

Arizona Department of Juvenile Corrections

Annual Report FY 2009



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

~Director Michael D. Branham



Vision

Safer communities through successful youth.

Mission

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

Agency Role

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

ADJC LEADERSHIP

Director Michael D. Branham



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

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

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

Director Branham is an Adjunct Professor at Phoenix College and holds a Bachelor's Degree in Management, a Master's Degree in Organizational Development, and is a graduate of the FBI National Academy.

Deputy Director Dr. Kellie Warren



Kellie M. Warren, Psy. D., is the Deputy Director for the Arizona Department of Juvenile Corrections (ADJC), overseeing all phases of the operation of juvenile treatment, rehabilitation and monitoring. Her responsibilities include day-to-day operation of secure care facilities, community corrections, behavioral health, medical services and education. **She formerly served as the Department's Assistant Director for Programs and Institutions and the Clinical Director of Medical and Behavioral Health Services.**

Dr. Warren has extensive experience in the fields of juvenile justice, community-based diversion programs, behavioral health and other treatment areas providing services to adolescents and justice-involved youth. Dr. Warren is affiliated with local and national organizations and committees in the areas of behavioral health and justice.

Dr. Warren is an Adjunct Professor at Argosy University. Most of her administrative, clinical, and research interest has focused on children and adolescents with severe mental illness, developmental disabilities, substance abuse and dependency disorders, fire-setting issues, sexual traumatization, and adolescents delinquency problems. Dr. Warren has made local television appearances and has presented for national and international audiences.

Dr. Warren holds a Bachelor of Science degree from Central State University and a Doctor of Psychology degree from Wright State University School of Professional Psychology.





Message from Director Michael D. Branham

The Arizona Department of Juvenile Corrections (ADJC) remains committed to providing public safety, protecting victims and changing the delinquent behaviors of the juvenile offenders committed to them. The Department continues to strive to provide a safe and secure environment for staff and youth. Safety is essential to providing education, treatment and rehabilitation to the youth in our care; who will eventually return to our communities.

During the past years' challenging fiscal struggles, the Department continued to provide services and create improvements in suicide prevention, violence, rehabilitation and improved Community Re-entry programs.

This year we opened the first Day and Evening Support Center, which offers effective follow-up services for low to moderate risk juveniles and their families when they re-enter their communities. The program promises to improve parole adherence and reduce recidivism by providing community-based programming, resources and support. At the Center, staff continues to deliver programs that were started in our safe schools such as counseling support, family reunification, educational program enhancement and vocational guidance.

A large number of youth committed to the Department suffer from serious mental health problems and frequently substance abuse issues. Services for mentally ill offenders are extremely limited. The Department continues to provide specialized treatment programs for drug abuse, sexual offenders and mental health.

Vocational educational programs have been added to increase the chance of success when youth return home. These vocational educational opportunities are: Wild land Fire Crew, Wood Shop, Electrical and Plumbing training, a Cosmetology Program and the Skills 4 Work Program. The Skills 4 work Program partners ADJC with government agencies, charitable organizations and community stakeholders for the provision of off-site work for youth.

I am grateful for all the hard work and accomplishments and proud of the staff who continue to provide the best services possible during these uncertain times.

I thank the governor, the legislators and the citizens of Arizona for their support of the success and safety of our youth and staff.

~ Michael D. Branham



OFFICE OF THE DIRECTOR

COMMUNICATIONS AND LEGISLATIVE POLICY

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

CLP provides facility tours, researches and writes grants, develops and maintains the web sites for the intranet and public internet, performs interpretation and translation services, promotes the agency through positive media stories and **responds to media inquiries.** **CLP maintains the Speakers' Bureau, producing newsletters, planning and producing the honors ceremony and developing the annual report.** CLP is also responsible for the Religious Services Advisory Committee, Volunteers, Mentors and partnering with the chaplains and volunteer coordinators.

