



ASSAULTS WITHIN ADJC SECURE CARE FACILITIES

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Assaults within correctional facilities can cause major problems. Assaults can disrupt the operation of correctional programming efforts and create an environment of fear and intimidation. They can result in serious injuries requiring transportation of staff or juveniles to a hospital. Research conducted in adult correctional facilities has shown that:

a well controlled institution is in the best interests of prisoners...there is a tradition among many social scientists to write about disorder and control in prison as a battle between oppressed prisoners and an authoritarian regime...the fact is that the greatest risk faced by a prisoner is victimization from other prisoners. It is now argued by many commentators that one of the unintended consequences of the development of more liberal regimes in the 1970s and 1980s was a power shift from staff to prisoner elites and an accompanying increase in prison violence and disorder. (Wortley, 2002, 11)

Director Michael Branham is concerned about assaults within Arizona Department of Juvenile Corrections (ADJC) facilities and he convened a committee to examine this problem and to develop appropriate recommendations. The committee is composed of Lou Goodman, Division Director Legal Systems, Tom Gronski, Assistant Director, Youth Management, Jim Hillyard, Assistant Director, Operations, Esteban Veloz, Administrator, Policy Unit and John Vivian, Administrator, Research and Development.

The purpose of this report is to 1) provide the Director and the committee with background data on assaults within ADJC, 2) provide the Director and the committee with an overview of requirements contained in the existing ADJC procedure(s) and information on how some ADJC staff report they are complying with those requirements, and 3) provide the Director and committee with background on three recommendations designed to address the assault dilemma within ADJC.

The main findings of this study are:

- While the number of assaults decreased between 2002 and 2003, the number of staff assaulted by juveniles and the number of assaults with injuries increased.
- The assault and assault with injury rates (per 100 juveniles) increased between 2002 and 2003.
- As the number of assaults committed by a juvenile increases, the probability of future assaults by that juvenile also increases.
- Two-thirds (67.6%) of all assaults occurred in ADJC dayrooms, lounges, hallways, youth rooms or classrooms.
- Mondays and Tuesdays were the most common days for assaults.
- More than half (51%) of the assaults were during the day shift, 48% were during the swing shift and 1% were at night.
- Approximately half (47.6%) of the assaults in 2003 resulted in injuries
- Adobe Mountain School (AMS) had fewer assaults with injuries than expected. Catalina Mountain School (CMS) and Encanto (ENC) had more assaults with injuries than expected.
- More assaults with injuries occurred than expected in the following locations: lounges, hallways or facility grounds; fewer assaults occurred than expected in juvenile rooms and education.
- The commission of an assault within the first month of commitment did represent a significant indicator of a juvenile's future likelihood of becoming a chronic, serious assailant.
- Among a selected random sample of serious assaults that were examined within CMS education, we found that the typical assailant was a young, minority gang member with a history of violent behavior. The CMS serious assaults examined overwhelmingly occurred between youth who were from different housing units, thus suggesting that Education/Recreation may have provided an opportunity for motivated juveniles to assault others.
- Moderately strong statistical support was found for the notion that larger housing units and higher staff vacancy rates spawn more assaults.
- Juvenile age, emotional stability, race and public safety risk level were found to be statistically significant indicators of being a, chronic, serious juvenile assailant. Public safety risk level, while statistically significant, may not be a good predictor

of assaults. While all the factors considered in the study are statistically significant, none of them individually, nor all of them collectively are substantively significant.

- ADJC Procedure 1190.02 requires Housing Unit Managers/Security Captains to hold incident debriefings after a juvenile or staff assault.
- All 4 Superintendents, 30 ADJC Housing Unit Managers and 4 Security Captains were sent a questionnaire regarding debriefings held at their facilities. Only eleven Housing Unit Managers reported that they conducted debriefings after a juvenile or staff assault within the last 90 days. We were unable to obtain information from Superintendents regarding the required assault reports to the Assistant Director. The debriefings that were held reportedly complied with almost all of the debriefing requirements.
- An analysis of several different incident/assault reporting and debriefing systems revealed that the design of our system compared favorably to others.

The study presents three suggestions to address the issue of assaults within ADJC:

- Develop a better behavior management program for assaultive and non-assaultive juveniles;
- Fully implement the existing procedural requirements to conduct assault debriefings; and
- Consider adopting Dr. Wortley's recommendations to provide more structure and routines for times and places where assaults occur.

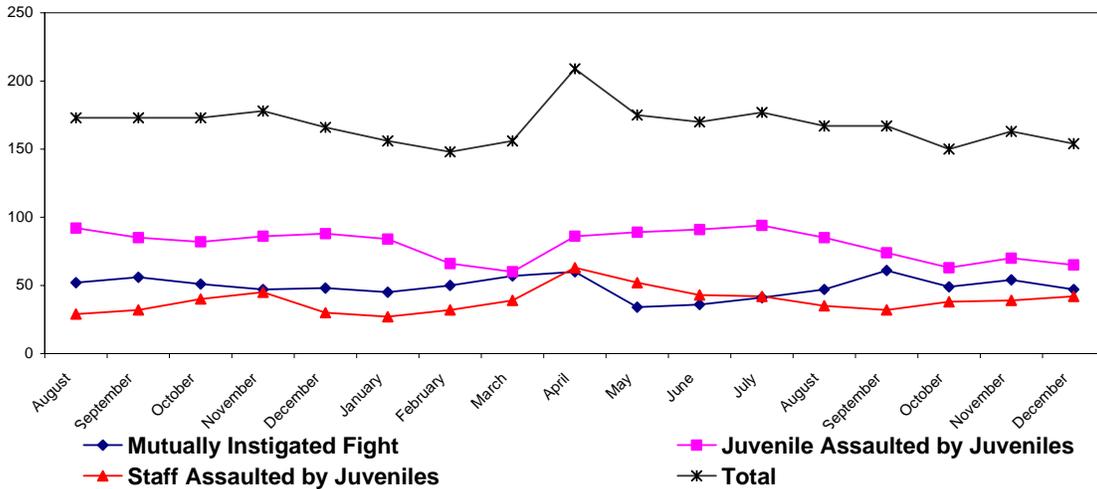
The report is organized into six sections. First, some basic information is presented on ADJC assaults during 2002 and 2003. The second section presents information on assaults with injuries. Third, the results of a survey of ADJC Superintendents, Housing Unit Managers and Security Captains are presented. Fourth, three suggestions to address the ADJC assault problem are presented. The fifth section contains study conclusions. Finally, the appendix contains flow charts of assault reporting and debriefing requirements contained in ADJC procedure 1190.02, Incident Debriefing.

