



Creating A Difference For Arizona's Youth

**The Arizona Department of Juvenile Corrections
FY '04 Annual Performance Report
July 1, 2003 – June 30, 2004**



2004 Annual Performance Report

To learn more about the Arizona Department of Juvenile Corrections, visit our website at www.azdjcc.gov.

Abbreviations Used in this Report

ADC	Arizona Department of Corrections
ADE	Arizona Department of Education
ADJC	Arizona Department of Juvenile Corrections
ADOA	Arizona Department of Administration
AG	Office of the Arizona Attorney General
AMS	Adobe Mountain School
BCS	Black Canyon School
CAPFA	Criminogenic and Protective Factors Assessment
CMS	Catalina Mountain School
CRIPA	Civil Rights of Institutionalized Persons Act
EPS	Eagle Point School
I & I	Inspections and Investigations
ICJ	Interstate Compact on Juveniles
J.O.	Juvenile Ombuds
PEP	Personalized Educational Plan
PO	Parole Officer
RAC	Reception, Assessment, Classification
YCO	Youth Correctional Officer

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ADJC Overview

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

Mission Statement

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

Vision Statement

Safer communities through
successful youth.

Values

We value the safety of the citizens of Arizona and the youth in our care.

We value the integrity, experience, and expertise of our staff.

We value a richness of diversity among our staff and youth.

We strive to create opportunities for youth and families to lead productive lives.

We value excellence, innovation, and quality practices based on good data and research.

We value continuous improvement and learning for all individuals, including staff as well as youth in our care.

We value the families, friends, key stakeholders, and staff who support positive change in our youth.

Michael D. Branham

Director

Michael Branham is an experienced public safety officer who was appointed Director of the Arizona Department of Juvenile Corrections (ADJC) on March 11, 2004 by Governor Janet Napolitano after serving for five months as its Interim Director. Mr. Branham's distinguished career in law enforcement and government began in 1976. He held key positions such as Assistant City Manager and Chief of Staff for the City of Surprise and Chief of Police and Public Safety Director for the Town of Youngtown. Prior to joining ADJC, he served as Executive Director of the Arizona Criminal Justice Commission. Director Branham holds a Bachelor of Arts Degree in Management and a Masters Degree in Organizational Development.



<p>JANET NAPOLITANO GOVERNOR</p>	 The logo for the Arizona Department of Juvenile Corrections. It features a circular emblem with a yellow sunburst in the center, set against a background of red and yellow rays. The words "ARIZONA DEPARTMENT" are arched above the circle, and "JUVENILE CORRECTIONS" is written on a blue banner below it.	<p>MICHAEL BRANHAM DIRECTOR</p>
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Governor, Legislators and Fellow Citizens:

It is with pleasure that I present the Arizona Department of Juvenile Corrections Fiscal Year 2004 Annual Performance Report, "Creating a Difference for Arizona's Youth." This report is a compilation of our Department's many accomplishments during a year characterized by extensive transition and significant challenge. Although the year began with uncertainty due to the ongoing scrutiny from the federal government, it culminated in an amicable resolution between the State of Arizona and the United States Department of Justice for systemic reform. The findings from the two-year federal investigation of our state's juvenile correctional facilities provoked widespread attention and awareness. The result was extraordinary support from Governor Janet Napolitano, the Arizona State Legislature and numerous advocates to transform our juvenile correctional system into a national model program. I am profoundly appreciative of everyone's assistance and encouragement during these tenuous times. By working together I am confident that our efforts will indeed create a difference for Arizona's youth.

Of equal importance to the future success of the Department are the many professional employees that continue to remain steadfast, devoting their time and talents to our vision – "Safer Communities through Successful Youth." As you read this report I am certain you will be inspired by their compassion and concern for our state's most troubled youth. Our dedicated staff are true champions for children. Although their good deeds were once overshadowed by the disconcerting actions of a few, by reading the ensuing pages it is my earnest belief that attention will once again be focused on promise and optimism.

The Arizona Department of Juvenile Corrections is poised for substantial change. Our transformation is underway, and I eagerly look forward to the future.

Thank you for your committed partnership with the Arizona Department of Juvenile Corrections.

Sincerely,

Michael Branham

Dianne L. Gadow

Deputy Director

Dianne Gadow was selected to serve as the Deputy Director of the Arizona Department of Juvenile Corrections (ADJC) in April, 2004 by Governor Janet Napolitano. Ms. Gadow is currently responsible for treatment, rehabilitation, and education programs for all youth committed to the Department. Before joining ADJC, Ms. Gadow successfully established major reforms in youth correctional facilities located in Delaware and Colorado. In those two states she initiated public-private efforts that assisted youth in community reentry. She improved program services for high-risk youth that impacted treatment efficacy, and academic attainment. To complement these reform efforts, Ms. Gadow also developed systemic accountability measures. Ms. Gadow holds a Bachelor of Science Degree in Education and Sociology, and a Masters Degree in Education.



ADJC EXECUTIVE STAFF



Back Row, Left to Right:

Jim Hillyard, Assistant Director, Safe Schools; *John Dempsey*, Administrator, Inspections and Investigations; *Lou Goodman*, Assistant Director, Legal Systems; *Oly Cowles*, Program Administrator, Community Corrections.

Front Row, Left to Right:

Judith Lanphar, Superintendent, Education; *Dianne Gadow*, ADJC Deputy Director; *Michael Branham*, ADJC Director; *Patti Cordova*, Director, Communications and Legislation; *Debra Peterson*, Assistant Director, Support Services; *Kellie Warren*, Director, Clinical and Medical Health Services.

The U.S. Department of Justice Investigation of the Arizona Department of Juvenile Corrections

The Civil Rights of Institutionalized Persons Act (CRIPA) was enacted by Congress in 1980 to authorize the Attorney General of the United States to conduct investigations and litigation relating to conditions of confinement in government operated institutions such as prisons and jails, residential mental health facilities, residential facilities for the developmentally disabled, nursing homes, and juvenile correctional facilities. The CRIPA statute allows the United States Department of Justice (DOJ) to take action when it finds a pattern or practice of violations of residents' rights.

The CRIPA investigation of the Arizona Department of Juvenile Corrections (ADJC) began in the summer of 2002, when DOJ officials sent a letter to then Governor Jane D. Hull informing her of a pending on-sight investigation. It is believed that the investigation was in part, prompted by the suicide death of a youth at Adobe Mountain School that occurred on April 11, 2002.

Lawyers from DOJ along with experts they retained in the field of juvenile corrections, visited Adobe Mountain (AMS), Black Canyon (BCS) and Catalina Mountain (CMS) schools from October, 2002 through January, 2003. Their findings and recommendations were sent to Governor Janet Napolitano on January 23, 2004. A period of negotiations followed for the next several months until a settlement was reached on September 15, 2004. Below is a summary of events:

- Prior to the commencement of the CRIPA investigation, a second youth committed suicide at AMS on July 11, 2002. A third youth committed suicide following the conclusion of the investigation, on March 23, 2003 also at AMS.
- Between October 1, 2002 and January 13, 2003, DOJ attorneys, along with consultants in juvenile justice, suicide prevention, education, mental health and medical care conducted on-site investigations at AMS, BCS, and CMS. Committed youth, direct-care staff, teachers, medical and mental health providers and facility administrators were interviewed. An extensive number of documents, including policies and procedures, incident reports, grievances, Internal Affairs' investigations, health and education records, training documents and communication logs were examined.

ADJC fully cooperated with DOJ during their investigation of the Department and throughout the settlement negotiations.

The U.S. Department of Justice Investigation, continued

To view the complete U.S. Department of Justice Report visit www.usdoj.gov/crt/split/index.html

To review the complete Agreement visit www.azdjcc.gov

- On January 23, 2004, a letter from DOJ was received by Governor Janet Napolitano. The investigation culminated in numerous findings, which focused on **five main issue areas: Suicide Prevention, Juvenile Justice, Education, Medical Care and Mental Health/Rehabilitative Services**. Sixteen remedial measures were recommended to resolve the identified deficiencies.

- Within the required 49 days, the State of Arizona responded to DOJ with a proposed corrective action plan. On March 11, 2004, the Governor's Office in consultation with the Department and the Arizona Attorney General's Office (AG) submitted a document that addressed the concerns of the federal government. This initial plan set in motion early negotiations with DOJ.

- On March 22, 2004, Governor Napolitano along with officials from the federal government toured AMS in Phoenix to review and discuss facility renovations as recommended by the federal government. On the following day, DOJ attorneys met with state officials to formally begin negotiations.

- On March 31, 2004, ADJC received a draft agreement from DOJ. The document was reviewed by the Governor's Office along with representatives from ADJC and the AG's Office. The first counterproposal was submitted to the federal government on April 30, 2004. Negotiations continued over the ensuing months.

On August 16, 2004 Governor Napolitano toured CMS in Tucson to review treatment programs and building renovations with ADJC Director Branham and staff. (picture at right)



- On September 15, 2004 Governor Napolitano and DOJ signed a settlement agreement that will continue the work of remedying deficiencies found in Arizona's three of four juvenile correctional facilities.

The U.S. Department of Justice Investigation, continued

The CRIPA settlement agreement between the State of Arizona and DOJ became effective on September 15, 2004 when it was filed in United States District Court, along with DOJ's complaint and a joint motion to dismiss the complaint based upon the parties' agreement. The document acknowledged DOJ's inspections of ADJC facilities and the "complete cooperation" of ADJC. The agreement will terminate three years from its effective date and portions may terminate earlier upon the achievement and maintenance of substantial compliance for a period of time.

As a result, a team of independent consultants will be monitoring ADJC's progress. Consultants include Russell Van Vleet of the University of Utah, Graduate School of Social Work; Peter Leone, Ph.D. of the University of Maryland, Department of Special Education; Lindsay Hayes of the National Center on Institutions and Alternatives in Massachusetts; and Louis Kraus, M.D., Section Chief of Child and Adolescent Psychiatry for Rush-Presbyterian-St. Luke's Medical Center in Illinois. The consultants have complete access to all ADJC facilities, staff, youth and records, and will provide comprehensive status reports to DOJ and ADJC every six months.

The agreement under CRIPA addresses five (5) areas within ADJC to improve conditions at AMS, BCS, and CMS. The consultants and key leadership staff of ADJC will work together on rectifying each area.

Below is a summary of the five areas:

Governor Janet Napolitano
addresses the media at CMS



Suicide Prevention

The agreement acknowledges implementation of ADJC's suicide prevention training curriculum and requires all staff to receive an eight-hour course and annual refresher training; acknowledges adoption of new suicide prevention policies and procedures; requires ADJC to continue to assess all new arrivals within 24 hours for suicide risk by a qualified mental health professional; acknowledges significant physical plant improvements already made and requires completion of changes to remedy physical plant hazards to suicidal youth.

