

- discontinued hard copy study guides and implemented web based (intranet) study guides for scheduled officer exams.

FY 08 Highlights



Reducing Agency Costs

ADJC Took the Following Measures to Further Reduce Agency Costs:

- *reduced* the number of letters/forms sent to families through the Plain Talk Initiative. All letters were reviewed, revised and consolidated. They were translated to Spanish and are currently in policy and procedure.
- *reduced* Youth Corrections Officer vacancy rate due in large part to our increased recruitment efforts and increased officer salaries.

FY 08 Highlights



- *consolidated* agency Alltel cell phone accounts into one and placed all users on a pooled minute plan. The agency projects savings of \$41,000 annually.
- *cost avoidance* estimated at \$11,000. The Arizona Department of Public Safety produced a training video for ADJC field training officers.
- *implemented* new procedure requiring receipts for meals purchased while the employee is on travel status. ADJC anticipates an annual savings of \$44,270.

Reducing Agency Costs

- *added* digital cameras in classrooms and housing units to make it easier for staff to monitor these areas and better respond to an incident. The recorded images have been useful in conducting investigations to determine what occurred during an incident. The images are also being used as examples in training sessions to improve officer response to incidents and to enhance programming.
- *implemented* an automated purchasing system. This new system allows an authorized employee to submit a purchase requisition online and track it as it goes from one area to another. The tracking includes notices on the receipt of the request in the procurement office, the encumbrance of funds, the actual purchase of the requested items and the expected date of arrival. This new system will expedite purchases and limit the amount of time staff will need to spend locating and handling paper.
- *added* a leave button to each employee's locator screen. The annual leave button allows both the supervisor and employee to quickly see their annual leave information such as accrual rates, balances, total usage and projected annual leave overage. Both the supervisor and the employee can now more easily plan annual leave usage throughout the year.
- *moved* primary network operations to virtual servers ensuring greater efficiency within the operating system.
- *implemented* computer-based training with a savings of \$2,025 per course.
- *cost avoidance* of \$144,000. In partnership with the Arizona Department of Transportation, 2,500 tons of asphalt grinding from I-17 project were placed on the AMS/BCS perimeter road.



FY 08 Highlights

Visitors

Governor Janet Napolitano toured Black Canyon School and gave students a chance to ask questions and share their dreams for the future.

Marine recruiter Sergeant Ronnie Current visited Eagle Point School. He encouraged students to be a positive influence in whatever career they choose.



Career Day at Black Canyon School featured poet Divine Essence; Ms. Cook, a project manager for the Department of Transportation; and Ms. Hall, the Deputy Chief of Maricopa County Juvenile Probation.

Paul Teerlinck performed a concert at Adobe Mountain School for approximately 40 model youths who were privileged to hear his musical compositions.

Wells-Fargo Hands-on-Banking Seminar at Adobe Mountain School taught youth how to establish checking and savings accounts, manage credit, monitor credit ratings and prepare and manage personal budgets.

U. S. Air Force Recruiter, Staff Sergeant Ernest Rock encouraged Adobe Mountain students to take full advantage of their educational opportunities and achieve success in life. "You all can be successful if you change your attitudes and start to work toward your future now."

Attorney General Terry Goddard and his staff toured Adobe Mountain and Black Canyon Schools to learn more about programming and educational services provided to ADJC youth.

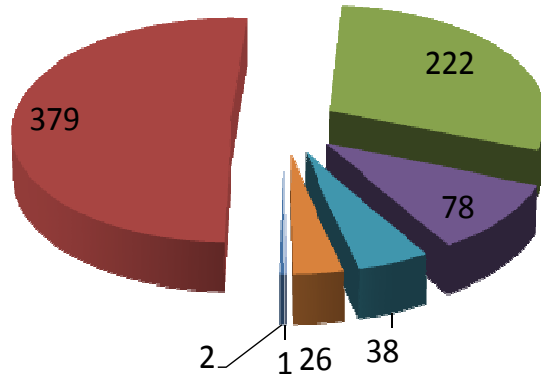
The Tuskegee Airmen visited Adobe Mountain School in recognition of Black History Month.