Media

- **NBC News 12 aired 'Black Canyon School Youth in Transition Program.'** Tram Mai, reporter, interviewed a mentor/mentee pair from the Youth in Transition program, a collaborative mentoring program matching girls from Black Canyon School with mentors from Arizona State University.
- NBC News 12 reporter Tram Mai interviewed two boys from Adobe Mountain School (AMS) while they participated in the Boy Scouts Aquatics and Nature Day Camp at the Maricopa Outdoor Center near Lake Pleasant. AMS is one of the few juvenile facilities in the country with an active Boy Scout program.
- CBS News Channel 5 aired an interview with Deputy Director Dr. Kellie Warren on Juvenile Sex Offender Laws. Dr. Warren reported that studies have consistently demonstrated low sexual recidivism rates for juveniles who receive sex offender treatment.
- Channel 12 News aired a story about how the agency's first therapy dog is helping incarcerated youth. Hannah is a two year old Golden Retriever/Poodle mix donated to ADJC by the Arizona Power Paws assistance dog program.
- News Channel 12 featured the ADJC Work and Learn Program, a youth work **experience program under the direction of ADJC's Community Corrections.** Annually the program accounts for over 4,000 community service work hours.

FY 09 Highlights



Media

FY 09 Highlights

- Tram Mai, Phoenix News Channel 12, did a story on the Culinary Arts Program at Black Canyon School (BCS). The industrial kitchen inside the Arizona Department of Juvenile Corrections (ADJC) prepares incarcerated female and male youth for careers in food preparation and service. Culinary students leave the facility with the skills necessary to find a job in the food industry. This kitchen is the training ground not only for food prep but for life-long lessons in team-work, trust, safety and reliability:

Rio Salado College partnered with ADJC in 2005 to bring a culinary arts program to Black Canyon School. This partnership helps young men and women transition back into their communities by providing them with college-level courses that can be completed in eight weeks. Each student can receive up to eight college credits, six high school credits and complete the certification process in six months. Students have the opportunity to leave ADJC with their Arizona Food Service Worker license, which greatly improves their chances of employment after release. This program prepares our students to be successful in the community

- The Capitol Times published a story about Black Canyon School. The story focused on how Arizona has addressed the needs of the female juvenile population with its inherent differences from the male population.
- Corrections Today published an article written by Vickie White, ADJC Training Administrator. The article was titled 'Fostering Professional Growth in Corrections.'
- KOLD TV 13 News in Tucson aired a story about ADJC's first Fire Science Academy at Catalina Mountain School (CMS). The program provides youth extensive hands-on training. They can earn a full academic credit, as well as a certificate of training. The academy is a continuance of the Wild Land Fire Training Program first started for paroled youth in 2005. The Wild Land Fire Program is in cooperation with the local fire departments and land management who work as hot shots on summer fires in Tucson.
- AZ Central.com did a story on Scottsdale Police Department, Police Crisis Intervention Services Unit and their dog "Fozzie", which also included ADJC therapy dog "Hannah".
- KOLD News 13 in Tucson covered the Catalina Mountain School (CMS) boys' soccer team when they played against San Tan High School from Queen Creek.

Media

- Commander Bruce Foremny authored a story on 'Dental Examination Leads Authorities to Reveal Deception' that was published in the February 2009 Rocky Mountain Information Network (RMIN) Bulletin under "Rooting Out the Juvenile Who Wasn't". The article focused on how the case was broken by the diligence of the agency and the medical/dental community. The information provided by ADJC's dentist, Dr. Roger Sears, led to a criminal investigation that ultimately took an adult offender out of the juvenile justice system.
- Juvenile Justice News published an article titled "COMPSTAT for Juvenile Corrections". This article was authored by ADJC employees, John Dempsey, Chief Administrator for the Inspections and Investigations Division and John Vivian, Ph.D., Chief Administrator for the Research and Development Division. To address the challenge posed by juvenile assaults, ADJC has adapted a technique from law enforcement known as COMPSTAT. This technique includes: mission clarification; internal accountability; geographic organization of operational command; data-driven identification of problems and assessment of the **department's problem-solving** efforts; organizational flexibility; innovative problem-solving tactics; and external information exchange. ADJC has taken the COMPSTAT and applied it to juvenile corrections. The resulting violence reduction strategies are using real-time data and cross-disciplinary teams to develop plans that promote institutional safety.
- The Catholic Sun posted an article about Boy Scout Troop 4. Two years ago Nancy Welton became the Scoutmaster for Troop 4 based at Adobe Mountain School, the only one of its kind in the nation. Kids who many see as beyond redemption are learning skills and how to have fun in a positive way.
- Jahna Berry, Reporter with the Arizona Republic did a story on Bishop Henry Barnwell titled "Work with Incarcerated Youths Merits Honor".