The U.S. Department of Justice Investigation, continued

Juvenile Justice

The agreement requires ADJC's grievance process to be accessed by youth without staff assistance or preconditions, provides for youth orientation to the grievance process, and review by staff unconnected to the incident or person; acknowledges changes in the procedure for reporting and responding to allegations of abuse of youth; acknowledges ADJC's plan to increase the number of direct care staff and requires sufficient number of adequately trained staff; requires adequate staff coverage to permit youth to use bathroom facilities in a timely manner at night; acknowledges the creation of the ADJC's Inspections and Investigations Unit; requires the creation of a quality assurance team and acknowledges that ADJC has enacted appropriate policies and procedures to govern the use of disciplinary confinement.

Education

The agreement requires ADJC's compliance with the Individuals with Disabilities Education Act (IDEA) and Section 504 of the Rehabilitation Act of 1973; acknowledges "significant steps" to address deficiencies in special education services and requires annual in-service training requirements for special education staff to enhance their ability to implement their duties under the provisions of the agreement.

Medical Care

The agreement requires adequate, appropriate and timely medical, dental and nursing care to meet the individualized needs of youth; requires a medical quality assurance process to monitor nursing assessments and requires a formal system for the pharmacist to alert physicians regarding medication issues concerning youth.

Mental Health Care

The agreement requires the provision of adequate mental health and treatment services; requires appropriate actions for youth who arrive at secure facilities with prescriptions for psychotropic medications; requires the referral of youth for a mental health evaluation or suicide screening whenever appropriate and requires treatment plans for all youth receiving mental health services.

The U.S. Department of Justice Investigation, continued

The Governor's Task Force on Juvenile Corrections Reform

Throughout the entire CRIPA negotiation process, the Governor's Office provided support for ADJC. The Napolitano Administration will now closely assist the Department in the implementation of the Agreement. To accompany these efforts, Governor Napolitano created a Task Force on Juvenile Corrections Reform. The Task Force is composed of experts and professionals in the areas of juvenile justice, behavioral health, education, and medicine.

The Governor's Task Force on Juvenile Corrections Reform was asked to meet two goals:

1. To provide oversight to ADJC on the implementation of recommendations in response to the CRIPA report and,
2. To advise ADJC on broader juvenile justice system issues, including the possible formation of an external review process for youth committed to ADJC.



Governor Napolitano addresses the media with representatives from the U. S. Department of Justice, Bradley Schlozman and Daniel Weiss; the Arizona Department of Juvenile Corrections, Michael Branham and Jim Hillyard and the U.S. Attorney's Office—District of Arizona, Paul Charlton.

The U.S. Department of Justice Investigation, continued

Governor's Task Force on Juvenile Corrections Reform

Helene Abrams, Maricopa County Public Defender's Office

Eric Benjamin, M.D., Phoenix Children's Hospital

Colette Brumbaugh, Social Security Administration (Parent Representative)

Honorable Bill Brotherton, Arizona State Senate

Nelba Chavez, Arizona Department of Economic Security

Lt. Manny Cota, Santa Cruz County Sheriff's Office

Jan Olav Flaaten, Arizona Ecumenical Council

Honorable Terence Hance, Coconino County Attorney's Office

Tim Hardy, Yuma County Juvenile Justice Center

Honorable Pete Hershberger, Arizona House of Representatives

Derrick Johnson, Phoenix Fire Department

Paul Koehler, West Ed, Policy Advisor to the Governor

Honorable Willardene Lewis, Gila River Indian Community

Robin Lubitz, Arizona Supreme Court, Administrative Office of the Courts

David McKell, Northern Arizona University

David Miller, Arizona Council of Human Services

Honorable Anna Montoya-Paez, Santa Cruz Superior Court

Donna Noriega, Arizona State Hospital

Beth Rosenberg, Children's Action Alliance

Leslie Schwalbe, Arizona Department of Health Services/Behavioral Health Services

Cherie Townsend, Maricopa County Juvenile Court Center

Margaret Trujillo, ValueOptions

Honorable Gilbert Veliz, Pima County Community Advisory Board

Sherri Walton, Mental Health Association

The U.S. Department of Justice Investigation, continued

At the signing of the CRIPA agreement, September 15, 2004

“I am confident that we have made significant progress in the safety of these children. Major improvements have been made”.

-Governor Janet Napolitano

“My administration is committed to restoring confidence in the youth detention facilities in Arizona and making them national models. Our goal is to have the best juvenile justice system in the country”.

-Governor Janet Napolitano



“We have been very satisfied with the state’s progress. The state has been extraordinarily cooperative. We have no reason to think that there is going to be any noncompliance by the state”.

-U.S. Deputy Assistant Attorney General,
Civil Rights Division, Bradley Scholzman

Safe Schools

Safe Schools

Introduction

The Department operates and maintains four safe schools, more commonly referred to as secure juvenile correctional facilities. Each facility provides treatment programs, medical and dental services, educational programming, recreation, and other services offered by professional staff and volunteers.

- Adobe Mountain School (AMS) is the largest of the facilities and is located in North Phoenix. AMS opened in 1970, is an all male facility and currently has a funded bed capacity of 360.
- Black Canyon School (BCS) is adjacent to AMS and opened in 1988. BCS is an all female facility and currently has a funded bed capacity of 108.
- Eagle Point School (EPS) is located in Buckeye, Arizona. It opened in 1999 and has a current funded bed capacity of 144. EPS was established to receive adjudicated boys from most of the rural counties in the State.
- Catalina Mountain School (CMS) is located in North Tucson and opened in 1966. CMS is an all male facility and currently has a funded bed capacity of 131. Boys adjudicated primarily from the counties of Pima, Santa Cruz, and Cochise are sent to CMS.

Every youth that is adjudicated and committed to ADJC undergoes a 21-day assessment process known as Reception, Assessment and Classification (RAC). During the RAC process, youth are assessed utilizing a myriad of tools that evaluate suicide tendency, risk to re-offend, educational level, social skills attainment, existing family environment factors, in addition to needed behavioral, medical and mental health services. A continuous case plan is developed for each youth that details goals and objectives. This plan must be addressed by ADJC staff in order to help each youth to succeed and to earn absolute discharge from the Department.

Safe Schools, continued

Accomplishments for FY 2004:

Suicide Prevention Renovations

ADJC conducted complete or partial renovations to make the Department's youth rooms more suicide resistant. Sixteen housing units were renovated at a cost of over one-half million dollars. The renovations were prioritized, modifying the units serving the youth at highest risk. Specifically ADJC's RAC, mental health, and substance abuse treatment units were initially renovated. In units that could not be completely remodeled, ADJC began renovating a single room to create a "safe room" for at-risk youth. The renovations consisted of replacing furnishings which could provide anchor points for attempted suicides (e.g. beds, desks, shelves, bathroom fixtures, door hinges, air vents, etc.), and installing observation cameras in some rooms and buildings.

Behavior Management System Redesign

ADJC's "Behavior Management System" is a group of programs or techniques utilized by staff to encourage appropriate behavior from committed youth. They range from confronting inappropriate youth behavior, coaching, crisis de-escalation, and physical intervention. The use of incentives and group counseling are also used to create a positive culture within housing units. Special programs are implemented to acknowledge exceptional youth. To increase the effectiveness of this system, ADJC conducted a reassessment and redesign to identify and fill gaps, and to ensure that each component of this system worked seamlessly. As a result, several behavior management changes were made in FY 2004 with additional changes planned for FY 2005. These changes are outlined below.

Established the Chronic Assaultive Offender Unit

Statistical analysis of assaults within ADJC's facilities revealed that 7% of ADJC youth were responsible for 70% of serious assaults. The reassessment of ADJC's behavior management system found that the ability to manage these chronically assaultive youth represented a major challenge. Consequently, the Chronic Assaultive Offender Unit, named Aegis, was established. This unit provides intensive treatment and supervision to ADJC's most aggressive youth. Compared to the previous 12 months, in the three months since Aegis opened, ADJC's per capita rate of youth assaulted by youth has fallen by 12% and the rate of staff assaulted by youth has fallen 28%.

Safe Schools, continued

Designed New Incentive System

A second gap identified in ADJC's behavior management system was the lack of a meaningful incentive system for youth. As a result, a new level system was designed to provide youth with privileges and rewards for appropriate behavior and treatment progress, plus consequences for inappropriate behavior. The Rewards and Consequences System reinforces a youth positive decision-making and provides staff with an important tool to manage youth behavior.

Relocation of the Parole Violator Program

In FY 2001, ADJC opened its parole violator program at the Sunrise Mountain School near Buckeye, Arizona. This program was intended to assess and provide intensive interventions and transition services to youth who had violated the conditions of their parole. In FY 2004, due to a declining youth population, funding from the Sunrise Mountain School was eliminated from ADJC's budget. Therefore, the parole violator program was relocated to the AMS. This move was advantageous to ADJC because it increased the treatment and transition options available to youth.

Lowered Housing Unit Density

Also due to ADJC's declining population in FY 2004, the potential to lower housing unit densities at AMS emerged. The facility is ADJC's largest facility and contains some of its oldest housing unit designs. Over time, many units designed to accommodate one youth per room were double-bunked. ADJC statistical research found a correlation between higher population housing units and assaults. When ADJC's youth population fell, the opportunity was seized to reduce the use of double-bunking in some of the units. Current evidence points to improved safety for youth and staff.

Executive Training

Facility superintendents completed the National Institute of Corrections (NIC) Executive Development Program.

Medical and Behavioral Health Services

Medical and Behavioral Health Services

Introduction

A core principle to ensuring that committed youth are successful upon release from ADJC, is to properly assess each youth for their medical and behavioral needs upon custody and to develop an individualized plan that will be followed and implemented by each youth and staff member until an absolute discharge is granted. To institute this critical standard, a medical and behavioral health services director was nationally recruited in fiscal year '04 to develop clinical programs that are age appropriate, culturally sensitive and gender specific.

The Arizona Department of Juvenile Corrections Medical Health Services provides committed youth with regular medical, dental and vision checkups, and responds to all emergency needs at each of our four facilities.

At each facility is a Health Unit that is staffed with the following:

- Registered Nurses
- Licensed Practical Nurses
- A Registered Nurse Supervisor
- A Dentist and Dental Assistant
- A Medical Records Librarian
- A Medical Provider that may be either a Family Nurse Practitioner or a Physician's Assistant
- A state-wide Medical Director who functions as the Medical Provider for one facility and supervises the Family Nurse Practitioner and Physician's Assistant staff.

BCS is also unique in that the Department has contracted with a obstetrician/gynecologist that visits the facility to treat the female population. Each facility also employs a psychologist and psychiatrist.