Life Changing Prison Ministry performed a concert at the Black Canyon School Chapel.

Janet and Chris Attwood, internationally acclaimed best selling authors, provided a motivational workshop for students in the Adobe Mountain School Business and Student Leadership classes.

New Commitment Data

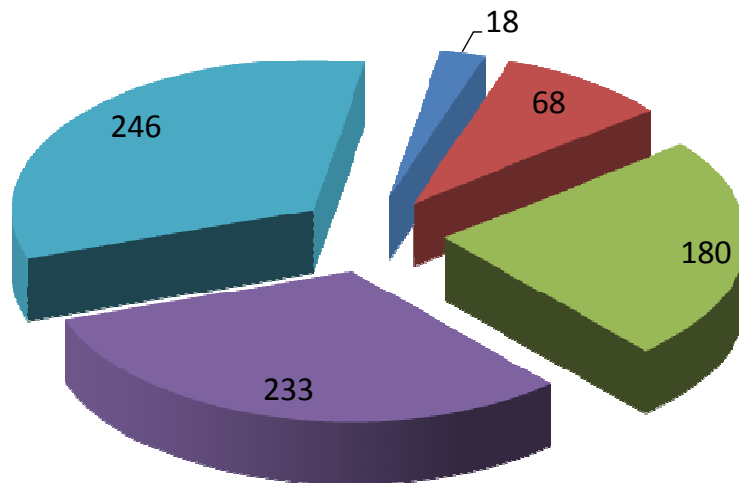
Race FY 2008



Gender

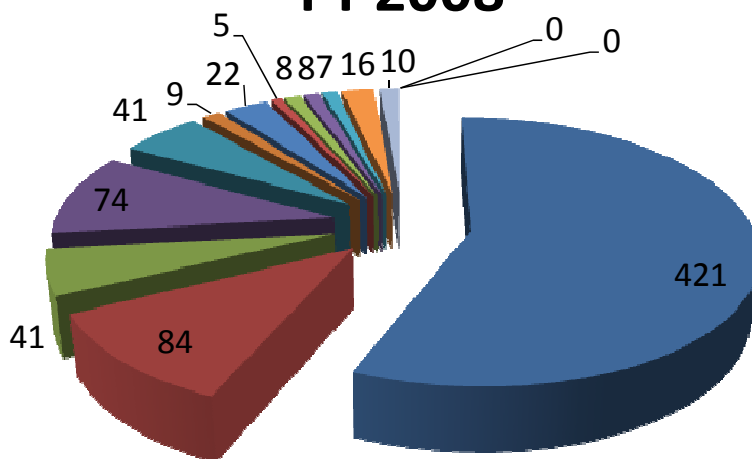


Age FY 2008



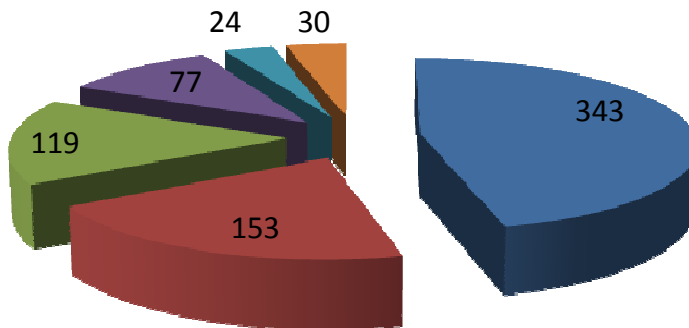
- 13 years old or younger ■ 14 years old
- 15 years old ■ 16 years old
- 17 years old

Counties FY 2008



- Maricopa ■ Pima ■ Pinal ■ Yuma
- Mohave ■ Cochise ■ Yavapai ■ Navajo
- Santa Cruz ■ Gila ■ Apache ■ Coconino
- Graham ■ La Paz ■ Greenlee

FY 2008 Committing Offenses



- | | |
|---------------------|--------------------------|
| ■ Property Offenses | ■ Crimes Against Persons |
| ■ Drug Offenses | ■ Public Order Offenses |
| ■ Weapons Offenses | ■ All Other Offenses |

GRANTS

Co-Occurring Substance Related and Mental Disorders State Incentive Grant, Governor's Division for Substance Abuse Policy:

- continuing grant to treat juveniles with co-occurring substance related and mental disorders from the U.S. Department of Health and Human Service, Substance Abuse and Mental Health Administration.