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1. ADJC Assaults in 2002 and 2003

Figure 1: Assaults within ADJC, August 2002 through December 2003, by Type

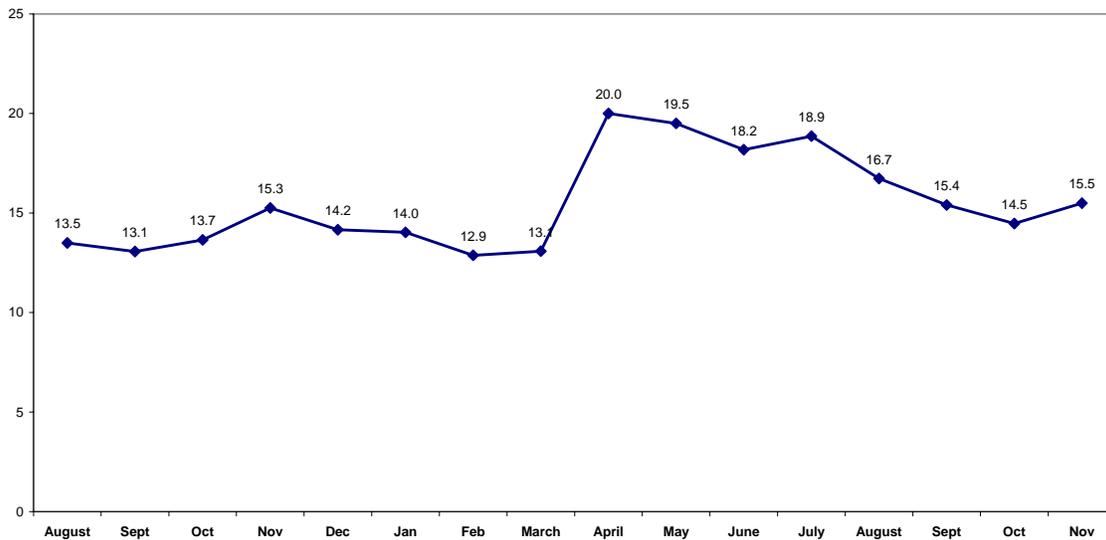


Assaults¹ are decreasing within ADJC secure care facilities. On average, the ADJC had 172.6 assaults per month from August to December² of 2002 and 166.2 assaults per month in 2003. As shown in Figure 1, the total number of assaults per month increased to 209 in April of 2003 but then declined after that. Most assaults³ in 2003 involved *juveniles assaulting juveniles* (927 or 46.5%); followed by *mutually instigated fights* (581 or 29.1%) and *staff assaulted by juveniles* (484 or 24.3%).

Two (*Juveniles Assaulted by Juveniles* and *Mutually Instigated Fights*) of the three assault categories decreased between 2002 and 2003. Meanwhile, there was an increase in *Staff Assaulted by Juveniles*. On average, ADJC secure facilities had 35.2 *Staff Assaults by Juveniles* per month in 2002 and 40.3 per month in 2003.

¹ The terms assault and serious assault are used throughout this report to refer to assaults and serious assaults that are reported through the ADJC incident reporting system. An unknown percentage of assaults that occur are unreported by the incident reporting system (Maitland and Sluder, 1998, p. 55.)
² The ADJC incident reporting system was audited in August of 2002. Assault data recorded previous to the audit were not reliable.
³ Allegations of juveniles assaulted by staff are forwarded to and investigated by ADJC’s Inspections and Investigations Section.

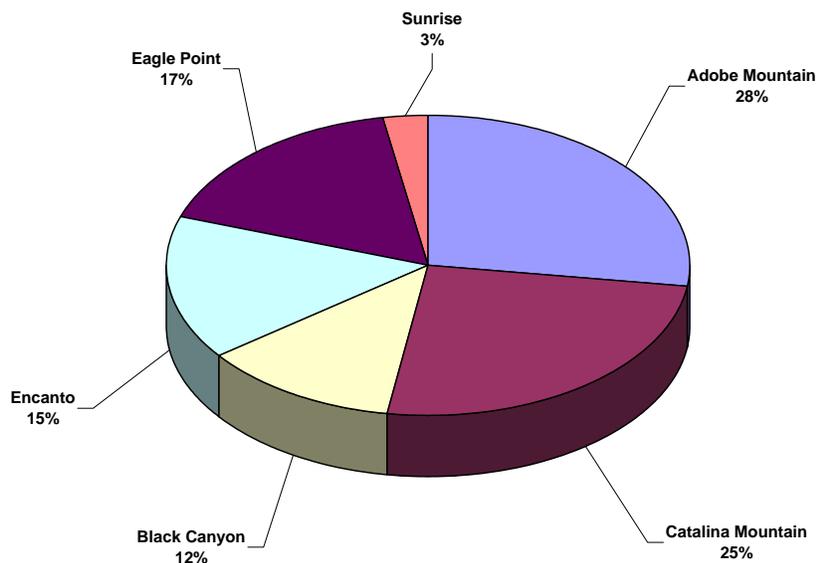
Figure 2: ADJC Assault Rates, August 2002 through November 2003



While the population of juveniles in ADJC secure care has decreased, the assault rate has increased. The ADJC secure population decreased from an average of 852 in August of 2002, to 697 in November of 2003. Despite this decrease in population, the assault rate increased. As shown in Figure 2, the assault rate (per 100 juveniles) increased from 13.5 in August of 2002 to 15.5 in November of 2003. This change represents a 14.8% increase in the ADJC assault rate.

Some support was found for the notion that larger housing units spawn more assaults. In fact, a moderate ($r=.30$, $p<.08$, $N=37$) correlation was found between housing unit average daily population and the number of assaults. A stronger correlation between housing unit average daily population and the number of assaults was found at the Adobe Mountain School ($r=.57$, $p<.05$, $N=15$).

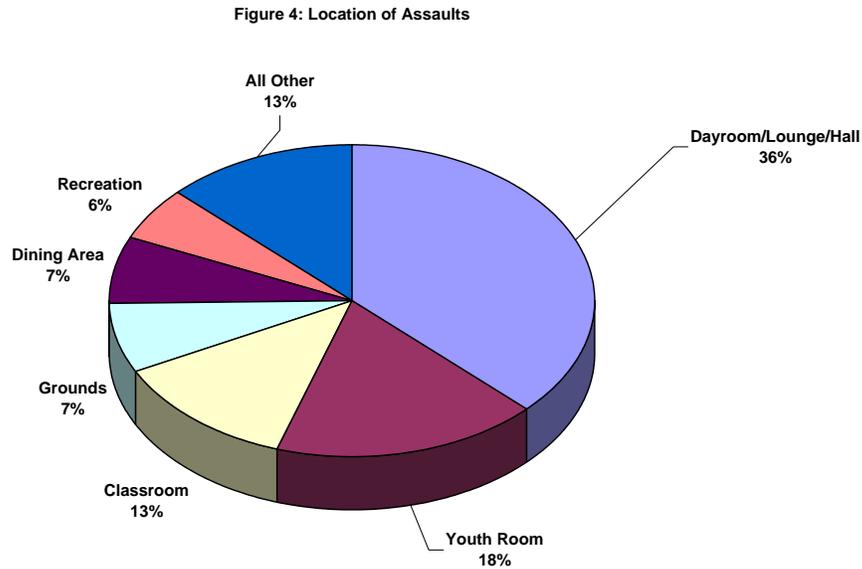
Figure 3: Chronic Assailants by Location



An in-depth analysis was conducted of the 284 juveniles (31.2% of all assailants) who were responsible for 81% of the assaults in 2003. Labeled *Chronic Assailants*, almost all (87%) were male and many were either Hispanic (44.4%) or White (33%). Chronic Assailants were somewhat older in that 66% were either 16 or 17 years old. More than half (56.3%) of the Chronic Assailants had gang affiliations⁴. Two thirds (66.5%) were committed on a felony level offense, and 33.5% were committed on a misdemeanor level offense. Almost all (91.2%) of them had three or more adjudications, and violent behavior, school adjustment, substance abuse, peer relationship, mental health or intellectual problems. Over a third of the Chronic Assailants were from Maricopa County (37.3%); a third (31.3%) were from Pima County and the remaining third (31.3%) were from a rural Arizona county. As shown in Figure 3, over one quarter (28%) of the