Medical and Behavioral Health Services, continued

Accomplishments for FY '04:

Medical Health Services

- Completed the design phase for an electronic health records database that will automate youth medical records, resulting in better treatment services for ADJC youth, and improving communication between treatment team members.
- Completed the development of new medical and public health topics to be included in pre-service training (new employee academy).
- Ensured that all primary health consultants are board certified in their respective specialties.
- Developed medical in-service training for the Education Division and expanded medical in-service training for health staff.
- Developed and implemented a series of informative hand-outs on health topics relevant for youth in both English and Spanish.
- Increased on-site visits for physician supervision and quality assurance
- Increased hours of nursing staff coverage at the BCS health unit.
- Renewed emphasis via the New Employee Training Academy to provide Hepatitis B protection for ADJC employees.
- Applied to the National Public Health Service Corps to obtain authorization as an approved site for tuition loan repayment for identified health services professional staff.

Dental Health Services

- Modernized the dental equipment at AMS, BCS and EPS to increase efficiency and meet OSHA recommended standards of dental care.

Psychiatry

- Recruited and hired a psychiatrist for our largest institution, AMS.

Medical and Behavioral Health Services, continued

- Expanded one-half time psychiatrist position at EPS to a full-time position for the purpose of improved psychiatric coverage for the growing numbers of youth entering ADJC with significant mental health problems.
- Improved integration of psychiatry and psychology teams to provide ADJC's youth with better mental health services.
- Established a partnership with The Arizona State Hospital, Regional Behavioral Health Authorities and other community organizations to provide seamless mental health treatment to youth requiring psychiatric hospital services.

Clinical Services

- Expanded the Artist in Residence Program at BCS and AMS from two units to five units, providing 414 artist workshop hours to 169 youth.
- Implementation of Dialectical Behavior Therapy, a comprehensive cognitive behavioral treatment program, in ADJC's mental health units.
- Offered 1,629 additional individual counseling sessions and 71 group counseling sessions to 264 youth.
- Provided on-site experts from the Board of Behavioral Health to meet with ADJC Psychology Associates and other mental health staff to assist them in meeting licensure requirements. Subsequently, 14 Psychology Associates and Family Services Coordinators have become licensed.
- Received \$322,050 of Tobacco Tax monies directly from the Department of Health Services for training direct care staff in Dialectical Behavior Therapy , Motivational Interviewing, the Stages of Change model, specialized case planning, and administering the Criminogenic and Protective Factors Assessment (CAPFA) tool.
- Designed ADJC's Comprehensive Classification System to improve appropriate housing selection, treatment programs, supervision levels and community placement of ADJC youth.
- Implemented the Massachusetts Youth Screening Inventory-Two (MAYSI-2) and V-DISC tools for assessing all youth admitted to ADJC. Information obtained allows staff to immediately identify the mental health status, substance abuse history, and suicide potential of all juveniles.

Education

Education

Introduction

ADJC provides six hours of daily education to each youth. During the RAC process, youth are assessed for their educational skills and aptitude levels. Current data shows that 97.1% of the juveniles committed to ADJC exhibit some type of negative school behavior and 93.2% of youth exhibit some type of intellectual/educational deficits. Instruction is based on a Personalized Education Plan (PEP) that is developed in RAC as part of the youth's Continuous Case Planning. The PEP addresses the youth's core academic areas, the need for high school courses and/or community college on-line classes, and possible GED preparation. In addition, work readiness and vocational skill development are addressed.

Accomplishments for FY '04:

GED Testing

In August, 2003, ADJC filed an application to the U.S. Department of Education requesting to be established as an official GED testing center. An addendum to the application was later sent to allow testing materials to be transported to AMS, BCS, CMS and EPS. A representative from the Arizona Department of Education (ADE) toured each facility and the Central Office area which would house the testing materials. In October, 2003, ADJC Education was notified by the Director of Operations, GED Testing Services in Washington, D.C., that approval had been granted.

IDEA

ADJC provides programs and related services for students who are eligible under the Individuals with Disabilities Education Act ((IDEA). The purpose of IDEA is for all children with disabilities to receive a free appropriate education. It protects parent's and children's rights, makes sure each student is assessed, and an individual education plan (IEP) is developed when necessary. FY 2003 New Commitment Profile data shows that 97% of males and 67% of females secured within ADJC possess intellectual and educational delays. Forty-five percent of ADJC's student population has been identified as needing special education services. The Department is working closely with ADE's Exceptional Student Services Office on several areas, including compliance monitoring at each of our facilities. All principals and teachers have received additional training hours on special education components including IDEA requirements and the implementation process.

Education, continued

A stipend was proposed to attract special education teachers to ADJC and the Department began to recruit special education teachers through the Council for Exceptional Children, a nationally recognized organization. The Department adopted ADE's new policies and procedures for evaluation as well as special education determination and service delivery. A centralized evaluation referral procedure was established, resulting in a more efficient resource planning process.

Vocational Education

ADJC is committed to providing youth with technical and vocational skill training that will better enable them to succeed once they are released back to their community. Many of the youth have little job experience, therefore training programs in vocational education has become a high priority. This area has been adopted by the Education Division in the upcoming year to work in close partnership with Safe Schools, Community Corrections and local community businesses.

To better understand what types of vocational skill training youth would be interested in learning, a survey was administered and five (5) vocational/technical and career programs were designed based on site resources, youth interest and a labor market analysis. Automotive, Carpentry, Electrical, Plumbing and Cosmetology were identified as areas to be developed first. Principals and Vocational Teachers advocated for workstations in addition to textbook and/or software instruction. The advantages of having workstations include: hands-on work experience, the necessity to work in teams, and an increase in basic math and reading comprehension.

Curriculum Development

Teachers worked during the October 2003 school intersession to align all curriculum taught in ADJC classrooms to the Arizona State Academic Standards. All academic curriculum was posted on the ADJC Intranet to allow for easy viewing access by teachers and school administrators.

Miscellaneous

Other areas that the Education Division focused on includes the recruitment of more bilingual and multicultural, competent teachers, the development of a comprehensive staff development plan based on identified teacher deficiencies generated from previous teacher evaluations, and developing a model curriculum for training YCO I staff to comply with the federal educational mandates of *No Child Left Behind*.

Community Corrections

Community Corrections

Introduction

Following their release from a juvenile correctional facility, youth under the age of 18 receive community-based supervision and referrals for additional treatment through the Department's statewide Community Resource Centers. A youth will spend an average of 7.4 months on parole, under the supervision of a Parole Officer. Absolute discharge is given to a youth once they obtain the age of 18 and/or once they complete the requirements outlined in their parole plan.

One of the main objectives of ADJC is to facilitate the successful reentry of every juvenile back into their community, ensuring a multi-support system for the youth and his or her family. Transition from secure care to the community is initiated by a multi-disciplinary team 90 days prior to release. Safe school and parole staff work in conjunction with service providers to extend a juvenile's treatment into the community. Once on parole, the youth receives case management and parole supervision services. ADJC expends on average, \$5,000,000 annually to provide community-based services to committed youth. These services range from intensive residential treatment to out-patient counseling.

Much of the work accomplished by the staff in Community Corrections is realized because of partnerships with local community providers, schools, colleges, and representatives from state agencies, such as the Department of Education, the Department of Economic Security, the Arizona Health Care Cost Containment System and the Department of Health Service/Behavioral Health Service. These working relationships significantly contribute to a youth's successful reentry to their community.

Accomplishments for FY '04:

Parole

A number of parole staff re-wrote policy and case management standards to ensure consistency with the agency's mission, vision and goals. These standards reflect a case management model based on best practices. The model addresses the importance of having agreed upon service objectives that include a systematic, client-centered comprehensive case plan for each ADJC youth.

Community Corrections, continued

Parole staff increased efforts to communicate with safe school staff prior to a youth's release, thereby improving the preparation associated with a youth's transition back into the community. Specifically, parole supervisors attended safe school transition meetings to help identify problems, offer solutions, and improve the overall process of youth reentry. Initial data indicates that because of these efforts, fewer youth were placed on absconder status and there was an increased percentage of youth participating in community programs.

Paroled youth participated in innovative community restitution projects, such as community clean-up events. Participating juveniles were credited for their time and "earned money" which, the Department immediately passed on to victims. It enabled juveniles to fulfill restitution orders as well as give back to their community. One such event, *Restoring Hope and Healing for Victims, Youth and Families* was a day-long endeavor to clean up and beautify two neighborhoods in Mesa on April 24, 2004. It involved 50 ADJC paroled youth, along with ADJC Parole Officers, the City of Mesa Neighborhood Outreach Office and ADJC's Office for Restorative Justice, Victims' Rights Unit .

Rural Parole Offices

Rural Parole Officers in Cochise, Mohave, Pinal and Yuma counties continued to work jointly with the Department's Reentry Manager and Reentry Specialists on the Department's Serious and Violent Offender Reentry Initiative. This initiative is a comprehensive and collaborative strategy that addresses personal and societal barriers to successful reintegration into the community faced by ADJC youth. Using approximately \$3,000,000 in grant funds from the U.S. Departments of Justice, Labor and Health and Human Services, the Reentry Initiative offers services that begin in secure care and subsequently support the youth's transition.

The Reentry Initiative consists of three phases:

Phase One—Application of institution-based programs designed to prepare a youth for release. Programs address substance abuse, mental health, education, and other assessed needs.

Phase Two—Planning and implementation of community services to assist the youth's transition from secure care to parole supervision.

Phase Three—Establish long-term community supports, such as mentoring relationships, vocational or educational services, independent living provisions, etc., to prepare a youth for discharge from parole.

Community Corrections, continued

The ADJC Reentry Initiative staff is comprised of four Reentry Specialists, one in each of the targeted counties (Cochise, Mohave, Pinal and Yuma), and a Reentry Manager. Reentry Specialists assist youth and families in the transition process by visiting youth frequently in secure care facilities, making referrals to identified resources, and partnering with the youth's parole officer to develop effective transition plans. The daily average number of youth targeted for reentry services, from the four counties is 235.

Lastly, all rural county parole officers received equipment such as radios, cell phones, computer laptops, and safety equipment for their state vehicles, which has enabled them to perform their job more effectively and efficiently.

Community Services

Community Services began contracting with community providers that offer specialized home-based services for youth and families such as Functional Family Therapy, Multi-systemic Therapy, and other intensive in-home services. In addition, more community-based services are being contracted for outside of Maricopa county. Because interagency collaborative case plans have been emphasized, Community Services coordinated the funding of interagency services for youth and families, resulting in a cost savings due to a reduction in duplicative treatment.

The Department reduced its reliance on block bed purchases that resulted in a significant savings in purchase-of-care (treatment) funds. These savings are now allocated to intensive family support services and other needs.

Interstate Compact

Arizona hosted the fall Association of Juvenile Compact Administrators meeting in August, 2003. Meetings are held twice yearly around the country to improve the operational processes between states, thus enabling a smoother transition for youth who require interstate parole supervision and services.