One Spirit, One Team

ADJC 2009 Honors Ceremonies



Adobe Mountain School



Black Canyon School



FY 09 Highlights

One Spirit, One Team

ADJC 2009 Honors Ceremonies



Catalina Mountain School



Eagle Point School



FY 09 Highlights

One Spirit, One Team

ADJC 2009 Honors Ceremonies

Central Office



FY 09 Highlights



OFFICE OF THE DEPUTY DIRECTOR

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

- Attended the 2nd European Congress on Juvenile Delinquency and served as an expert panel member of the 'VI Round Table: Effective Educational Answers and Models of Reintegration.'
- Conducted a workshop with Dr. Lee Underwood, Clinical Director, on *Mental Health in Juvenile Justice* at the National Commission on Correctional Health Care (NCCHC) Conference.
- Conducted a workshop with Dr. Lee Underwood, ADJC Clinical Director, on *Competency and Motivational Strategies for Juveniles* at the National Commission on Correctional Health Care (NCCHC) Conference.
- Presented on *Mentally Ill Juveniles* at the 138th Congress of Corrections.
- Continues to work with Arizona Health Care Cost Containment System (AHCCCS,) Child Protective Services (CPS), the Governor's Office for Children, Youth, and Families, the Children's Coalition of Maricopa County Committee Meeting, and other state and county entities to ensure ADJC and its partners maintain open communication and a spirit of team work.
- Serves on the Family Justice National Advisory Board. With support from the Office of Juvenile Justice and Delinquency Prevention (OHJJDP), Family Justice, is adapting its Relational Inquiry Tool for use with Juveniles. After a competitive national search Family Justice selected as its partners the Arizona Department of Juvenile Corrections, the Ohio Department of Youth Services and the Michigan Bureau of Juvenile Justice.
- Key-note Speaker *at the Growing Hope Conference.*
- Presented on *Preparing Youth for a Better Tomorrow: "It Starts with Families; Parent's Commission Families of Incarcerated Youth Initiative, Hosted by Governor Brewer's Office for Children, Youth and Families.*
- Presented at the Children's Action Alliance luncheon, addressing issues facing juveniles adjudicated to ADJC.

FY 09 Highlights



SECURE CARE



The Arizona Department of Juvenile Corrections operates and maintains four secure care facilities for the custody, treatment and education of committed juveniles. Each juvenile placed in a secure facility receives rehabilitative services appropriate **to the juvenile's age, risk, needs, abilities and committing offenses**. This includes education, individual and group counseling, psychological services, health care and recreation. In addition, treatment groups and specialized housing units focus on juveniles with histories of violence, substance abuse or sexual offenses.

A Unit Manager is the administrator for the housing unit and each housing unit has a Program Supervisor, Caseworkers and Youth Correctional Officers to monitor each youths treatment plan.

In addition, the Agency employs and contracts health care professionals who manage and deliver direct primary care services to committed youth seven days a week. These include medical, dental and psychiatric services.

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



SECURE CARE

- Violence management at the four facilities has been a key focus of work for the year, with measurably improved results.
 - ◇ Quarter ending 6/30/08, there were 141 juvenile on juvenile assaults at the four facilities for an average daily population of 619.
 - ◇ Quarter ending 6/30/09, there were 63 juvenile on juvenile assaults at the four facilities for an average daily population of 587.