Residential Substance Abuse Treatment, Arizona Criminal Justice Commission:

- continuing grant to treat youth, improve the rate of successful community reintegration, increase staff competency and educate policy makers.

Victim Assistance Grant Program, Arizona Department of Public Safety

- \$68,000.026 utilized to provide services to victims of crime as authorized by the Victims of Crime Act.

GRANTS

FY 08 Highlights

Victims' Rights Grant, Office of the Attorney General:

- \$43,650 utilized to continue implementing the victims' rights laws and provide mandated services to victims.

Project Safe Neighborhood Anti-Gang Initiative, Arizona Criminal Justice Commission:

- \$99,211 utilized for anti-gang curriculum programming for youth in secure care and Prisoner Re-entry services for parole youth and their families in the Maryvale (Phoenix) and Kino (Tucson) areas.

Juvenile Accountability Block Grant (JABG), Governor's Division of Children:

- \$200,000 utilized for programs and initiatives related to youth programming and enhancements to the department's Youthbase Management Information System (MIS), behavioral health management systems, sex offender treatment and gender responsive services.

A Brighter Future Through Literacy, U.S. Department of Education:

- \$397,068 utilized to hire librarians and librarian assistants;
- purchase books, e-books, encyclopedias, periodicals, software, twenty four computers and four printers; and
- purchase a server to maintain a reference data base, which will be installed on our system and available for students in lieu of the internet.

Parents Commission, Governor's Division for Substance Abuse Policy:

- continuing grant that funds training for staff on family-centered treatment programs; provides Functional Family Therapy, Multi-Systemic Therapy, and Child and Family Teams; provides assessment tools for evaluating family functionality, and uses family liaisons to enhance family involvement in all aspects of treatment and services for youth.



YOUTH SUCCESS STORIES



Shay left BCS with her high school diploma. While at BCS, she was president of the Student Council, attended the Culinary Arts program, spoke at a luncheon for Governor Napolitano and was guest speaker at an educational conference. The following is a letter she composed before leaving BCS:

My accomplishments at BCS

I am 17 years old and currently a youth at Black Canyon School. Within a 7-month time span I have accomplished so much in my stay there. Black Canyon has given me opportunities that I have never had before. While here I have managed to participate in several programs. Culinary Arts is one of those programs. Through this program I have gained skills in the food industry. I plan on being a pastry chef and this course has given me a boost in my career choice. Taking this course has given me plenty of skills and advantage in this field over a lot of other people.

I also had the chance to get my G.E.D and I took advantage of it. I took the test and passed it. After I obtained my G.E.D teachers and counselors encouraged me to go farther to get my high school diploma. With the help of education staff and unit staff I have managed to graduate high school. Another opportunity that I had was the honor to participate as a speaker for an educational conference. Attending this conference and speaking to people about my accomplishments has been a life-changing event. This experience only inspired me to accomplish my goals in life. Upon release I plan on attending Phoenix College. Coming to BCS has given me hope and skills that I will take out in to the community.

YOUTH SUCCESS STORIES

Kayla was a very young meth addict when first committed to ADJC in 2004. She had been on the streets and was sometimes found living in tunnels with other runaways. At Black Canyon, Kayla received treatment for her addiction, obtained her GED, completed two classes at a community college and expressed an interest in nursing school. It's been a tough battle, but Kayla is now drug free and a lawful citizen. Kayla was granted an absolute discharge in July 2007.



Henry received treatment for a serious drug addiction problem while in secure care. Once released, he continued counseling for substance abuse and anger management in the community. He is now in school full time and is no longer using drugs and alcohol.

Henry plays basketball, football and baseball in high school. He is working hard to earn a scholarship for college, so he can continue to play sports and further his education. Henry was granted an absolute discharge in July 2007.