In 2003 Arizona was one of the first states to embrace and pass legislation (HB 2106) that revised the 50-year old Interstate Compact on Juveniles (ICJ). The "new" ICJ addressed the areas of: enforcement, administration, finances, communication and data sharing.

Inspections and Investigations

Inspections and Investigations

Introduction

In October of 2003, then Interim Director Michael Branham began laying the foundation for a more safe and secure environment for both staff and youth at ADJC. As such, in January 2004 the Director hired a law enforcement consultant to assist in the re-development of the agency's Internal Affairs Unit. In April of the same year, the consultant became a permanent employee of the Department, stepping into the role of Administrator for the newly created Inspections and Investigations Division, the former ADJC Internal Affairs Unit. The Administrator was charged with creating a division that professionally investigates all allegations of staff and youth misconduct and audits all agency operations to ensure compliance with departmental policy and procedure. Subsequently, the ADJC Inspections and Investigations Division now supports a total of 20 employees comprised of POST-certified Police Officers, Investigators, Inspectors, and K-9 Officers.

The following information highlights the structure and operations of the Inspections and Investigations Unit:

- The Inspections and Investigations (I & I) Administrator reports directly to the Director of ADJC to ensure timely notification of significant issues and events.
- The **Inspections Unit** is charged with providing the Director and staff with accurate and timely information regarding the overall operations of the Department so that practices and processes can be readily evaluated. Inspectors ensure that ADJC staff are in compliance with, and consistently adhere to Departmental and national standards, procedures, and policies, which allows for continuous operational improvement.
- The **Investigations Unit** is comprised of three distinct work units, the Criminal Investigations Unit, the Professional Standards Unit and the Canine Corp.

The Criminal Investigations Unit is comprised of AZPOST sworn investigators who are charged with both proactive and reactive responses to all possible unlawful acts occurring within the Department. Investigators utilize the best investigative practices and techniques to mitigate the impact of unlawful behavior within the Department. Included in their duties is support for the absconder warrant service.

Inspections and Investigations, continued

The Professional Standards Unit is charged with the investigation of all serious administrative matters alleging violations of State or Department policies, procedures and/or practices. The investigators assigned to this unit have had additional training in the handling of these “employee sensitive” related cases. Their final work product is fair, thorough and an objective finding of facts.

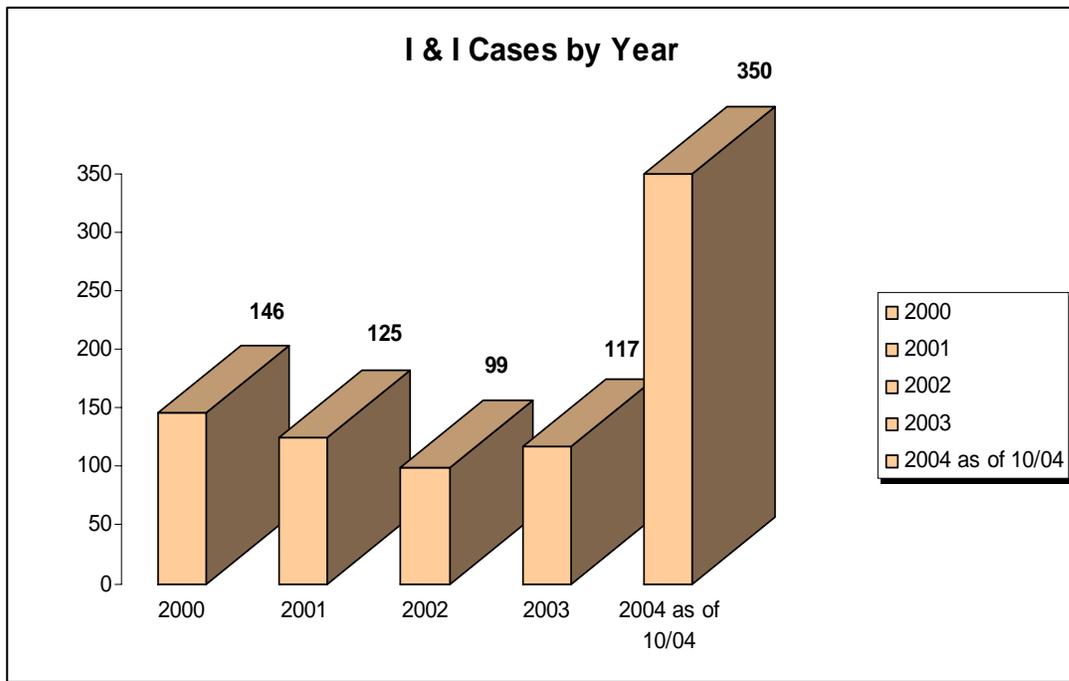
The Canine Corp is comprised of two YCO’s and is the Department’s Narcotic Detection group. Both YCO’s and Labrador Retriever partners recently completed a rigorous nine-week certification process through AZPOST. The Canine Corp identifies all illegal substances by working incoming mail processes, youth visitation and front gate processes, as well as other special assignments necessary to ensure the safety and integrity of the Department.

Accomplishments for FY ‘04:

- Two experienced and qualified commanders were hired to manage the Inspection and Investigation Units.
- An interview room with video and audio taping capability was recently constructed in order to memorialize for court purposes all interviews with staff and youth.
- Evidence collection and processing was improved and brought up to Law Enforcement and Court best-practice standards.
- An Employee Conduct Policy was written to promote consistent discipline and identify consequences for unacceptable behavior.
- An Administrative Investigation Policy was written, outlining processes and protocols for administrative investigations.
- Newly hired investigators attended classes to enhance investigative skills.
- An automated case management tracking system and electronic reporting and management system was developed.
- Adopted supervisory oversight and quality checks on all cases and investigative processes.
- Lastly, an improved working relationship was established with ADJC’s legal staff, as well as with Maricopa and Pima County Attorney Offices, particularly with Juvenile Division Chiefs. This cooperative effort has greatly benefited investigators.

Inspections and Investigations, continued

Overview of I & I Investigations



Note: After October of 2003, at Director Branham's direction, all criminal activity and serious staff misconduct were to be investigated and reviewed by the Inspections and Investigations Unit. Prior to this, the decision to investigate events was left to the discretion of various supervisors.



Inspections and Investigations, continued

Canine Corp



Back Row:

Ralph Pedergast, Arizona Department of Corrections Dog Program Administrator;
Officer Jeff Kozel, Phoenix Police Department.

Front Row:

YCO II Geneva Lobato and “Scheck”; *YCO II Garnett Winders* and “Hunter”.

Legal Systems

Legal Systems

Introduction

The Department's Legal Systems Division provides an array of law-related services crucial to the operations of ADJC. The Attorney General Liaison works with the Attorney General's office to manage the numerous and varied legal issues that arise regularly. These range from public records requests to the process for committing a juvenile for inpatient mental health services to claims filed against ADJC. The Division also houses the CRIPA Project Coordinator. The Due Process Proceedings Office is made up of administrative hearing officers who hear parole revocation and institutional disciplinary hearings for youth. The Juvenile Ombuds unit provides ombudspersons at each secure facility to operate the agency's youth grievance system, advise student councils, represent juveniles in hearings conducted by the Department, and engage in informal problem-solving. The Office of Restorative Justice is responsible for ensuring that victims of ADJC youth are afforded the rights they are guaranteed by Arizona law. It also works to provide services to victims and communities touched by crime and helps develop programming for committed juveniles that addresses issues of victimization. Finally, the Office of Policy, Strategic Diversity and Equity oversees the development and implementation of agency policies and procedures and, in addition, coordinates the efforts to ensure that ADJC meets the needs of the diverse population it serves.

Accomplishments for FY '04:

- The Juvenile Ombuds Unit revised and streamlined the youth grievance process, including automation of forms and the creation of automated statistical reports.
- The Juvenile Ombuds Unit also instituted a new process whereby any allegation of physical, sexual or verbal abuse of a youth is immediately forwarded to the Inspections and Investigations Unit, whether the allegation is received as a youth grievance or in any other format.
- The Office of Policy, Strategic Diversity and Equity began a complete review and reorganization of agency policy and procedure.
- The Office of Policy, Strategic Diversity and Equity streamlined and shortened the process for drafting new procedures or amending existing ones; and they have simplified policy and procedure formats.

Legal Systems, continued

- The Office of Policy, Strategic Diversity and Equity implemented a new process whereby every agency employee receives draft policies and procedures via e-mail and has an opportunity to provide input.
- The Office of Policy, Strategic Diversity and Equity Staff worked diligently to consolidate all agency forms and make them electronically available to all employees.
- The Director of The Office of Policy, Strategic Diversity and Equity was instrumental in proposing, negotiating and implementing an agreement with the General Counsel of Mexico and Bureau of Immigration and Customs Enforcement regarding Mexican national youth committed to the Department. The agreement ensures that Mexican national youth are either reunited with their families or placed with Mexican social service authorities upon the completion of their commitment to ADJC.
- The Office of Restorative Justice was successful in obtaining a grant from Department of Justice, Office of Victim of Crime (OVC) to provide outreach, advocacy and services to victims.
- Community service projects by the Office of Restorative Justice were highlighted in *Victims' Rights Week*.
- The Office of Restorative Justice improved the capacity to address community victim safety at Superintendent Release Board hearings (parole hearings).
- The Office of Restorative Justice revised and translated into Spanish all Victim Notification Letters on YouthBase, ADJC's information database.
- The Victims' Rights Manual was updated and revised.
- The Office of Restorative Justice delivered six Victim Impact Panels for youth in the Sex Offender Unit at AMS, including nine presentations by victims. This pilot project will be repeated throughout the other facilities.
- Office of Restorative Justice was also responsible for successfully conducting ten youth-to-staff mediations at BCS as part of a Conflict Resolution Project. The project represents the culmination of a partnership with Arizona State University and will be expanded system-wide.

Communications and Legislative Policy

Communications and Legislative Policy

Introduction

On behalf of the Director's Office, the Communications and Legislative Policy Unit is responsible for all internal communications with agency personnel and external communications with the media, governmental entities, and constituents. Additionally, the Unit works with the Director, Executive Staff and the Governor's Office to develop the Department's legislative agenda. When needed, the Director and the unit's designated lobbyist attend meetings with legislators to discuss pending legislation and testify at legislative committee meetings. Constant monitoring of pertinent legislation is a critical task undertaken by unit staff. The Communications and Legislative Policy Unit oversees electronic communication (i.e. public website and Intranet), the annual employee recognition ceremony, provides bilingual services for youth and families, coordinates inter and intra-agency grant projects and develops and promotes various community outreach activities.