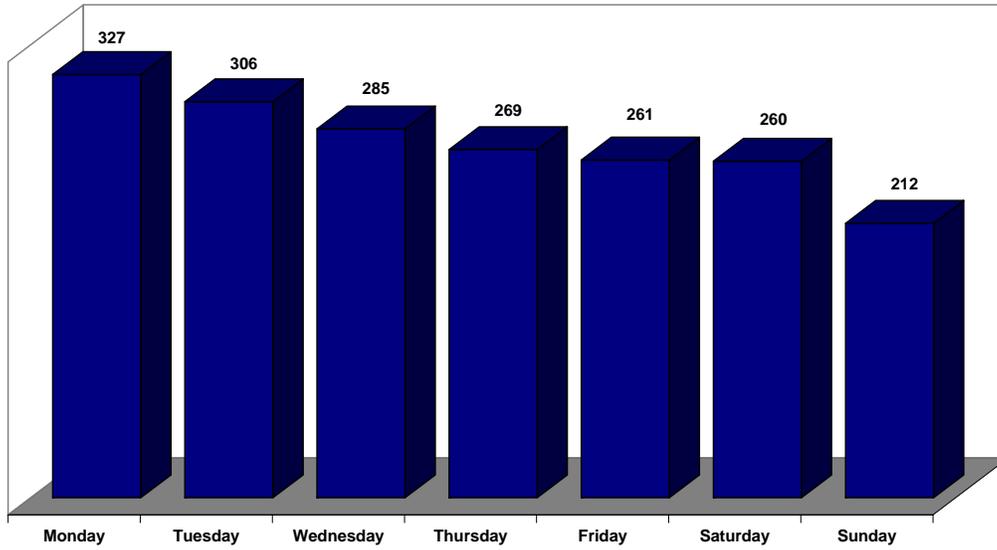
⁴ 58.14% of the male Chronic Assailants had a gang affiliation compared to 44.7% of the females.

Chronic Assailants were housed at the Adobe Mountain School; the Catalina Mountain School had the second highest concentration of Chronic Assailants (25%).



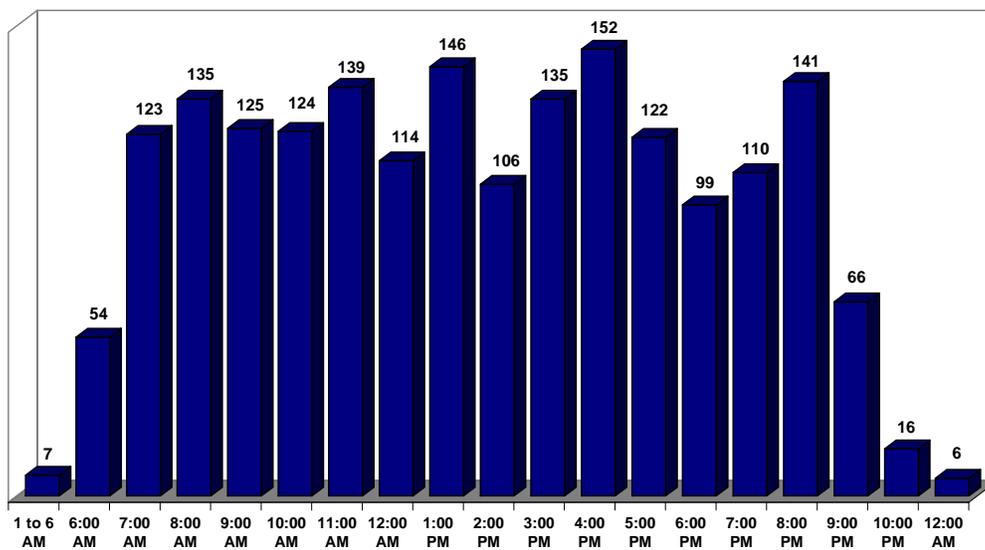
Two-thirds (67%) of all assaults occurred in ADJC dayrooms, lounges, hallways, youth rooms or classrooms (see Figure 4). Approximately one-fifth (20%) occurred on facility grounds, dining or recreation areas. The remaining 13% of the assaults occurred in one of 13 other locations recorded in Youthbase. Female assaults followed a similar pattern: 73% of the female assaults occurred in dayrooms, lounges, hallways, youth rooms or classrooms.

Figure 5: Assaults by Day of Week



Mondays and Tuesdays were the most common days for assaults, and assaults rarely occurred on Sundays (see Figure 5). Tuesday (not shown) was the most common day for female assaults (17.5%).

Figure 6: Assaults by Time of Day



More than half (51%) of the assaults were during the day shift, 48% were during the swing shift and 1% were at night. Female assaults had a slightly different pattern, in that more than half (51%) were during the swing shift, 48% were during the day shift and 1% were at night. As shown in Figure 6, the 4 p.m. hour had the most assaults, followed by 1 p.m. and 8 p.m.

The pattern of most assaults occurring during the day shift was true only for *Mutually Instigated Fights*. In fact, 55% of the *Mutually Instigated Fights* were during the day shift, 44% were during the swing shift and 1% were at night. In the case of *Juveniles Assaulted by Juveniles* and *Staff Assaulted by Juveniles*, half of the assaults (49.7% and 49.5% respectively) were during the swing shift and most of the remaining assaults were during the day shift. Two percent of the *Staff Assaults by Juveniles* occurred at night.

The likelihood of a juvenile committing future assaults given a certain number of previous assaults may be useful information to assist ADJC management efforts to control assaults within our facilities. In order to explore this matter, conditional probabilities were calculated for future assaults using the formula: $P(A/B) = P(A \text{ and } B)/P(B)$.

Table 1

Assault Probabilities for Juveniles Committed to ADJC in 2002	
Number of Assaults	Probabilities
First	50%
Second given a first assault	61%
Third given a second assault	66%
Fourth given a third assault	76%
Fifth given a fourth assault	75%
Sixth given a fifth assault	77%

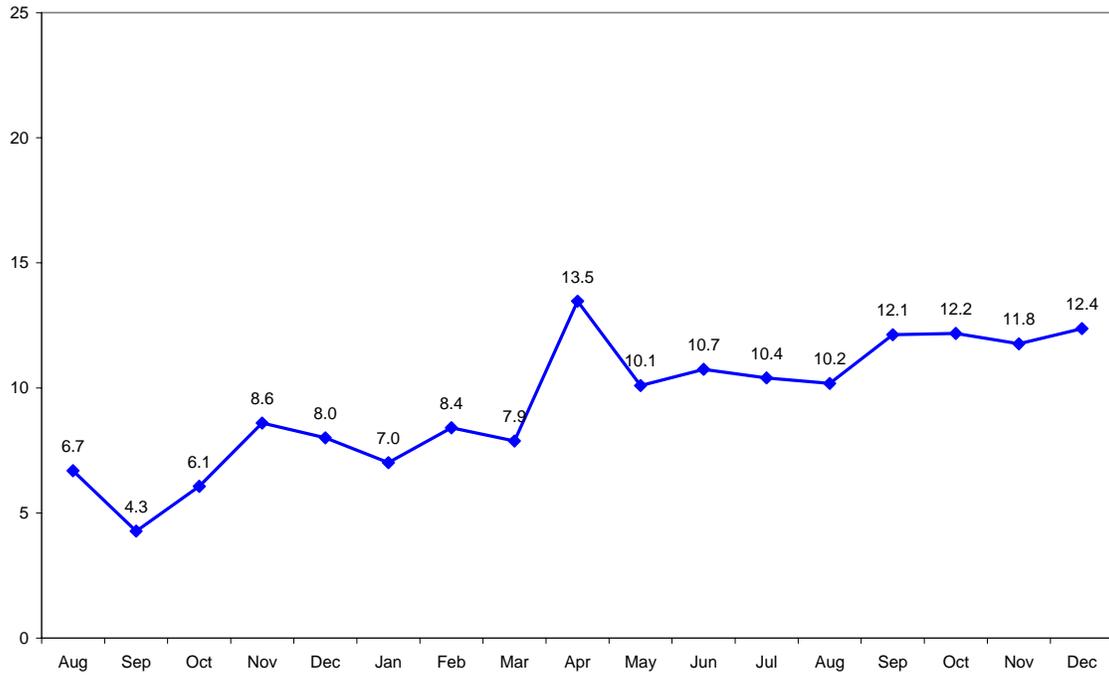
Table 1 shows that as the number of assaults increases, the probability of future assaults also increases. In fact, there is a 50% chance that a randomly chosen juvenile will commit an assault. The probability of that juvenile committing a second or third assault increases to 61% and 66% respectively, while the probabilities for a fourth, fifth and sixth assault are even higher. These results indicate that the appropriate time to present interventions to a juvenile is after the first assault, because the likelihood of future assaults is high and grows as the number of assaults grows.