These improvements resulted from a multi-layered effort which included effective behavior management of juveniles and improved staff supervision methods.

- Due to reduced budget for the agency, five housing units were closed, one at Black Canyon School (BCS), Catalina Mountain School (CMS), and Eagle Point School (EPS) and two at Adobe Mountain School (AMS). In addition, **the boys' Reception, Assessment and Classification Unit moved from AMS to BCS.** BCS returned to co-ed for the first time in many years, and AMS, CMS and EPS opened Skills 4 Work units, where juveniles within a few weeks of release to the community are involved in regular off-site work opportunities. Partners have included Arizona Game and Fish and the Glendale Police Department.
- Closed five housing units and reduced the juvenile population which **resulted in a number of staff either RIF'd (Reduction in Force) or laid-off. Several staff were RIF'd to positions that were lower grade positions.**
- The New Freedom Phoenix Gang Curriculum was added this year to assist juveniles in addressing delinquency and other issues. Training was provided to all staff. This curriculum will help gang-involved juveniles choose a lifestyle away from gangs when they return to the community.



SECURE CARE

FY 09 Highlights

- The partial collapse of the roof in the kitchen due to water damage occurred at CMS in Tucson. Food was served from a Mobile Kitchen for over six months while extensive repairs were conducted.
- New addition Therapy dog, Hannah, helped assist juveniles in crisis and participates in group therapy.
- Providing new pro-social experiences to juveniles who are making progress in the facilities, enabled proms to be held in September 2008 and April 2009. Boys and girls from all four facilities attended, with formal clothing and snacks provided from donations.
- Juveniles have been involved in off-site sports activities as participants. A girls' Volleyball team from BCS competed in a league of charter schools, playing all their games off-site. Boys' soccer teams from AMS, BCS and CMS played each other, as well as community High Schools.
- The host of volunteers who continue to provide support, including mentoring and visiting juveniles, religious services, music performances, arts and crafts projects and imparting other valuable life experiences is vital for the agency.
- A delegation of French and Spanish Criminal Justice professionals toured ADJC in April 2009 to observe all facets of daily operations and were able to participate in one of the Proms.
- The Auditor General's audit team have been at the facilities, reviewing several aspects of operations over the past year, including Violence Management, Suicide Prevention and Treatment Programming.
- The Scheduler system was automated, ensuring that key personnel can not be double-booked and thus unable to participate in each juveniles monthly staffing meeting.



SECURE CARE

- Key highlights from each facility:

AMS

- ◇ The Boy Scouts troop participated in events such as Scout-a-rama at Kiwanis Park in Tempe, camped out inside the facility, and acted as the Color Guard for the Friends of Scouting breakfast. The youth earned merit badges for these and other activities.
- ◇ A variety of inspirational speakers and events have occurred, including Power Paws, Arizona State University students and WWE wrestlers.

BCS

- ◇ Girls went off site to various education related events, including Skills USA and speech contests.
- ◇ Girls participated in a Breast Cancer Walk, raising money through sponsors.