Accomplishments for FY '04:

- Redesigned the Department public website, creating and updating all content so that it is current, informative and 'user-friendly.' The new website meets all governmental standards, ensuring ease-of-use for the disabled.
- Translated approximately 25 percent of the public website into Spanish.
- Developed the Intranet, the primary electronic communication vehicle for all Departmental staff.
- Updated the content and promoted the use of Youthnet, a secure website created for juvenile court personnel so that reports regarding the treatment progress of the youth committed to the Department can be reviewed by judicial officers and probation staff.
- Changed the agency domain name (from dj.state.az.us to azdjc.gov) and standardized all staff e-mail naming conventions, to promote consistency and brevity.
- Developed a 'Master Calendar' for scheduling and tracking facility tours and speaking engagements provided by identified staff.
- Created a quarterly newsletter "On the Move," that is distributed to the general public, as well as archived on the public website.

Communications and Legislative Policy, continued

- Established the Department's first annual Honors Ceremony, recognizing the exceptional work performance of employees throughout the agency.
- Established an electronic registry, tracking all employee birthdays and years of state service. Automatic congratulatory messages are now sent via e-mail to employees upon reaching these milestones.
- Launched Project Zero Tolerance, a proclamation against all forms of abuse perpetrated against youth or staff. Both an e-mail address and phone number were introduced for use by employees and the general public to anonymously report concerns. Posters were created and placed at each facility, parole office and at Central Office.
- Reviewed and began revision of policies and procedures pertaining to role of the agency legislative liaison/designated lobbyist, and employee contact with the legislature and media.
- Received grants in the following areas:

Residential Substance Abuse Treatment (RSAT) - \$619,334

To provide substance abuse treatment services at AMS, BCS and CMS.

Residential Substance Abuse Treatment (RSAT) Aftercare- \$23,068

For substance abuse aftercare services following treatment in a secure facility.

Victim of Crime Act (VOCA) - \$41,513

To provide advocacy services that create the opportunity for a victims' voice to be heard at every stage in the management of the offender and ensures that accountability and safety measures are consistently addressed.

Attorney General's -Victim's Rights' Fund-\$37,900

To provide for the consistent delivery of victim notifications as required by statute.

City of Phoenix Arts and Culture-\$2,500

For the development of Essential Theatre-arts programming for youth.

Arizona Commission on the Arts-\$5,500

For the development of Essential Theatre-arts programming for youth.

U.S. Department of Justice-\$172,359

For mental health and substance abuse treatment for those youth participating in the Reentry Initiative

Communications and Legislative Policy, continued

- Promoted community outreach projects, such as the Governor’s “Stuff the Bus,” an effort to collect school supplies for youth in need and “Take Your Child To Work Day,” a day set aside for youth to ‘shadow’ their parent and to learn about the workplace-as pictured below .

Director Branham offers a youth a commemorative pin from the Department.



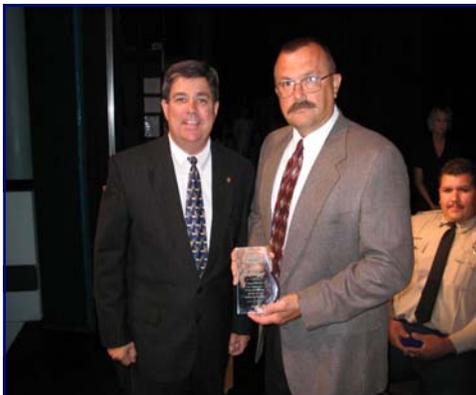
Christine Acero, ADJC Web Administrator, is pictured with her daughter, Nia and son, Ricci .



ADJC Honors Ceremony

The Department was pleased to host its first Annual ADJC Honors Ceremony held on July 30, 2004 at the Herberger Theater. This event recognized staff, along with volunteers, interns, and community partners for outstanding service to the Department during the past fiscal year, July 1, 2003 through June 30, 2004. Over 170 individuals were recognized in various categories.

Posting of the colors by the ADJC Honor Guard



Special recognition was given to the Arizona Department of Corrections (ADC) for their assistance in the development of the Department's Canine Corp. Director Branham presented an award to Ralph Pendergast, ADC Dog Program Administrator/Trainer.

Phoenix Police Officers Jason Schechterle and Jeff Kozel were honored for allowing our Department to name the ADJC service dogs "Scheck" and "Hunter," in recognition of Officer Schechterle's bravery on the job and in memory of Officer Kozel's canine partner that was killed in the line of duty. Pictured is ADJC Dog Handler Garnett Winders, Phoenix Police Officer Jeff Kozel and "Hunter."



ADJC Honors Ceremony, continued



In the words of Martin Luther King..."An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of all humanity."

-Alan Stephens, Deputy Chief of Staff for Governor Napolitano provided opening remarks.

Jeanine L'Ecuyer, Director of Communications for Governor Napolitano and Gerald Richard, Director of the Legal Support Division for the Phoenix Police Department were co-hosts for the ceremony.



Director's Merit Award

In recognition to an employee who, during the actual performance of job service, sustains a significant injury or requires prolonged medical attention.

Mary McMillan, EPS

Lifesaving Award

In recognition of an employee for an act that results in the saving or preservation of a human life or lives that otherwise would have immediately expired without the employee's direct involvement in providing first aid, medical or physical intervention.

John Guerrero, AMS; Erick Bohall, AMS; Jacob Coombs, EPS; Chris Pierce, CMS



Director Branham, John Guerro,
Deputy Director Dianne Gadow



Director Branham, Chris Pierce,
Deputy Director Dianne Gadow

ADJC Honors Ceremony, continued

Exceptional Service Award

In recognition of an employee for an act of dedication to job service which results in a significant and exceptional contribution to the Department.

Elmar Cobos, AMS

Jose Gallegos, AMS

Kristopher Herman, CMS

Richard Luhrsen, AMS

Lawrence Roth, AMS

Jaime Soto, Human Resource

Wendy Wilda, BCS

Outstanding Supervisors Award

In recognition for a single incident/event where the leadership and management actions of the individual lead to a successful outcome and for continued excellence in leadership and management of a team, committee, unit or division, over a period of time.

Eddie Amaechi, AMS; Adam Henning, AMS; Christian Sifuentes, AMS



Director Branham, Eddie Amaechi, Deputy Director Dianne Gadow



Director Branham, Adam Henning,
Deputy Director Dianne Gadow



Director Branham, Christian Sifuentes,
Deputy Director Dianne Gadow

ADJC Honors Ceremony, continued

Director's Team Spirit Award

In recognition for the successful completion of a predetermined job task or continuing efforts by a group of employees working for a common objective.

Adobe Mountain School, Management Team

Adobe Mountain School, Groundskeeping Unit

Black Canyon School, Recreation Team

*East Valley Community Resource Center
& Victims' Rights Office*

*Eagle Point School, Housing Unit Managers
(pictured at right)*

Honor Guard, Agency-wide

Inspections and Investigations Division

Office of Policy, Strategic Diversity & Equity

*Southwest Regional Juvenile Correctional Complex,
Health Unit*

*Southwest Regional Juvenile Correctional Complex,
Support Services Staff*

*Transportation Unit
(pictured below)*

Unit Mustang Team, Eagle Point School



ADJC Honors Ceremony, continued

Outstanding Contractor / Provider Award

In recognition to a provider/contractor for outstanding dedication to activities or projects that promote the Department's mission, vision, and goals.

Essential Theater, Susan Southard



Outstanding Intern of the Year Award



Sara Schustek, AMS

In recognition to one intern for outstanding dedication to activities or projects that promote the Department's mission, vision, and goals.

Outstanding Volunteers of the Year Award

In recognition to volunteers for outstanding dedication to activities or projects that promote the Department's mission, vision, and goals.

*Reverent Julianne Lewis, Unity of the Southwest
(pictured at right)*

Donald Cross, Public Volunteer

Katie Barclay, Arizona State University

Jennie Bennet, Girl Scouts

Yvonne Pastor, Girl Scouts

Ruby Quintero, Girl Scouts

Barbara Strachan, Catholic Social Services

Betty Tihey, Girl Scouts



ADJC Honor's Ceremony, continued

Certificate of Recognition

In recognition to an employee for outstanding performance or conduct exemplifying observance and dedication to the Department mission, vision, and goals through either a single act or consistently superior achievement.

Christine Acero, Web Administrator

Sue Aguilera, AMS

Armida Alva, AMS

Michael Carroll, AMS

Marcio "Rico" Coles, AMS

*Dina Forrester, Office of Policy, Strategic
Diversity & Equity*

Jack Forrester, Community Services

Glenn Giver, Inspections & Investigations

Felipe Gordillo, Jr., EPS (pictured below)

*Dee Hall, Office for Restorative Justice,
Victims' Rights Unit*



Cecily Lansford, Community Services

Edward Manley, CMS

*Roxana Matiella, Tucson Parole &
Community Resource Center*

Jen Mayer, AMS

Abu Mboka, AMS

*Katrina Montano, Office of Restorative Justice,
Victims' Rights Unit*

Oliver Moody, AMS

Shawn O'Connor, EPS

Kathie Putrow, Research & Development

Delfina Romero, BCS

Ezequiel Ruiz, EPS

Dan Shipley, AMS

Zane Swenson, CMS

L. Nicole Turner, EPS

ADJC Honor's Ceremony, continued

State Service Awards

Thirty–Five Years

Frankie Banks, South Parole



Thirty Years

Chan Chandler, Rural Parole



*Danny Thompson,
Office of Policy,
Strategic Diversity & Equity*



Twenty–Five Years

Art Gonzales, Mesa Parole

Tom Gronski, Youth Management Systems

Darwin Johnson, Community Corrections

Bill McPheron, CMS

Jacque Medrano, South Parole

Diann Patterson, Procurement

Kay Stephens, AMS

Twenty Years

Armida Alva, AMS

Fran Berkowitz, Legal Services, Due Process

Ricky Collins, CMS

Jeanne Dotson, Health Services, CMS

Glenn Giver, Inspections & Investigations

Jill LaBrie, Tucson Parole

Lou LaFond, Health Services

Susan Lucero, MIS

Manual Sanchez, CMS

Jacob Smith, EPS

Support Services

Support Services

Introduction

Support Services is the underlying core to the Department's operations by providing personnel, financial and information management services. The personnel management function is carried out by the Human Resource and Staff Development Units. These units are responsible for the recruitment, hiring, retention and training of the agency workforce. The financial management function is provided by the Fiscal Services Unit and is responsible for accounting, payroll, procurement, and budget oversight. The information management function rests with the Management Information System (MIS) and Research and Development (R&D) Units. These units offer technological support and statistical research.