2. Serious Assaults

Approximately half (47.6%) of the assaults in 2003 resulted in injuries. These assaults have been defined as *serious assaults*, and this section reviews the key findings from our analysis of serious assaults.

Serious assaults increased by 19.7% between 2002 and 2003. Between August and December of 2002, ADJC had an average of 56.4 serious assaults per month, and this average increased to 76.1 per month in 2003. The largest increase in category of serious assaults occurred among juveniles assaulting staff (69.2%), followed by mutually instigated fights (55%) and then juveniles assaulted by juveniles (20.5%).

Figure 7 ADJC Serious Assault Rates, August 2002 - November 2003



As can be seen from Figure 7, ADJC's serious assault rates (per 100 juveniles) also increased during this time. ADJC had a serious assault rate of 6.7 in August of 2002, and that rate increased to 12.4 in December of 2003. The serious assault rates increased by 85% during the time period we are examining.

Figure 8: Comparison Between Percent of ADJC Population at Each Facility and Percent of Serious Staff Assaults

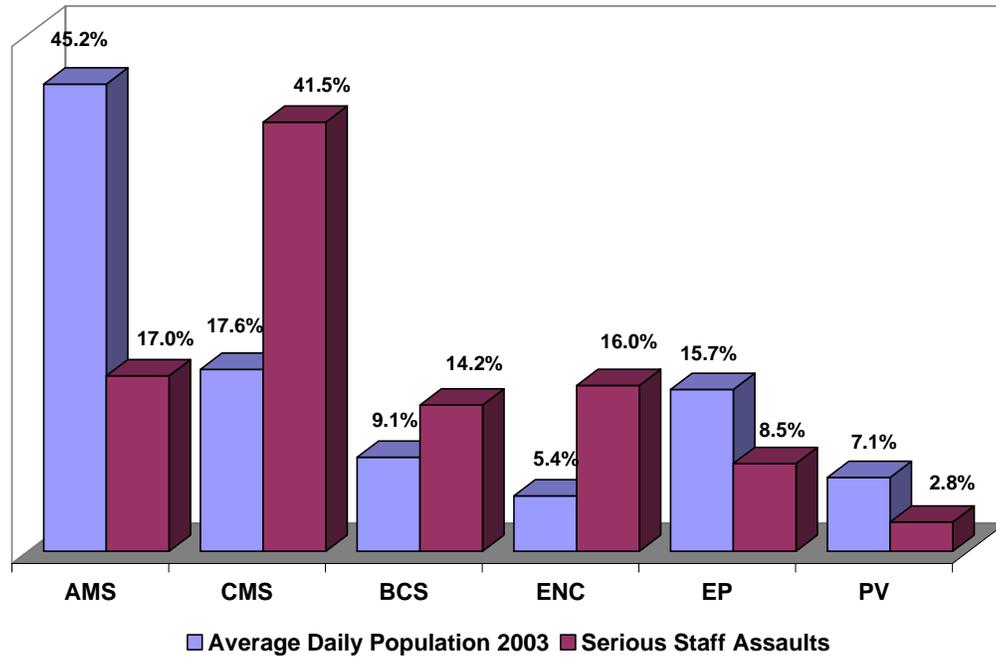


Figure 8 displays a comparison between the percentage of juveniles housed in each ADJC secure care facility to the percentage of serious staff assaults. Figure 8 shows that AMS had fewer serious staff assaults than would be expected using this methodology, while CMS and ENC had more than would be expected.

Serious assaults had a similar daily pattern as all assaults in that they tended to occur earlier in the week. Serious assaults were more common on Mondays (17.6%) and Tuesdays (16.8%), than Saturdays (13.3%) and Sundays (12.2%).

Serious assaults tended to exhibit the same location pattern as we found for all assaults. In fact, serious assaults tended to occur most often in dayrooms/lounges/halls (36%)

followed by youth rooms (21%), classrooms (12%), facility grounds (7%), recreation (7%), dining areas (6%) and other (10%).

Certain locations within ADJC secure care had more assaults than would be expected given the estimated amount of time juveniles spend at those locations. As a result of committee interest in comparing the percentage of assaults that occurred by location to the estimated time juveniles spend at each location, we obtained corresponding figures for the four ADJC facilities. Potential trouble spots are indicated by large differences between the estimated amount of time spent at a particular location and the percentage of serious assaults that occurred there. As shown in Table 2, more serious assaults occurred while juveniles were in lounges, hallways, or grounds⁵ than would be expected. Fewer serious assaults occurred than would be expected while juveniles were in their rooms or in education⁶.

Table 2

Comparison Between Time Juveniles Spend at Different Locations to the Serious Assaults That Occurred There, August 2002- April 2004					
Location	Time Spent*	Adobe Mountain	Black Canyon	Catalina Mountain	Eagle Point
Room	48.3%	15.5%	28%	30%	25.9%
Education	24.3%	12.9%	17%	21%	30.5%
Lounge/Hall	16.3%	44%	35%	28.2%	26.8%
Dining Area	5.2%	6.7%	8%	3%	6.1%
Grounds	2.1%	7%	7%	7.8%	11%
Movement	3.8%	1.8%	0%	2%	1.2%
Recreation	unknown	8.8%	3%	5%	8.5%
Other	0%	3.3%	2%	3%	0%
Total	100%	100% (n=705)	100% (n= 145)	100% (n=450)	100% (n=193)

* Time spent estimates were provided by Eagle Point School.

⁵ The amount of time juveniles spend at recreation during the week was unavailable. For comparison sake, it was estimated that juveniles spend 4.2% of their time on the weekends at recreation.

⁶ More serious assaults occurred in education than expected at the Eagle Point School.

Because of the high proportion of serious assaults that occurred at BCS lounges and hallways, a closer look was taken at the serious assaults that occurred there. In large part, the serious assaults that occurred in BCS lounges and hallways involved juveniles assaulting juveniles, they tended to occur in the fall months of September or October. Sunday was found to have a disproportionate number of serious assaults and the serious assaults commonly occurred in the early evenings. In fact, more than half (59.1%) of the BCS serious assaults in lounges, etc. involved juveniles assaulting juveniles, one quarter (24.5%) involved mutually instigated fights and the remainder (16.3%) involved juveniles assaulting staff. The three highest months in 2003 for BCS serious assaults in lounges, etc were September (6), October (5) and December (4). In fact, the six that occurred at BCS in September of 2003 represented more than double the annual monthly average of 2.8. Sunday was the single most common day for BCS serious assaults. In fact, for the relevant time period, 11 or 22.4% of the serious assaults that occurred in BCS lounges etc. occurred on a Sunday. The only other above-average day for BCS serious assaults in lounges etc. was Tuesday with nine of them. Almost three-quarters (73.5%) of the BCS serious assaults that occurred in lounges etc. happened during the swing shift, and two-thirds (67.3%) occurred between 3 and 8 pm.