CMS

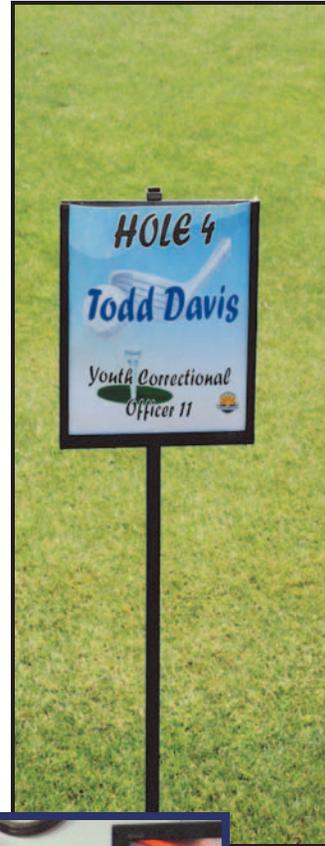
- ◇ The CMS Wildland Fire Program, in which youth learn fire fighting skills, had many achievements this year, including a Fire Academy being held in conjunction with Northwest Fire, taking delivery of a specific bus and going out on a "mock" team Call Out for overnight camping.
- ◇ A Military Day was held, youth enjoyed the presence of personnel from various branches of the Services and participating in activities such as Obstacle Courses.
- ◇ PAXIS Institute is sponsoring a new grant program called The Weed and Seed Program. The program will assist in community mentor projects, education, counseling, work, life skills, work crews, peer mentors, family support and more.

EPS

- ◇ Various activities included a Career Fair for youth with various speakers and Poetry performances.
- ◇ A basketball team participated in a league for charter schools off-site.

FY 09 Highlights





ADJC Holds 1st Annual Memorial Golf Tournament in Memory of Frances "Renie" Branham. Proceeds from the tournament will benefit academic scholarships, sports programs and educational programs at ADJC.



With regional games completed, athletes from all over the State converged in Mesa, Arizona to compete in the Special Olympics' Summer Games. Employees from all over the agency worked to ensure the success of the summer games.



Black Canyon School held a Turkey Art Project. Each unit worked together and prepared paper mache turkeys.



CHAYAH held a religious retreat at Adobe Mountain School.



Catalina Mountain School hosted a Military Appreciation Day.



Black Canyon School hosted 'Take Back the Night' with six organizations. The goal was to create an atmosphere of zero tolerance of violence against women.



Catalina Mountain School attended the 'Wake-Up Catalina/Oro Valley Drug Awareness event. Youth talked with Drug Enforcement officers about their jobs and what it takes to learn to fly helicopters.



Wearing drug goggles, youth try to walk a straight line.

2009 Prom—Desert Luau



FY 09 Highlights

BEHAVIORAL HEALTH

- Integrated Sex Offender Treatment Program:
 - ◇ Continued to validate the effectiveness of Integrated Sex Offender Treatment Program through outcome studies.
 - ◇ Developed infrastructure to provide clinical oversight and clinical services in the community through the Day and Evening Support Center (DESC) and other services through the Family Services Coordinators (FSC).
- An automated Individualized Behavior Plan (IBP) system was created to allow staff members access to juvenile specialized plans through the electronic system and will ensure accountability of these records. The IBP system will allow ADJC to:
 - ◇ Ensure that recording is completed, notifications are made and the system will tie into the currently automated Continuous Case Plan (CCP).
 - ◇ Require approvals at certain stages of the plan and will notify those that need to approve stages of completion by the juvenile.
- A form data base was created that will include storage, processing, routing and tracking of information. All documentation will be tracked to ensure confidentiality of juvenile information and protect the 'need-to-know' of each juvenile's case. This system was a cost-saving measure that will help attain a virtual, primarily-paperless, juvenile and documentation file. The new system includes:
 - ◇ An on-screen juvenile file that includes scanning updates of documents that are not currently in the system, ensuring that the file is visually user-friendly.
 - ◇ Creation of task screens which pertain to only the task at hand such as the Juvenile Community Reentry Board (JCRB).
 - ◇ Allows printouts of any document that is requested, in sequential order of request.
- ADJC created a visitation reporting system. This ensures quick entrance and exit of visitors and also tracks visitation, enhances protection to the facility by accurately performing these processes and also assists in identifying family needs of individual juveniles. This system includes:
 - ◇ Enhancement of the Automated Juvenile Scheduling Program: ADJC enhanced the automated juvenile scheduling program. This enhancement includes new notification forms and an update to the existing system that will automatically schedule juveniles in an optimal manner to allow for required multi-disciplinary participation at all Continuous Case Plan Reviews, Staffings, Child and Family Team meetings and Juvenile Community Reentry Boards, without conflicts.