Accomplishments for FY '04:

- Human Resource personnel were involved in the comprehensive Arizona Department of Administration (ADOA) conversion of the former statewide HRMS personnel management system, to the newly-developed HRIS system. Because this task was complicated, staff were trained to become proficient in complexities of the program. The conversion was realized in January 2004 when the payroll input resulted in 1100 employees receiving their first paycheck from the system.
- Recruitment efforts were intensified through the active participation in job fairs, thereby resulting in an increase in the testing and hiring of Youth Correctional Officers.
- A new curricula for Security Staff was designed and developed to address proper protocol for security response and youth crisis management. It consists of 13 classes, totaling 40 hours of instruction.
- The In-service Academy for current employees was expanded to include mandatory classes in first aide, infectious diseases, and medication control. Over 80% of safe school staff have completed this training.
- Staff Development personnel were involved in the Criminogenic and Protective Factor Assessment (CAPFA) implementation, developing training curricula and ensuring instructor certification.
- The Staff Development Administrator was elected to the Board of Juvenile Justice Trainers' Association, which is linked to the National Institute of Corrections (NIC). As a result, ADJC will be implementing the NIC Leadership Program for all levels of management during fiscal year '05.

Support Services, continued

- The Pre-service Academy, for newly hired YCO's, graduated 140 cadets from nine academies.
- The Pre-service Academy curricula was extended from four to seven weeks.
- The Central Office Fiscal Administrator completed a financial audit of each facility business office.
- The Procurement Office Administrator completed quarterly audits of each facility business office, ensuring compliance with the Arizona Procurement Code.
- R & D Staff completed the Seventh Annual Outcome Evaluation Report which reported recidivism results for 6,064 juveniles released from ADJC Safe Schools between 1996 and 2001.
- R & D Staff completed a study on what facility staff knew about the juveniles they supervised. The report from this study was published in the journal: Offender Programs Report.
- Secure School Population projections for the next five years were prepared.
- The R & D Administrator was elected to the Executive Board of the Western Society of Criminology and was elected to be President-Elect of the Arizona Evaluation Network.
- An ADJC Employee Satisfaction Survey was completed. The survey was distributed to all ADJC employees.
- A detailed study was completed on what factors are relevant to retaining high-performing Youth Correctional Officers.
- A study was completed on juvenile on juvenile and juvenile on staff assaults within ADJC facilities.
- A study on self-abuse incidents within ADJC facilities was completed.
- A national phone survey on third-shift medical staff coverage in juvenile correctional facilities was completed.
- A study on juvenile crime trends in Arizona was completed.
- R & D staff completed a study on youth correctional officer salaries.

Support Services, continued

ADJC FY 2004 Expenditures			
Type	Appropriated	Non-Appropriated	Total
FTE 's	1,214.4	54.5	1,268.9
Personal Services	\$38,148.2	\$1,937.5	\$40,085.7
Employee Related Services	11,080.1	536.2	1,616.3
Professional and Outside Services	7,577.9	503.0	8,080.9
Travel In-State	678.6	65.0	743.6
Travel Out-of-State	17.9	30.3	48.2
Food	624.9	320.1	945.0
Other Operating Expenses	8,055.3	611.3	8,666.6
Equipment	1,373.0	184.7	1,557.7
Cost Allocation	223.4	0.0	223.4
TOTAL	\$67,779.3	\$4,188.1	\$71,967.4

ADJC FY 2004 CRIPA Funded Issues		
Type	FTE's	Allocation
Juvenile Justice		
Staffing	37.0	\$1,396.8
Training	9.5	361.8
Policy & Procedures	9.0	573.1
Facilities		680.6
Education Statutory		
Compliance	15.0	1,020.0
Mental Health & Medical Services	3.0	1,085.4
TOTAL	73.5	\$5,117.7

ADJC Directory

Adobe Mountain School 2800 West Pinnacle Peak Phoenix, Arizona 85027	(623) 869-9050 Superintendent: Joe Jericho
Black Canyon School 24601 North 29th Avenue Phoenix, Arizona 85027	(623) 780-1303 Superintendent: Suzanne LaRue
Eagle Point School 26701 South State Route 85 Buckeye, Arizona 85326	(623) 386-8000 Superintendent: Judy Dyess
Catalina Mountain School 14500 North Oracle Road Tucson, Arizona 85738	(520) 818-3484 Superintendent: Manny Lopez
Northwest Phoenix Community Resource Center 2802 North 37th Avenue Phoenix, Arizona 85009	(602) 233-1667 Supervisor: Sandra Acosta
South Community Resource Center 1122 North 7th Street, #205 Phoenix, Arizona 85006	(602) 462-0941 Supervisor: Barbara Carlstrom
Mesa Community Resource Center 555 West Iron, #104 Mesa, Arizona 85210	(480) 844-7164 Supervisor: Mike Wilson
Tucson Parole & Community Resource Center 151 South Tucson Boulevard Tucson, Arizona 85716	(520) 324-0610 Supervisor: Larry Starks

If you should have any questions regarding the information contained in this report, please contact Central Office Administration at (602) 542-4302 and departmental staff will promptly respond to your inquiry.

NEW COMMITMENT DEMOGRAPHIC DATA

Juveniles committed to the ADJC were some of the most difficult teenagers in Arizona. Many were chronic property offenders and almost all of them had serious substance abuse problems. While efforts were made to identify and build on their personal strengths, many of them had significant intellectual, educational and emotional deficiencies.

GENDER	FY 2001	FY 2002	FY 2003	FY 2004
Male	790 (88.5%)	726 (88.2%)	659 (87.6%)	586 (85.2%)
Female	103 (11.5%)	97 (11.8%)	93 (12.4%)	102 (14.8%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

RACE/ETHNICITY	FY 2001	FY 2002	FY 2003	FY 2004
Hispanic	380 (42.6%)	377 (45.8%)	352 (46.8%)	317 (46.1%)
Caucasian	347 (38.9%)	284 (34.5%)	243 (32.3%)	239 (34.7%)
African American	82 (9.2%)	86 (10.4%)	70 (9.3%)	59 (8.6%)
Native American	40 (4.5%)	44 (5.3%)	34 (4.5%)	30 (4.4%)
Mexican National	40 (4.5%)	30 (3.6%)	48 (6.4%)	31 (4.5%)
Asian	2 (0.2%)	0	1 (0.1%)	4 (0.6%)
Other	2 (0.2%)	2 (0.2%)	4 (0.5%)	8 (1.2%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

AGE	FY 2001	FY 2002	FY 2003	FY 2004
13 years old or younger	49 (5.4%)	18 (2.1%)	15 (2.0%)	11 (1.6%)
14 years old	104 (11.6%)	101 (12.3%)	71 (9.4%)	70 (10.2%)
15 years old	193 (21.6%)	197 (23.9%)	161 (21.4%)	149 (21.7%)
16 years old	257 (28.8%)	261 (31.7%)	246 (32.7%)	219 (31.8%)
17 years old	290 (32.5%)	246 (29.9%)	259 (34.4%)	239 (34.7%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

COUNTY	FY 2001	FY 2002	FY 2003	FY 2004
Maricopa	395 (44.2%)	314 (38.2%)	317 (42.2%)	363 (52.8%)
Pima	219 (24.5%)	241 (29.3%)	195 (25.9%)	122 (17.7%)
Pinal	72 (8.0%)	53 (6.4%)	41 (5.5%)	47 (6.8%)
Yuma	48 (5.4%)	51 (6.2%)	36 (4.8%)	25 (3.6%)
Mohave	40 (4.5%)	29 (3.5%)	31 (4.1%)	32 (4.7%)
Cochise	22 (2.5%)	26 (3.2%)	23 (3.1%)	21 (3.1%)
Yavapai	33 (3.7%)	36 (4.4%)	30 (4.0%)	13 (1.9%)
Navajo	14 (1.6%)	19 (2.3%)	21 (2.8%)	11 (1.6%)
Santa Cruz	12 (1.3%)	10 (1.2%)	9 (1.2%)	13 (1.9%)
Gila	11 (1.2%)	11 (1.3%)	17 (2.3%)	13 (1.9%)
Apache	3 (0.3%)	3 (0.4%)	2 (0.3%)	6 (0.9%)
Coconino	15 (1.7%)	18 (2.2%)	21 (2.8%)	17 (2.5%)
Graham	7 (0.8%)	10 (1.2%)	4 (0.5%)	3 (0.4%)
La Paz	2 (0.2%)	1 (0.1%)	2 (0.3%)	-0-
Greenlee	-0-	1 (0.1%)	3 (0.4%)	2 (0.3%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

NEW COMMITMENT DELINQUENCY DATA

Number of Prior Adjudications	FY 2001	FY 2002	FY 2003	FY 2004
1 adjudication	47 (5.3%)	24 (2.9%)	30 (4.0%)	15 (2.2%)
2-3 adjudications	180 (20.2%)	165 (20.1%)	173 (23.0%)	137 (19.9%)
4-5 adjudications	316 (35.4%)	262 (31.8%)	263 (35.0%)	215 (31.3%)
6-7 adjudications	213 (23.9%)	255 (31.0%)	174 (23.1%)	186 (27.0%)
8 or more	137 (15.3%)	117 (14.2%)	112 (14.9%)	135 (19.6%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

Number of Prior Referrals	FY 2001	FY 2002	FY 2003	FY 2004
1 referral	18 (2.0%)	5 (0.6%)	8 (1.1%)	6 (0.8%)
2 referrals	20 (2.2%)	8 (1.0%)	13 (1.7%)	9 (1.3%)
3-5 referrals	89 (10.0%)	78 (9.5%)	82 (10.9%)	91 (13.2%)
6-10 referrals	348 (39.0%)	342 (41.6%)	323 (42.9%)	281 (40.9%)
11 to 15 referrals	255 (28.6%)	212 (25.8%)	201 (26.7%)	194 (28.2%)
16 & more	163 (18.3%)	178 (21.6%)	125 (16.6%)	107 (15.6%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