A closer look also was taken of the pattern of serious assaults at CMS. In large part, the serious assaults that occurred in CMS lounges etc. involved juveniles assaulting juveniles, tended to occur in the summer months of May, June or July, midweek was found to have a disproportionate number of serious assaults and the CMS serious assaults

tended to occur in the evenings. In fact, slightly more than half (52%) of the CMS serious assaults in lounges etc. involved juveniles assaulting juveniles, more than a quarter (28.3%) involved mutually instigated fights and the remainder (19.7%) involved juveniles assaulting staff. The three highest months for CMS serious assaults were May (8), June (8) and July (10). More CMS serious assaults in lounges etc. occurred on Wednesdays than any other day, however, a relatively high proportion of serious assaults also occurred on Tuesdays and Thursdays. More than two thirds (67.7%) of the CMS serious assaults that occurred in lounges etc. happened during the swing shift; two-thirds (62.9%) occurred between 4 and 8 pm.

The committee expressed interest in having more qualitative information on serious assaults. As a result, R/D staff undertook a review of 20 randomly selected incident reports involving serious assaults that occurred during 2003 at CMS or BCS. The committee expressed interest in the serious assaults that occurred in either the education and recreation areas, so the cases we selected occurred in those areas. Results of our review are organized by facility.

The typical CMS assailant was a young, minority gang member with a history of violent behavior. In at least half of the CMS cases, the serious assault was the result of gang activity. The CMS serious assaults examined overwhelmingly occurred between youth who were from different housing units, thus suggesting that Education/Recreation may have provided an opportunity for motivated juveniles to assault others. Nearly half of the juveniles committing the serious assaults had family histories of domestic violence. Many

(70%) of the *suspects* were younger than their victims. This finding is inconsistent with the notion that assaults commonly involve older juveniles preying upon younger ones.

Specific findings for the 10 CMS serious assaults we examined include:

- 1) Juvenile Demographics
 - a) All of the *suspects* were minorities.
 - b) Almost all (90%) of the *suspects* had a history of violent behavior.
 - c) Many (70%) of the *suspects* were gang members.
 - d) More than half (60%) of the *suspects* were younger than their victims.
 - e) *Victims* were evenly divided between Whites (50%) and Mexican-Americans (50%)
- 2) Situational Characteristics
 - a) Almost all of the cases (90%) involved only two juveniles.
 - b) Almost all (90%) of the serious assault cases involved juveniles from different housing units.
 - c) Half (50%) of the serious assaults involved gang activities.
 - d) One third (30%) of the cases occurred when no YCO was present; one third (30%) occurred when a YCO I was present and 20% occurred when a YCO II was present.

The typical BCS *suspect* was a Hispanic or White juvenile with a history of violent behavior. She was just as likely to assault a staff member as another youth. No pattern was evident regarding the age of the BCS *suspects*, other than juveniles between the ages of 15 and 15 ½ were more likely to assault staff than each other. The juveniles were equally likely to belong to the same housing unit, so education or recreation did not provide BCS females with their only opportunity to assault one another. BCS assaults typically occurred when no staff members were present or when only teachers were present. Specific findings for the 10 BCS serious assaults we examined include:

- 1) Juvenile Demographics
 - a) Almost all (92%) of the suspects had a history of violent behavior.
 - b) Suspects were slightly more likely to be minorities (54%) than Whites (46%).
 - c) Staff (50%) and juveniles (50%) were equally likely to be victims of the assaults.
 - d) One third (38%) of the suspects had a gang affiliation.
 - e) One third (38%) of the suspects had a history of domestic violence.

2) Situational Characteristics

- a) Most (70%) of the serious assaults occurred when neither a YCO I nor a YCO II were present
- b) Most (60%) of the juvenile assaults on staff occurred as a result of staff efforts to redirect the juveniles
- c) Most (60%) of the cases involved only two juveniles, 20% involved three or more juveniles and it was impossible to ascertain the number of juveniles involved in the remaining 20% of the cases.

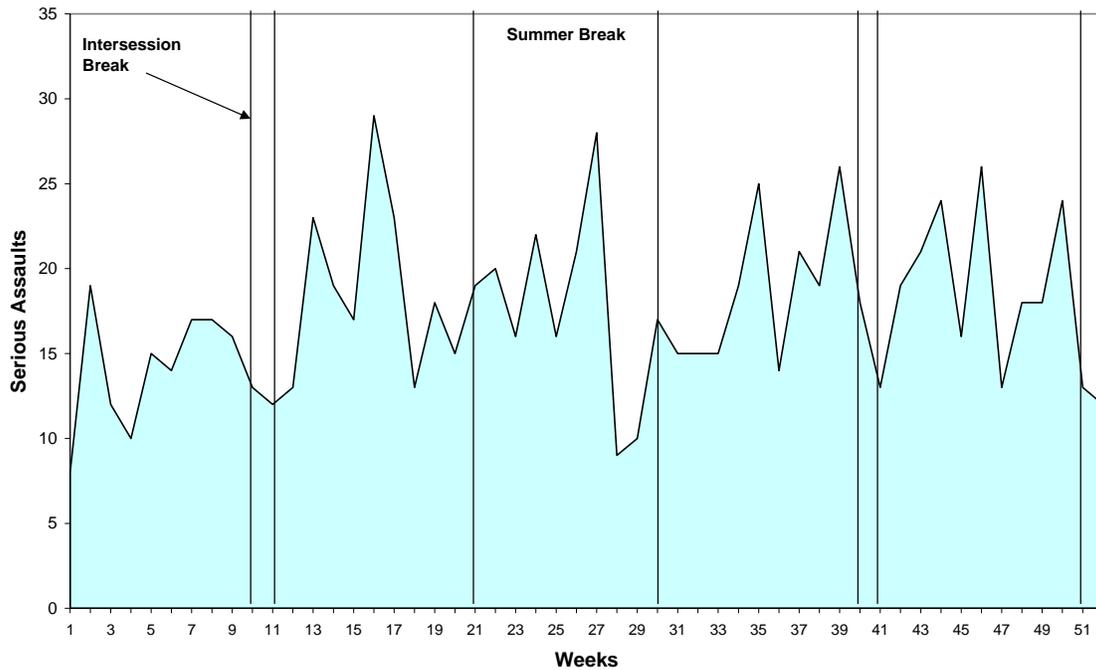
The committee had two additional questions on serious assailants. First, they wanted to know the probability of a juvenile becoming a chronic, serious assailant if s/he had committed an assault during their first month with ADJC. Second, they wanted to know the probability of a juvenile becoming a chronic, serious assailant if s/he had any history of confrontation with a police or correctional officer. Using logistic regression analysis we found that the commission of an assault within the first month of commitment **did represent** a significant indicator of a juvenile's future likelihood of becoming a chronic, serious assailant. For example, the likelihood of a 16 year old, medium risk, White juvenile becoming a chronic serious assailant tripled, from 3% to 9% when it was found they committed an assault during their first month. On the other hand, we found that a juvenile's history of confrontation with a police or correctional officer was not a significant predictor for becoming a chronic, serious assailant.