YOUTH SUCCESS STORIES

Al was released from Eagle Point School in August 2007 to live with his mother, step-father and siblings. He established a positive rapport with his assigned mentor and completed all 24 hours of required community service. He experienced a relapse after he was released from secure care and self-reported and self-initiated his need for more treatment. Al received individual and group therapy, which he completed in February 2008. He obtained two jobs and maintained both while continuing to pursue his education. He received positive recognition from his educators and employers. Al received an absolute discharge in May 2008.



Andrew was only nine years old when he first came to the attention of the courts. He continued committing crimes until he was committed to ADJC in 2006. He witnessed abuse, alcoholism and drug abuse from an early age. Andrew was a hurt and angry child.

Andrew earned his GED shortly after arriving at CMS. After his release, he completed a three-month training program sponsored by the Arizona Builders Alliance. In September, with the help of the Alliance, Andrew obtained an interview and was hired to work for a mechanical company. He works every day and attends school at night. Andrew received an absolute discharge in December 2007.

YOUTH SUCCESS STORIES



Cisco obtained his GED at EPS and addressed a serious family issue in his treatment. He had always looked up to his older brother who, unfortunately, was sentenced to adult corrections while Cisco was at EPS. This was a bitter experience for Cisco, but he admits that it was a wake up call for him.

Cisco was released home and completed his community service hours at the food bank. He enrolled in Vocational Rehabilitation Services which helped him enroll in a restaurant training program. He proudly graduated four weeks later. He remains employed and performs all assigned tasks, including customer contact and handling money. Cisco immediately disengaged from negative peers, has become involved in church and participates in services and activities. Cisco was granted an absolute discharge in June 2008.



YOUTH SUCCESS STORIES



YOUTH SUCCESS STORIES



Alex was committed to ADJC in February 2007. He completed his treatment at Eagle Point School without any behavioral problems. He was conditionally released in June 2007 to a placement where he completed his treatment without any incidents. He did very well educationally and was focused on obtaining his GED. Alex was released from residential placement in October 2007. He was placed in a foster home because his adoptive parents were not able to care for him. He is doing well in his new home and doing very well in high school. Although most other kids in his situation would have quit under the same circumstances, Alex continued to maintain a positive attitude and outlook for his future. He was granted an absolute discharge in February 2008.

YOUTH SUCCESS STORIES

Jon was placed on the Deferred Revocation program after failing on conditional liberty. He had failed to obtain employment, failed to show up for his UA tests, and failed to complete his community service. Rather than revoking him and returning him to Adobe Mountain School, the parole officer and the youth ombuds requested that the youth be placed on the Deferred Revocation program.

On March 18, 2008, Jon became the first Deferred Revocation graduate, and he was reinstated to Conditional Liberty. Jon is a success story, because he really “got it” and got his act together. Jon is currently holding two jobs and will be considered for an absolute discharge in the near future.

Alonso was committed to ADJC in April 2007. After working diligently on his treatment work and addressing his criminal thinking and behavior, he graduated from the Recovery Unit in October 2007. He completed his GED and worked closely with his parole officer. After his release to home in October 2007, he completed his community service obligation, obtained a job with a well known retailer and is pursuing an HVAC apprenticeship through the Arizona Builders' Alliance. Twice a week, Alonso takes classes at community college. He completed counseling and paid his restitution in full. For his excellent progress Alonso received an absolute discharge in February 2008.



ADJC SAFE SCHOOL LOCATIONS

Adobe Mountain School (AMS)

2800 W. Pinnacle Peak Road
Phoenix, Arizona 85083
Phone: 623-869-9050
Fax: 623-516-9725

Black Canyon School (BCS)

24601 N. 29th Avenue
Phoenix, Arizona 85083
Phone: 623-780-1303
Fax: 623-581-6569

Catalina Mountain School (CMS)

14500 N. Oracle Road
Tucson, Arizona 85739
Phone: 520-818-3484
Fax: 520-818-3495

Eagle Point School (EPS)

26701 S. Highway 85
Buckeye Arizona 85326
Phone: 623-386-8000
Fax: 623-386-8004

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