BEHAVIORAL HEALTH

FY 09 Highlights

- Integrated Chemical Dependency Program:
 - ◇ Developed specific services for youth with co-occurring mental and substance use disorders.
 - ◇ Provided intense clinical training in the following areas: Motivational Interviewing, Dialectical Behavioral Training, Seven Challenges, Gang Interventions and Group Interventions.
- The Juvenile Community Re-entry Board (JCRB) replaced the Superintendent Review Board (SRB). The purpose of this revision was to ensure consistent standards for the processes at these boards and all steps from the newly-revised Readiness for Release/Transition Planning and Preparation for Release have been followed. This will provide the board an opportunity to review the complete juvenile case information prior to the board.
- The Criminogenic and Protective Factors Assessment (CAPFA) needs assessment was validated. Formerly, this assessment was validated in Washington and in **Canada but the assessment was not normed to ADJC's population.**
- The Dynamic Risk Assessment (DRI) shows the risk to recidivate for juveniles based on numerous data elements. This risk analysis will allow ADJC to:
 - ◇ Accurately assign a risk level for Arizona juveniles that are committed to ADJC which will ensure the accuracy of the assigned treatment intensity.
 - ◇ Show progress in risk reduction by the time adjudicated juveniles leave the secure care system.
 - ◇ Assist in tracking risk levels on a quarterly basis and ensure more accurate identification of risk levels and safety to the community, before release to community parole occurs.



EDUCATION

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



FY 09 Highlights

- Adobe Mountain and Black Canyon Schools' Libraries have been awarded one of the Great Stories Club grants from the American Library Association (ALA).

The Great Stories Club is organized by the ALA Public Programs Office, in cooperation with the Young Adult Library Services Association (YALSA). Major funding for the Great Stories CLUB has been provided by Oprah's Angel Network.

The library was sent 33 books to encourage youth to participate in the Great Stories Club. The Great Stories Club is a reading and discussion program that targets underserved, troubled teen populations. The program reaches teens through books that are relevant to their lives, and encourages them to consider and discuss each title with a group of their peers. It seeks to show that reading can be a source of pleasure, a tool for self-exploration, and a meaningful way to connect to the wider world. Its ultimate goal is to inspire young adults who face difficult situations to take control of their lives by "embracing the power of reading."

EDUCATION

FY 09 Highlights

- Catalina Mountain School (CMS) implemented The Fire Science Program. Academy cadets toured the Golder Ranch Fire Station and were asked questions based on research they had conducted in their classes.



- Held a dedication ceremony of the Fire House Station at CMS.

ADJC's Fire Science Program, a cooperative initiative between the Education Department and institutional staff, is located at Catalina Mountain School. A vacated housing unit located on the exterior of the secure care facility has been converted into a working fire station. Included in this facility are class/training rooms, a functioning kitchen, bunk beds with sleeping space for ten youth/staff, equipment storage areas and an office.

Youth selected for the program attend training both inside and outside the secure care facility in basic structure firefighting and wild land firefighter certification. During the fire season, youth and staff are dispatched at the request of the Arizona State Interagency Dispatch Center to act as a team in support of wild land fire camps. Equipment and training for the Fire Science Program were underwritten by a vocational education grant. A certified instructor, supported by Tucson Northwest Fire Department and Golder Ranch Fire District provides student supervision and training.



EDUCATION

- Black Canyon School (BCS) youth went to Peoria High School to participate in competition against other SkillsUSA Region Five high school students. This offered youth the opportunity to challenge themselves and gain firsthand experience in demonstrating leadership and job interviewing skills in a professional arena. One youth received a gold medal as the 1st place winner in the Prepared Speech competition and a bronze medal for 3rd place in the Job Interview competition.