There was a moderately strong ($r=.40$, $p \leq .05$, $N=31$) relationship between staff vacancy rates and serious assault rates. Our data for this issue was from 31 ADJC housing units during the second half of 2003. To control for variations in housing unit population we used the housing unit's serious assault rate (per 100 juveniles) as the dependent variable.

We found a slightly stronger relationship ($r=.50$, $p\leq .05$, $N=16$) between staff vacancy rates and assault rates at the AMS.

We were unable to find empirical support for the notion that when visitation day occurs affects when assaults occur. Indeed, the notion was raised that juveniles would curtail their assaults and other misbehaviors immediately prior to visitation, so they wouldn't risk losing visitation privileges. We examined this notion by identifying when visitation normally occurred at each ADJC housing unit and then examining the corresponding data on serious assaults at each housing unit. Fully 94% (30 out of 32) of the ADJC housing units had visitation on Saturdays and Sundays; the only exceptions were the Alpha Unit with visitation on Tuesdays, and the Phoenix Unit with visitation on Fridays. We found that the days immediately prior to visitation at the Alpha Unit were high serious assault days (Saturday = 20%, Sunday = 22% and Monday = 20%) and that visitation day at the Phoenix Unit was the single highest serious assault day of the week (18.3%). Both of these findings are contrary to the notion that the scheduling of visitation day affects when juveniles engage in serious assaults. Despite lack of support for the notion as presented by the Alpha and Phoenix housing units, the overall trend for assaults to occur more than would be expected on Mondays and Tuesdays with most visitations occurring on Saturdays and Sundays, still provides some general backing for this notion.

Figure 9: Serious Assaults in 2003
by Week With School Breaks Indicated



There may be a relationship between the onset of school and when assaults occur. An issue raised by the Assaults Committee involved the notion that an inordinate number of assaults seemed to occur immediately after school started. We examined this issue by identifying the school intersession and summer breaks and then comparing the weekly pattern in serious assaults to the school break schedule. Figure 9 displays some support for this notion, in that the weeks immediately after the first (week 1), second (week 12) and third (week 42) intersession breaks had increases in assaults. The period after the extended summer break did not support this notion, however. This notion that the onset of school correlates with assaults may deserve closer scrutiny in order to better understand the nature of this relationship. This notion could be examined for prior years to see if this is a stable relationship, and/or the data could be disaggregated by different

ADJC facility to reveal if perhaps this effect tends to happen at certain secure school and/or housing units and not others.

We could not find support for the notion that exercise inhibits assaults. We examined this notion by using a Performance Based Standards (PBS) data element on *the percent of juveniles who report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends*. We examined this for the last three PBS reporting periods⁷ by ADJC facility and we did not find a statistically significant relationship. A limitation to this research may be that using this PBS measure may be far too crude of a measure to be sensitive to the actual relationship (if there is one). Perhaps a more effective approach to address this question might entail the analysis of PBS data for individual juveniles related to their exercise and assaultive habits.

Determinants of a Chronic Serious Assailant

The following is an attempt to determine the characteristics of a chronic serious assailant. A chronic serious assailant is a juvenile who has committed four or more injury assaults. Chronic serious assailants accounted for over 70% of all injury assaults during the calendar year of 2003. The strategy adopted was to find significant factors or characteristics of a chronic serious assailant using a logistic regression model, and to calculate the probability of a juvenile becoming a chronic serious assailant. If the probability exceed 50%, it may be safe to conclude that the juvenile is a potentially chronic serious assailant.

⁷ October 2002, April 2003 and October 2003.

The sample consisted of 1652 juveniles who were in ADJC secure care during the calendar year 2003, of which 117 were chronic serious assailants. Among a host of potential factors, the following were found to be statistically significant: low, medium, high risk levels, race of the youth categorized as White, African American, Hispanic, all the rest, age of the youth, and emotional stability. Risk scores of juveniles who were assessed on the old criterion were recalculated based on the new formula. The estimates of the logit model are presented below.

VARIABLE NAME	ESTIMATED COEFFICIENT	T-RATIO
Med. Risk level	0.81906	2.0072
High Risk level	0.51005	1.1696
African American	0.99135	3.1329
Hispanic	0.50609	2.0735
All others	0.60014	1.5953
AGE	-0.28893	-3.4611
Emotional Instability	1.0302	5.0750
CONSTANT	0.36407	0.2670
LIKELIHOOD RATIO TEST	= 53.2257	WITH 7 D.F.

The odds of being a chronic serious assailant increases by 2.3 if a juvenile has a medium risk level as compared to low risk level, and by 1.7 if a juvenile has high risk level as compared to low risk level. The result that a juvenile has a higher chance of being a chronic serious assailant if their risk level is medium as compared to high risk level is problematic. One possible explanation of this result is that risk levels, though statistically significant, are not sensitive enough to capture differences among chronic and non-chronic assailants. In other words, risk level may not be a good predictor of assaults. Further investigation is needed to resolve this result. An African American youth is 2.7 times more prone to being a chronic serious assailant than a White, a Hispanic 1.7 times more than White and, other races 1.8 times more than a White. An increase in age decreases the chance of being a chronic serious assailant by 1.3 times more than a youth

who is a year younger. An emotionally unstable juvenile is 2.8 times more likely to be a chronic serious assailant than one who is emotionally stable.

The table below calculates the probabilities for a 16 year old emotionally unstable juvenile falling in different race and risk level categories. For example, the probability of a 16 year old emotionally disturbed White youth with medium risk level being a chronic serious assailant is 8%.

Table 3

Chronic Assault Probabilities

	RISK LEVEL		
RACE	LOW	MEDIUM	HIGH
WHITE	.04	.08	.06
AFRICAN AMERICAN	.10	.19	.15
HISPANIC	.06	.13	.10
ALL OTHERS	.07	.14	.11

The objective of this query was to determine the characteristics of a chronic serious assailant which together account for 50% or more chance of being a chronic serious assailant. As table 3 indicates, none of the probabilities calculated there are even remotely close to the bench-mark. A possible explanation is that none of the factors considered account for a substantive influence on the outcome variable: presence or

absence of chronic serious assault. A distinction needs to be made between statistically significant factors and substantively significant factors. While all the factors considered in the study are statistically significant, none of them individually, nor all of them collectively are substantively significant. Potentially significant factors of substantive value are conspicuous by their absence in the study. Studies on recidivism conducted by the Research and Development Section have been more or less successful in isolating substantively and statistically significant factors that account for recidivism⁸ suggesting that the data elements contained in *Youthbase* while being good predictors of recidivism are insufficient predictors of assaults.

3. Survey of Superintendents, Housing Unit Managers and Security Captains

ADJC Procedure 1190.02, *Incident Debriefing*, requires debriefing sessions be held after staff or juvenile assaults:

- I. *...in order to constructively review the circumstances and response to an incident, analyze problem areas (if any) facilitate team interaction, identify immediate corrective action (as necessary) and review other options that were possibly available in resolving the incident. Debriefing sessions shall be informal and informational in nature.*

- II4a. *By the fifth day of the month, the Superintendent shall forward to the Assistant Director of Secure Schools and the Security Administrator a report detailing all action taken as a result of the previous month's debriefings. This report shall identify any trends or areas requiring immediate attention and list, as appropriate, any corrective action taken, any commendations, any recommended revisions or additions to existing policies and procedures.*

⁸ See Outcome Evaluation: Fifth Annual Report, January 2, 2002, p.43.