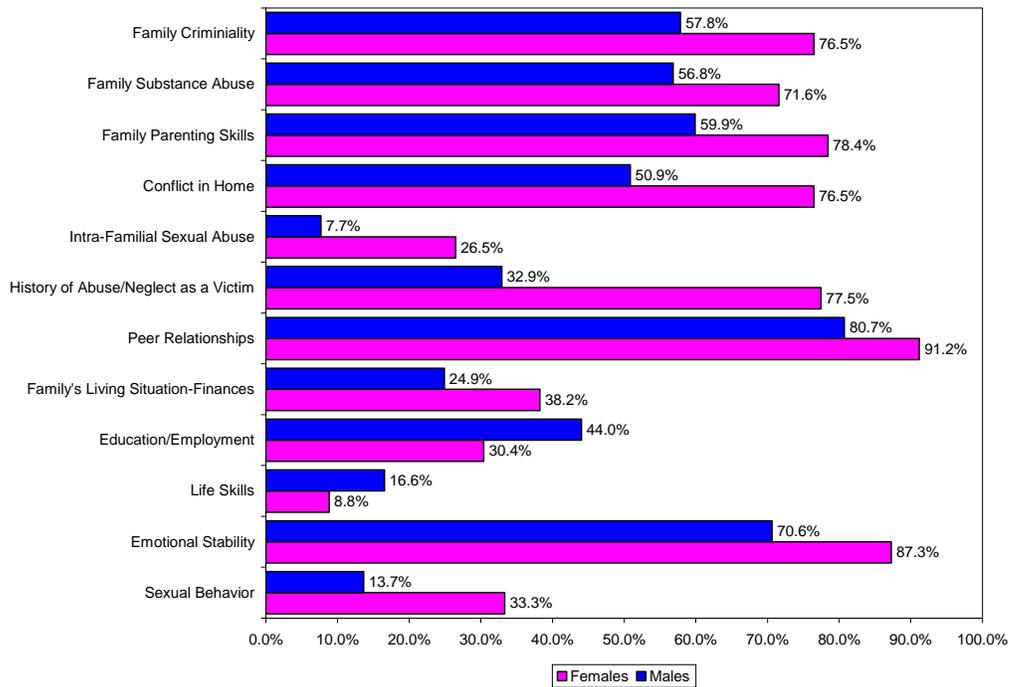
Risk Level	FY 2001	FY 2002	FY 2003	FY 2004
High	284 (31.8%)	293 (35.6%)	232 (30.9%)	220 (32.0%)
Moderate	465 (52.1%)	416 (50.5%)	394 (52.4%)	350 (50.9%)
Low	144 (16.1%)	114 (13.9%)	126 (16.8%)	118 (17.2%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

Felony Class Level	FY 2001	FY 2002	FY 2003	FY 2004
Class 1 Felony	1 (0.1%)	1 (0.1%)	0	0
Class 2 Felony	34 (3.8%)	35 (4.3%)	30 (4.0%)	33 (4.8%)
Class 3 Felony	137 (15.3%)	108 (13.1%)	102 (13.6%)	94 (13.7%)
Class 4 Felony	109 (12.2%)	114 (13.9%)	108 (14.4%)	104 (15.1%)
Class 5 Felony	90 (10.1%)	75 (9.1%)	59 (7.9%)	68 (9.9%)
Class 6 Felony	249 (27.9%)	255 (31.0%)	243 (32.3%)	233 (33.9%)
Misdemeanor	273 (30.6%)	235 (28.6%)	210 (27.9%)	156 (22.7%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

COMMITTING OFFENSE	FY 2001	FY 2002	FY 2003	FY 2004
Property Offenses	437 (48.9%)	358 (43.5%)	316 (42.0%)	308 (44.8%)
Crimes Against Persons	159 (17.8%)	171 (20.8%)	154 (20.5%)	139 (20.2%)
Drug Offenses	150 (16.8%)	146 (17.7%)	129 (17.2%)	126 (18.3%)
Public Order Offenses	87 (9.7%)	81 (9.8%)	81 (10.8%)	70 (10.2%)
Weapons Offenses	22 (2.5%)	28 (3.4%)	30 (4.0%)	19 (2.8%)
All Other Offenses	38 (4.3%)	39 (4.7%)	42 (5.6%)	26 (3.8%)
TOTALS	893 (100%)	823 (100%)	752 (100%)	688 (100%)

CRIMINOGENIC NEEDS	FY 2001	FY 2002	FY 2003	FY 2004
TREATMENT SERVICE FACTORS				
Substance Abuse	98.0%	97.6%	96.9%	96.1%
Sexual Behavior	19.8%	17.9%	19.0%	16.6%
Emotional Stability	65.7%	74.1%	77.3%	73.1%
Theft Behavior	90.3%	88.2%	85.8%	89.5%
EDUCATIONAL/SOCIAL SKILLS FACTOR				
Life Skills	35.2%	82.2%	11.9%	15.4%
Youth's Parenting Skills	6.3%	9.1%	7.3%	7.6%
Education/Employment	70.8%	64.1%	64.0%	42.0%
Living Situation-Finances	26.1%	28.8%	31.4%	26.9%
Intellectual/Educational Deficits	90.3%	94.2%	93.2%	77.5%
Peer Relationships	93.1%	97.6%	93.6%	82.3%
School Behavior/Adjustment	96.3%	96.7%	97.1%	92.4%
MEDICAL & MENTAL HEALTH FACTORS				
Health/Hygiene	27.6%	40.1%	37.0%	27.3%
History of Abuse/Neglect as Victim	39.4%	37.3%	38.7%	39.5%
Intra-Familial Sexual Abuse	9.1%	11.1%	9.6%	10.5%
FAMILY ENVIRONMENT FACTORS				
Conflict in Home	56.4%	68.7%	64.2%	54.7%
Parenting Skills	53.5%	74.1%	77.3%	62.6%
Substance Abuse - Family	54.4%	58.2%	63.4%	59.0%
Family Criminality	56.8%	63.0%	68.6%	60.6%
Disabilities of Caregivers	10.0%	7.9%	7.9%	9.4%

**SELECTED NEEDS BY GENDER
FY2004**



PAROLE VIOLATORS

All juveniles returning to ADJC from parole are placed on "pending suspension/revocation" status until a hearing is completed. One of three outcomes can occur at the hearing: parole reinstatement, parole reinforcement or parole revocation. The parole reinforcement program was terminated in June of 2004. A juvenile can also be discharged or released, however, that action is initiated independent of the revocation process. Parole revocation results in a juvenile returning to a secure safe school.

NUMBER OF JUVENILES RETURNING TO "PENDING SUSPENSION/REVOCATION"

	FY2001	FY2002	FY 2003	FY 2004
"PENDING STATUS"	809	780	705	599
Parole Revocation	399 (49.3%)	180 (23.1%)	186 (26.4%)	293 (49.0%)
Parole Reinstated	189 (23.4%)	151 (19.4%)	104 (14.8%)	79 (13.2%)
Parole Reinforced	141 (17.4%)	391 (50.1%)	320 (45.4%)	175 (29.2%)
Other	80 (9.9%)	58 (7.4%)	95 (13.4%)	52 (8.6%)

PAROLE REVOCATIONS

AGE	FY2001	FY2002	FY 2003	FY 2004
13 years old	4 (1.0%)	1 (0.6%)	0	3 (1.0%)
14 years old	18 (4.5%)	8 (4.4%)	1 (0.5%)	4 (1.4%)
15 years old	54 (13.5%)	26 (14.4%)	28 (15.1%)	27 (9.2%)
16 years old	125 (31.3%)	55 (30.6%)	69 (37.1%)	91 (31.1%)
17 years old	198 (49.6%)	90 (50.0%)	88 (47.3%)	168 (57.3%)
Total	399 (100%)	180 (100%)	186 (100%)	293 (100%)

COUNTY	FY2001	FY2002	FY 2003	FY 2004
Maricopa	203 (50.9%)	73 (40.6%)	70 (37.6%)	112 (38.2%)
Pima	121 (30.3%)	66 (36.7%)	73 (39.2%)	98 (33.4%)
Pinal	21 (5.3%)	10 (5.6%)	9 (4.8%)	16 (5.5%)
Yuma	8 (2.1%)	7 (3.9%)	11 (5.9%)	17 (5.8%)
Mohave	18 (4.5%)	5 (2.8%)	4 (2.2%)	12 (4.1%)
Cochise	10 (2.5%)	4 (2.2%)	4 (2.2%)	18 (6.1%)
Yavapai	3 (0.8%)	7 (3.9%)	6 (3.2%)	6 (2.0%)
Navajo	1 (0.3%)	2 (1.1%)	1 (0.5%)	2 (0.7%)
Santa Cruz	1 (0.3%)	0	0	1 (0.3%)
Gila	4 (1.0%)	0	1 (0.5%)	2 (0.7%)
Apache	3 (0.8%)	1 (0.6%)	1 (0.5%)	1 (0.3%)
Coconino	4 (1.0%)	3 (1.7%)	4 (2.2%)	8 (2.7%)
Graham	2 (0.5%)	10 (1.2%)	4 (0.5%)	0
Total	399 (100%)	180 (100%)	186 (100%)	293 (100%)

RACE	FY2001	FY2002	FY 2003	FY 2004
Caucasian	116 (29.1%)	50 (27.8%)	50 (26.9%)	91 (31.1%)
African American	48 (12.0%)	16 (8.9%)	19 (10.2%)	34 (11.6%)
Native American	22 (5.5%)	9 (5.0%)	9 (4.8%)	15 (5.1%)
Hispanic	200 (50.1%)	98 (54.4%)	103 (55.4%)	141 (48.1%)
Asian	2 (0.5%)	2 (1.1%)	1 (0.5%)	0
Other	0	1 (0.6%)	0	0
Mexican National	11 (2.8%)	4 (2.2%)	4 (2.2%)	12 (4.1%)
Total	399 (100%)	180 (100%)	186 (100%)	293 (100%)

Felony Class Level	FY2001	FY2002	FY 2003	FY 2004
Felony Class 2	11 (2.8%)	4 (2.2%)	9 (4.8%)	8 (2.7%)
Felony Class 3	24 (6.0%)	14 (7.8%)	19 (10.2%)	26 (8.9%)
Felony Class 4	47 (11.8%)	20 (11.1%)	28 (15.1%)	30 (10.2%)
Felony Class 5	29 (7.3%)	21 (11.7%)	18 (9.6%)	23 (7.8%)
Felony Class 6	62 (15.5%)	40 (22.2%)	39 (20.9%)	71 (24.2%)
Misdemeanors	72 (18.0%)	76 (42.2%)	60 (32.3%)	70 (23.9%)
Non-Delinquent	154 (38.6%)	5 (2.8%)	13 (7.0%)	65 (22.2%)
Total	399 (100%)	180 (100%)	186 (100%)	293 (100%)

COMMITTING OFFENSE	FY2001	FY2002	FY 2003	FY 2004
Crimes Against Persons	48 (12.0%)	43 (23.9%)	39 (21.0%)	52 (17.7%)
Property Offenses	84 (21.1%)	58 (32.2%)	63 (33.9%)	80 (27.3%)
Weapon Offenses	28 (7.0%)	7 (3.9%)	9 (4.8%)	8 (2.7%)
Drug Offenses	48 (12.0%)	30 (16.7%)	30 (16.1%)	58 (19.8%)
Public Offenses	27 (6.8%)	24 (13.3%)	20 (10.8%)	25 (8.5%)
Other	8 (2.0%)	13 (7.2%)	12 (6.4%)	6 (2.0%)
Non-Delinquent	154 (38.6%)	5 (2.8%)	13 (7.0%)	64 (21.8%)
Total	399 (100%)	180 (100%)	186 (100%)	293 (100%)

The decline is attributed in part to the decline in Arizona juvenile crime.

TOTAL NUMBER OF JUVENILES IN ADJC CUSTODY

From 2000 to 2004 ADJC secure care school population decreased by 33.9%. This decline is attributed, among other reason, to the decline in the number of juvenile arrest in Arizona.