FY 09 Highlights

- Secure Care sports teams participated in interscholastic volleyball and soccer games. Youth who participated and contributed positively throughout their time on their teams, were awarded a varsity letter for their efforts. The first goal for the season was to change the delinquent thinking of the youth. The coaches, administrators and staff went beyond expectations to make sure that this was accomplished.
- Several youth attended the SkillsUSA Leadership Conference which was a successful event for student leaders. Youth gained insight that will impact them throughout their school careers and for the rest of their lives. The youth attended breakout sessions on the practical aspects of having a successful career and were able to ask questions of professionals from a variety of fields. Youth received ideas that can help them to be successful in their careers and in life.

EDUCATION

- Black Canyon School (BCS) received its cosmetology facility license and celebrated the grand opening of the cosmetology program.



FY 09 Highlights



- The North Central Association Commission on Accreditation and School Improvement (NCACASI) notified ADJC that all four schools passed the review and have received accreditation for the next five years.
- **Stylin' in Class, Black Canyon School's cosmetology program, hosted a SkillsUSA Region Five Championship competition.** BCS youth competed in a five-hour long competition performing various hair designs. The categories were creative up-do, long hair layer, and thermal styles. Both industry professional and corporate judges had a tough decision to make. Out of the five youth who competed three placed first, second and third, each receiving a coveted SkillsUSA Region 5 medal.

EDUCATION

- Youth participated in the SkillsUSA Arizona Championships. Youth competed in the Construction Technology event. Both teams did well and completed their Work Bench Project in less than the allocated time.



- Hosted a "*Kids Voting*" Election which providing youth with an opportunity to learn the importance of voting when they turn 18, as well as how to vote.



FY 09 Highlights

EDUCATION

FY 09 Highlights

- 212 Youth received their General Education Diplomas (GED).
- 36 Youth received their high school diplomas.
- The North Central Association Commission on Accreditation and School Improvement (NCACASI) notified ADJC that all four schools passed the review and have received accreditation for the next five years.
- Adobe Mountain School was officially welcomed into the National Association of Student Council (NASC) on December 9, 2008. Adobe now joins with more than 11,000 NASC-affiliated schools nationwide. Scholarships, academic information and a special web site are now available to the school for its use.
- Adobe Mountain School (AMS) joined the Arizona Association of Student Councils (AASC). Adobe Mountain and Eagle Point schools are now voting members. The schools membership gives them the opportunity to learn, with the help of AASC, new ways to promote student and advisor leadership through year-long events, activities and special functions.
- Eagle Point School (EPS) youth performed at a Poetry Out Loud Competition. The top performer of the school advanced to state competition. Over 20 schools from throughout Arizona competed and one youth was chosen to compete in finals in Washington D.C.
- Black Canyon School (BCS) held Book Club activities which give youth the opportunity to build reading and comprehension skills, as well as encouraging youth to acquire a life-long interest in literacy. Youth will interface with other youth from around the world via the Smart Board and web site for educational enrichment, giving the youth a real world experience.
- ADJC recently became a member of Arizona Interscholastic Association (AIA). Membership in AIA allows secure care youth to participate in sports programs such as volleyball for the girls and soccer for the boys. Secure care athletes now have **the opportunity to play "away" games on the opponent's home field and high school teams can come to ADJC facilities for games.** Before having a chance to perform on the soccer or volleyball field, these youth must perform well in their classes and other activities.
- Black Canyon School (BCS) girls went to Peoria High School to participate in competition against other SkillsUSA Region Five high school students. This offered youth the opportunity to challenge themselves and gain firsthand experience in demonstrating leadership and job interviewing skills in a professional arena. One youth received a gold medal as the 1st place winner in the Prepared Speech competition and a bronze for 3rd place in the Job Interview competition.

EDUCATION

- Eight AMS Youth were furloughed to Glendale's Training Center to give back to their Community. They conducted eight hour work assignments with the assistance of the AMS Administration, Security and Transportation teams
- CMS and IBM have partnered for the last 2 years in the IBM Mentoring Program. IBM Mentors conduct face-to-face meetings with youth and communicate weekly via emails.