All 4 Superintendents, 30 ADJC Housing Unit Managers and 4 Security Captains were sent a questionnaire in January of 2004 regarding the debriefings held at their facilities during the previous 90 days. We received responses from 14 Housing Unit Managers and 2 Captains.

Only 11 of the Housing Unit Managers reported they held incident debriefings within the previous 90 days. As shown in Table 4, the debriefings that were held reportedly complied with almost all of the debriefing requirements.

Table 4

Reported Compliance with 1190.02 Debriefing Requirements	
Requirement	Percent
Debriefings are held within 5 days of an assault	81.8%
Review of circumstances of the incident are discussed	100%
Effect of the incident on staff, juveniles, etc. were discussed	81.8%
Cause of potential cause of the incident was reviewed	100%
Security Captain was chair of the debriefing	72.7%
Potential or known deficiencies in operational procedures discussed	100%

Neither of the two Security Captains who returned our questionnaire reported that they had conducted incident debriefings after a juvenile or staff assault within the past 90 days. One Captain noted “unit managers are responsible to do debriefings and complete the Youthbase form ...”

In talking to ADJC staff we learned that some consider a *follow-up* to be the same as a debriefing, and this confusion seemed to be more of an issue for juvenile assaults than staff assaults. In fact, we found that 81.1% of the time a juvenile assault occurred, no debriefing was done, however, *follow-ups were done 84% of the time no debriefing was*

done. In addition, we found that 52.7% of the time a staff assault occurred, no debriefing was done, however, follow-ups were done 81.5% of the time no debriefing was done.

To help us understand how well the ADJC procedural requirement on assaults compared to similar organizations we sent requests for assistance to members of both the Council of Juvenile Correctional Administrators (CJCA) and National Institute of Corrections (NIC) listservs. We received responses from 8 different organizations⁹. They provided us with copies of the incident reporting systems and suggestions on what to look for in a good system. In addition, the Arizona Department of Corrections (ADC) provided us with a copy of their restricted access Department Order 706, *Incident Management System*.

An analysis of the different incident/assault reporting and debriefing systems revealed that the design of our system compared favorably to others. The lack of a full response to the internal questionnaire that we sent to secure school managers precludes us from reaching definitive statements regarding how well our system is currently operating. An audit of randomly selected assaults which occurred during a recent time period could provide more definitive management information on how well ADJC staff are complying with assault debriefing requirements.

4. Suggestions

⁹ Missouri Department of Social Services, Division of Youth Services; Virginia Department of Juvenile Justice; Montana Department of Corrections, Peoria, Illinois; South Carolina Department of Juvenile Justice; American Correctional Association, Prince William Adult Detention Center, Virginia; Lane County Sheriff's Office, Oregon.

On March 15, 2004, R/D staff met and briefed members of the committee on the findings obtained to date. The committee provided suggestions for additional data collection efforts and they also reviewed 22 recommendations submitted by ADJC staff and gleaned from the relevant literature. The following three suggestions for addressing this important dilemma were supported by the committee.

1. Develop a better behavior management program for assaultive and non-assaultive youth. This should include rewards for appropriate behavior and consequences for inappropriate behavior.

Mr. Hillyard announced that soon his Division would be unveiling a new behavior management system, and the committee supported that new system. Mr. Veloz suggested that the new system consider establishing positive exercise-based incentives e.g., play basketball with others and negative exercise disincentives e.g., running laps, to promote better behavior management. One of the respondents to our national request for assistance who was from an adult correctional agency confirmed the importance of establishing an effective behavior management program with both incentives and disincentives. Implementation of the new ADJC behavior management system might benefit from a careful monitoring of assault data to check its affect upon this problem.

2. Fully implement the existing ADJC procedural requirement to conduct assault debriefings.

A recommendation was made by ADJC staff that ADJC more fully comply with existing procedural requirements to hold debriefings after assaults occur. To avoid unnecessary work and to focus effort in important issues, it might be wise to modify the procedure to require debriefings only after serious assaults. Mr. Joseph Vattilana from the Delaware Department of Services for Children, Youth and Families provided us with a suggestion

on how the ADJC might provide additional structure to the debriefings. Mr. Vattilana has proposed a formal *Root Cause Analysis* process which might prove beneficial to ADJC managers to employ after serious assaults. Based in part upon the Total Quality Management movement (Scholtes, 1988), the Root Cause Analysis material provided by Mr. Vattilana might provide better guidance to secure school staff as they work through the issues relative to serious assault than what is currently prescribed by ADJC procedure.

3. Pursue Dr. Wortley's recommendation to reduce assaults by providing more structure and routines for times and places where assaults occur.

Wortley notes for adult prisons that:

Most prison programmes do not have the explicit objective of facilitating control but are usually justified in terms of their presumed rehabilitative or therapeutic effects. However, at a situation level prison programmes may assist in the control task because of their time-structuring properties and their imposition of routine on prisoners. (Wortley, 2002, p.95)

Our research found that more assaults with injuries occurred than expected in the following locations: lounges, dayrooms, hallways, or grounds. Wortley's research suggests that ADJC carefully consider the nature of juvenile activities while at these locations and consider if there might be some ways to provide additional structure and routine for the juveniles which should then, in turn, lead to a reduction in assaults.

5. Conclusions

It is clear from the research conducted on this project that ADJC is facing a serious dilemma with assaults, however, our research has uncovered some hopeful clues on how to begin to address this dilemma. Our research found patterns to the assaults relative to

both where and when they were most likely to occur. We found that AMS had fewer assaults than would be expected and CMS and ENC had more assaults than would be expected. We found statistical support for the contentions that larger housing units and housing units with higher staff vacancy rates had more assaults. We also identified four factors that were statistically significant predictors of becoming a chronic serious assailant. We found that more serious assaults occurred at BCS and CMS lounges, hallways or grounds than would be expected. The serious assaults that occurred in lounges, etc. commonly occurred in the early evenings. We found that the commission of an assault within the first month of commitment represented a significant indicator of a juvenile's future likelihood of becoming a chronic, serious assailant.

Our research found that we have a procedure that proscribes debriefings be done after assaults occur. We compared our procedure to similar procedures provided by other agencies and we found that our procedural requirements compare favorably.

Unfortunately, a survey we conducted for this project indicated that the procedure may not be universally followed. Only one-third of the ADJC housing unit managers reported that they have done debriefings over the last 90 days. We were unable to obtain information from Superintendents regarding their required assault reports to the Assistant Director.

Three suggestions have been proffered by this research:

- Develop a better behavior management program for assaultive and non-assaultive juveniles.
- Fully implement the existing procedural requirement to conduct assault debriefings.