Total Number of Juveniles in ADJC Secure Care*					
POPULATION	As of 6/30/2000	As of 6/30/2001	As of 6/30/2002	As of 6/30/2003	As of 6/30/2004
Adobe Mountain School	453	410	371	348	311
Black Canyon School	124	97	77	61	72
Catalina Mountain School	153	122	141	118	118
Eagle Point School	234	193	123	109	136
Encanto	-	31	56	45	-
TOTALS	964	853	768	681	637

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

Total Number of Juveniles on Parole					
POPULATION	As of 6/30/2000	As of 6/30/2001	As of 6/30/2002	As of 6/30/2003	As of 6/30/2004
Home	480	407	405	358	349
Parole Violator Center	-	73	77	41	-
Abscond	148	103	103	143	108
Residential Treatment Center	123	138	115	111	55
TOTALS	751	721	700	653	512

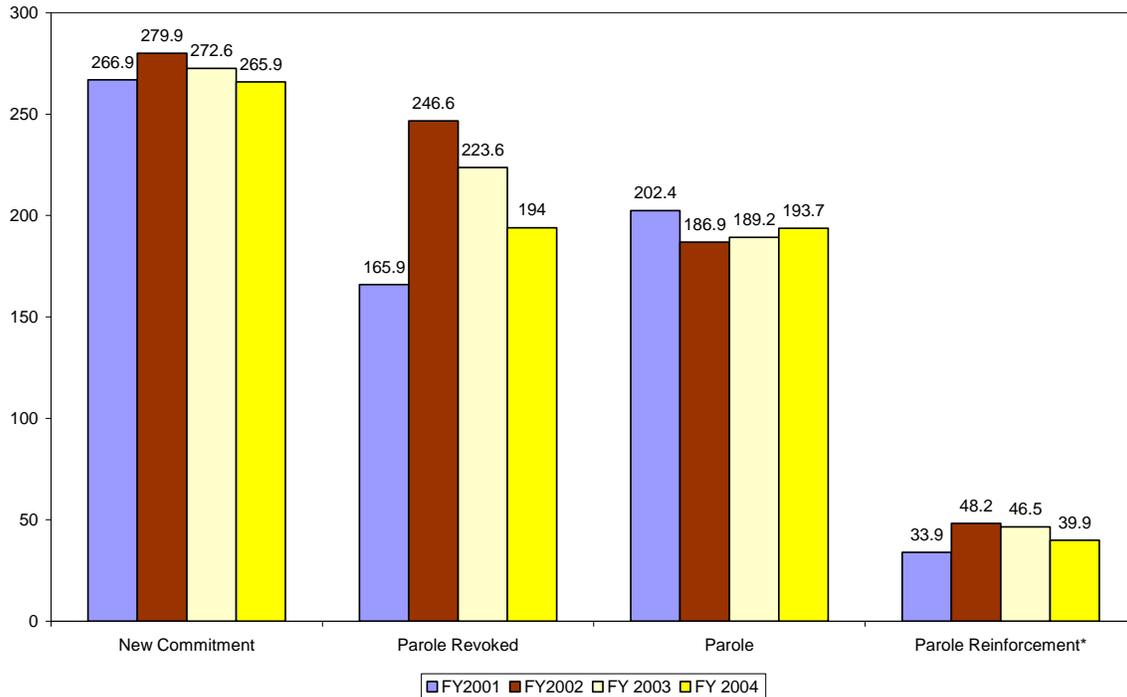
LENGTH OF STAY SERVED

Although most juveniles committed to the Arizona Department of Juvenile Corrections (ADJC) are given a court-ordered minimum length of stay by a juvenile court judge, the department has the discretion of keeping a juvenile until they have completed their appropriate program. The table below indicates the average length of stay a juvenile stayed within each status by gender.

AVERAGE LENGTH OF STAY SERVED BY STATUS IN DAYS

	FY2001		FY2002		FY 2003		FY 2004	
	Female	Male	Female	Male	Female	Male	Female	Male
New Commitment	253.0	269.0	294.1	278.3	286.2	271.7	234.9	270.2
Parole	226.9	198.5	246.7	177.5	239.1	181.3	243.5	191.7
Parole Reinforcement	11.1	34.2	41.5	49.4	33.6	48.5	41.1	39.6
Parole Revoked	155.1	167.2	212.3	250.3	246.7	220.5	170.1	194.9

TOTAL AVERAGE LENGTH OF STAY SERVED IN DAYS



DISCHARGES

A discharge is when a juvenile is released from ADJC custody. 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.

DISCHARGES	FY2001	FY2002	FY2003	FY2004
Turned 18	859 (83.2%)	780 (83.9%)	788 (86.0%)	750 (85.2%)
Absolute Discharge	59 (5.7%)	68 (7.3%)	61 (6.7%)	48 (5.5%)
Transferred to Adult Jurisdiction	102 (9.9%)	68 (7.3%)	50 (5.5%)	65 (7.4%)
Other	12 (1.2%)	14 (1.5%)	17 (1.8%)	17 (1.9%)
Total	1032 (100%)	930 (100%)	916 (100%)	880 (100%)

ARIZONA JUVENILE CRIME TRENDS

According to official reports, juvenile crime in Arizona is declining. In fact, the number of juvenile arrests has declined since 1996, and the percentage of Arizona violent and property crimes cleared by juvenile arrest has also declined. Meanwhile, the number of juvenile petitions increased through 2000, and then decreased in 2001, 2002 and 2003.

ARIZONA VIOLENT CRIME¹

	REPORTED CRIME	CLEARANCES	CLEARANCES INVOLVING JUVENILES
2000	27,187	10,603	14.4%
2001	28,373	10,586	15.0%
2002	29,782	11,472	13.2%
2003	28,198	11,534	12.5%

ARIZONA PROPERTY CRIME²

	REPORTED CRIME	CLEARANCES	CLEARANCES INVOLVING JUVENILES
2000	272,636	37,372	23.4%
2001	292,463	37,943	21.6%
2002	314,399	41,517	20.5%
2003	310,777	42,143	19.3%

ARIZONA JUVENILE JUSTICE NUMBERS

	ARRESTS ³	REFERRALS ⁴	PETITIONS ⁵
2000	58,807	48,534	20,204
2001	53,850	51,274	19,983
2002	52,373	50,399	19,036
2003	52,941	49,588	17,903

1 Source: Crime in Arizona, Arizona Department of Public Safety

2 Source: Crime in Arizona, Arizona Department of Public Safety

3 Source: Crime in Arizona, Arizona Department of Public Safety

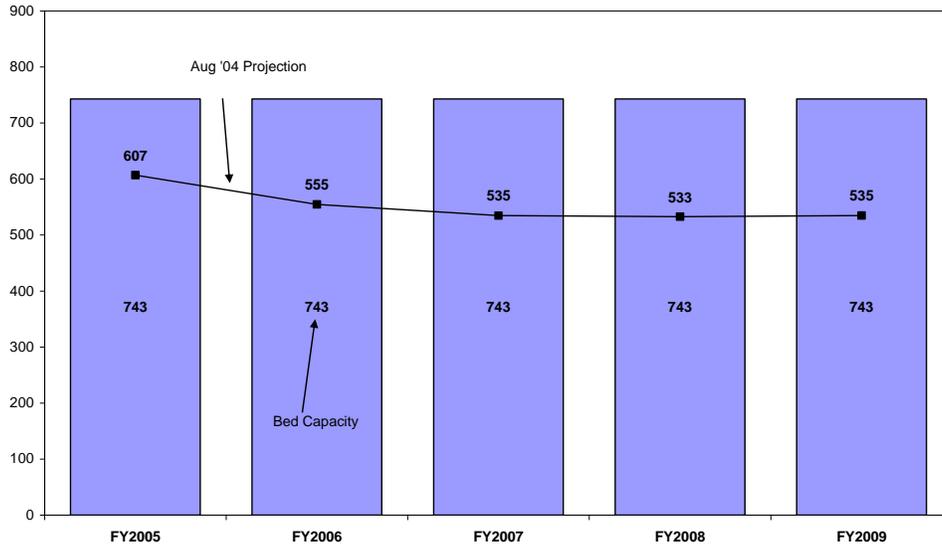
4 Source: Juveniles Processed in the Arizona Court System, Arizona Supreme Court

5 Source: Juveniles Processed in the Arizona Court System, Arizona Supreme Court

SAFE SCHOOL POPULATION PROJECTION

The ADJC institutional population is projected to decrease from an average of 607 in Fiscal Year (FY) 2005 to an average of 535 in FY 2009. The projection assumes ADJC admissions will initially decrease from 687 in FY 2004 to 628 in the first 12 months of the projection and then increase proportionately with the projected increase in Arizona's at-risk juvenile population.

**ADJC SAFE SCHOOL POPULATION
PROJECTION AND CAPACITY**



RECIDIVISM

The latest figures show that 18.2% of the juveniles released from an ADJC Safe School in 2002 recidivated within 12 months of their release: 13.6% had their parole revoked, .03% were recommitted to ADJC by a juvenile court and 4.5% were sentenced to the Arizona Department of Corrections. The 2002 release cohort posted an increase (.4) over the 2001 releases in the percentage of releases that returned to custody within 12 months. The increase was driven by changes in the percentage of 2002 releases sentenced to ADC, and those that had their parole revoked. Taking a longer view, however, the 2002 release cohort posted a decrease in the 12 month recidivism rates for releases sentenced to ADC. The shaded areas portray recidivism rates that were affected by the ADJC Parole Reinforcement program which operated between 2002 and 2004. Juveniles placed on Parole Reinforcement were often times returned to an ADJC secure facility for a technical violation of a parole condition(s). By definition, they remained on parole status, and were excluded from the calculation of recidivism rates.

Follow-Up Period	1999 Release Cohort (N=1040) %	2000 Release Cohort (N=945) %	2001 Release Cohort (N=889) %	2002 Release Cohort (N=831) %
12 Months	20.1 ADC: 5.3 RECOMMIT: 0 PAROLE REV.: 14.7	27.5 ADC: 5 RECOMMIT: 0 PAROLE REV.: 22.5	17.8 ADC:3.9 RECOMMIT:0.5 PAROLE REV: 13.4	18.2 ADC:4.5 RECOMMIT:0.03 PAROLE REV.:13.6
24 Months	38.8 ADC: 12 RECOMMIT: 0 PARAOLE REV.: 26.8	36.0 ADC: 14.7 RECOMMIT: 0.1 PAROLE REV.: 21.2	30.6 ADC:11.6 RECOMMIT:0.06 PAROLE REV.:18.9	
36 Months	43.9 ADC: 19.8 RECOMMIT:0.4 PAROLE REV.: 23.7	44.2 ADC:24.7 RECOMMIT:0.03 PAROLE REV.:19.5		