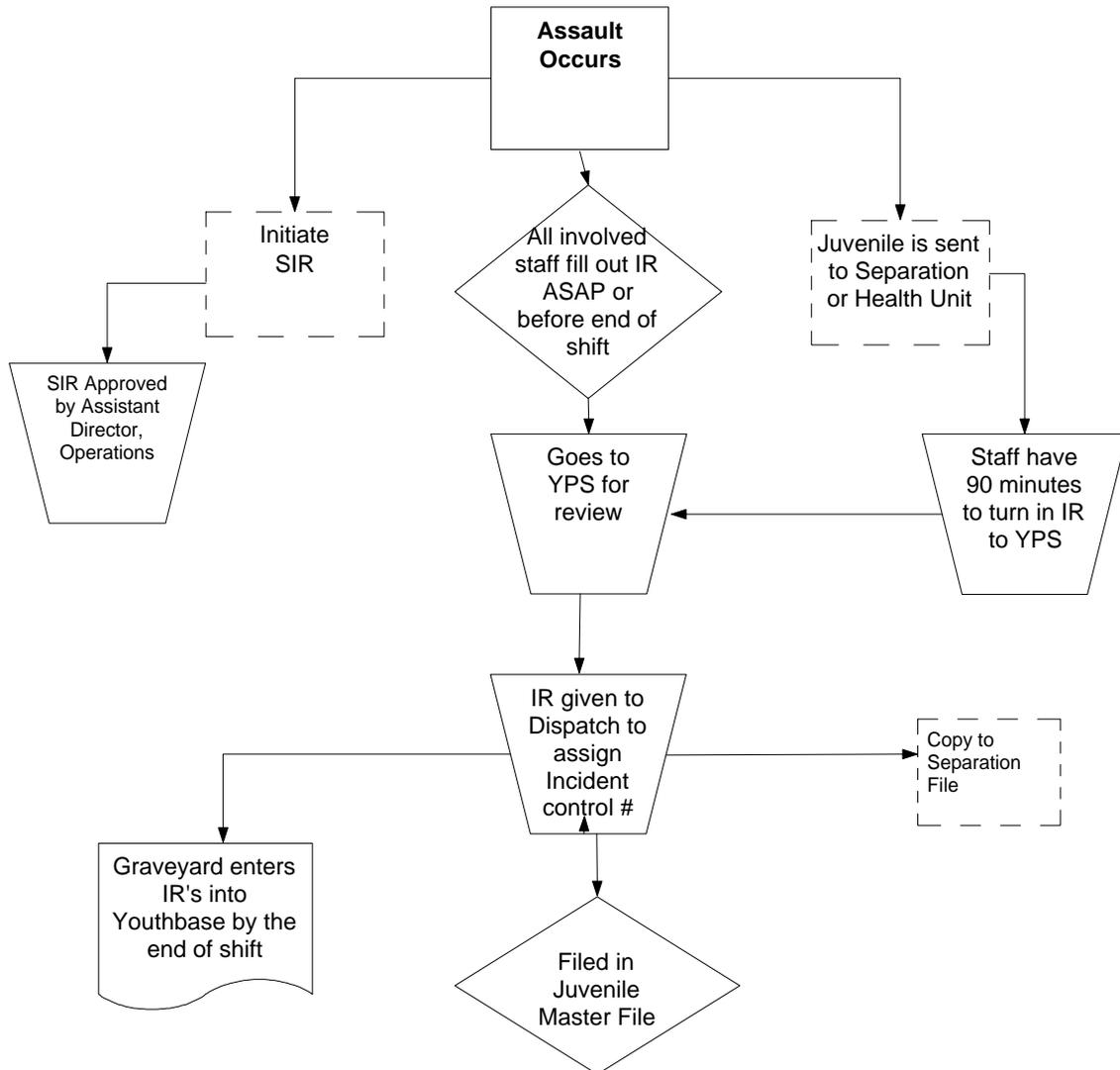
- Consider adopting Dr. Wortley's recommendations to provide more structure and routines for times and places where assaults occur.

If approved and implemented, the three suggestions should help ADJC reduce the number of assaults within its secure care facilities. All three suggestions require focused management attention within the institutions to succeed. As one author stated with regard to adult correctional facilities:

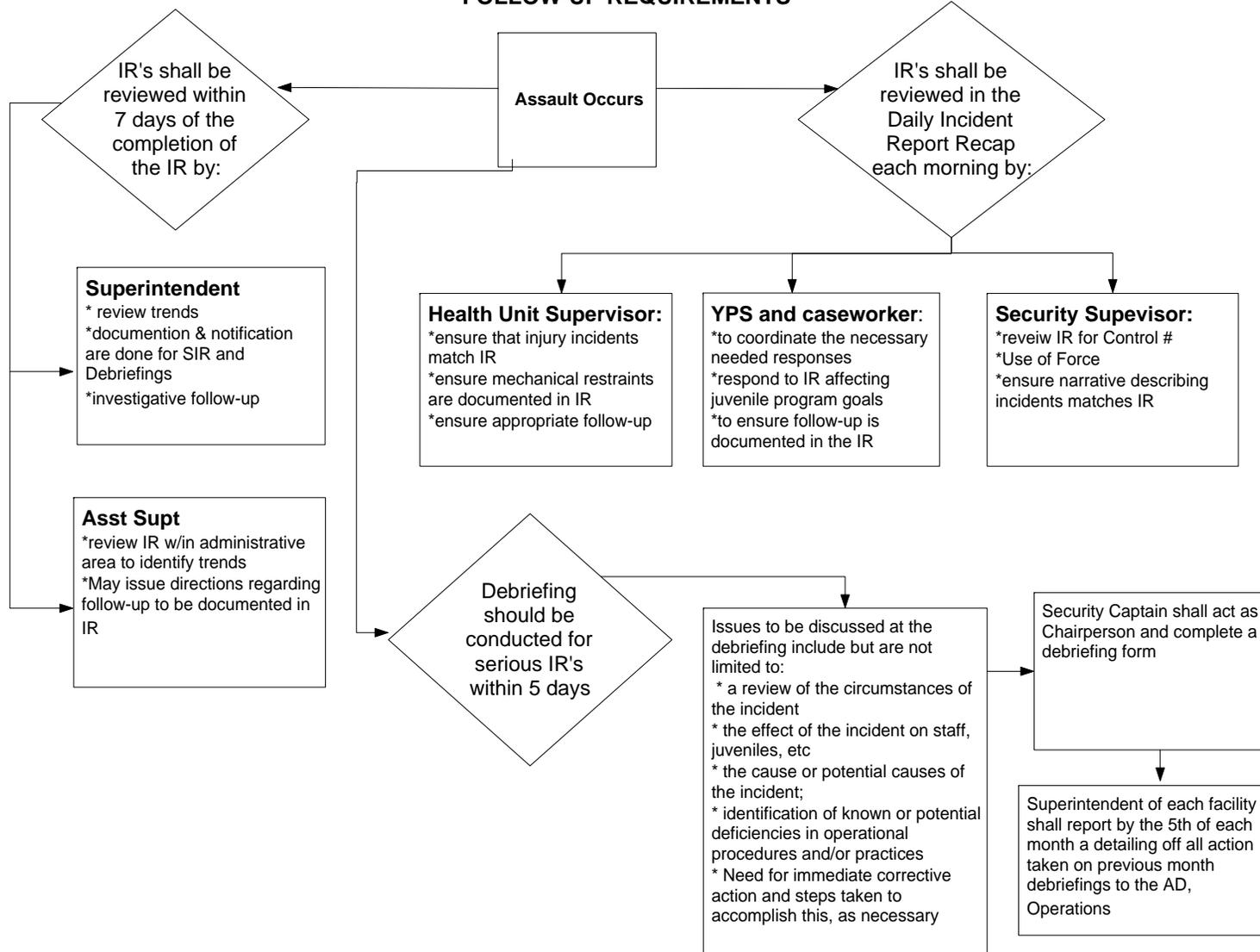
If most prisons have failed, it is because they have been ill-managed, under-managed, or not managed at all...where prison managers effect a strong administrative regime...serious disorder are less frequent, meaningful treatment programs more plentiful and recidivism rates less startling. (Dilulio, 1987, 7)

APPENDIX

FLOW CHART OF ASSAULT REPORTING REQUIREMENT



FOLLOW-UP REQUIREMENTS



References:

Clarke, Ronald, 1980, Absconding from Residential Institutions for Young Offenders, Out of School: Modern Perspective in Truancy and School Refusal, Chichester: John Wiley and Sons.

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