- Eagle Point School youth learned to tie a necktie and performed a mock job interview in their vocational educational class.
- Debra Skinner, Principal at Black Canyon School, was awarded the Arizona Correctional Educator's, Inc. (ACE) President's Award. She was nominated by her faculty and staff for efforts in staff development, increasing AIMS participation, raising test scores, and her outstanding contribution and service in the field of correctional education.

SERVING OUR COMMUNITY/PAROLE

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

Transition of youth to the community is based on classification (risk level) and demonstrated accomplishment of skill levels and needs. On average, a youth spends 5.2 months on parole.

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

FY 09 Highlights

- ADJC's Work & Learn program partnered with the KEY's Community Center to participate in their annual Back Pack Give Away event. The backpacks were filled with school and hygiene supplies that can empower a child with the tools to learn and grow. ADJC youth helped distribute thousands of back packs, food and beverages and also assisted with the serving.



- Maricopa County held its first Parole/Facilities Collaboration meeting. Rural/Urban Parole Officers, Family Service Coordinators and Youth Program Officers from Black Canyon School met to discuss transitioning, effective communications and more efficient ways to improve the Multi-Disciplinary Team (MDT) process. This is in conjunction with the Pima County collaboration that has been on-going for over 6 years.

SERVING OUR COMMUNITY/PAROLE



- **Community Corrections and the Work and Learn Program** partnered with St. Mary's Food Bank to build food boxes. Community and Central Office staff, along with several parole youth packed 1,209 bags of canned goods which produced 10,881 meals.
- Youth participated in a Work & Learn Program and assisted the Arizona Special Olympics. They worked along with Canyon State Academy youth and other volunteers to set up this major annual event. The project had various educational components for youth and allowed them to complete their community service.
- Youth participated in a Work & Learn Program by assisting on a special project at the State Capitol in partnership with the Arizona Governor's Council on Developmental Disabilities. The youth not only completed community service hours, but also participated in the event.
- Youth participated in a Community Program by assisting Jewish Family Services of Phoenix. This thrift store is run by youth who are involved with the Jewish Family Services program. ADJC youth sorted donated clothing for the thrift store which will help benefit the program and community.

FY 09 Highlights

SERVING OUR COMMUNITY/PAROLE

FY 09 Highlights

- Youth in the Community Work & Learn Program were invited for the third year to attend the National Crime Victims Week event at the State Capitol. Youth assisted by setting up the venue in the State Capitol. The project was a learning and educational experience for the youth.
- Opened the first Day and Evening Support Center at the South Parole Office. The center will serve 24 low to moderate risk youth. Youth are provided comprehensive follow-up services at a centralized locations where staff monitors their program participation.

The Day and Evening Support Center improves parole adherence and reduces recidivism by providing community-based programming, parole supervision and monitoring, resources, and support to juveniles returning home from a secure care environment. The center offers a continuation of programs offered in secure care such as: the New Freedom group curriculum; behavioral health services for individuals, groups, and families; educational programs; community outreach and enrichment; transition services; mentoring and faithbased services; vocational guidance; and a 24-hour help line for youth in crisis.

- Developed and implemented a deferred revocation process for youth who have violated the terms of their Conditional Liberty with minor infractions. There have been successes with this program, including several graduates additionally earning absolute discharges from ADJC jurisdiction.



LEGAL

The Legal Systems Division provides legal expertise to the Arizona Department of Juvenile Corrections to promote and protect interests of the department, juveniles, employees, victims and the public. The division is comprised of five offices: the Office of the Attorney General Liaison, Due Process Proceedings, Policy and Procedure, the Office of Restorative Justice and Victims' Rights, and Youth Rights Juvenile Ombuds.

Attorney General Liaison

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

- Assisted the Attorney General's Office with all notice of claims and litigation matters. Staff coordinates with the Attorney General's Office on requests for information, interviews and meetings with ADJC's staff and juveniles and in collecting discovery.
- Formally responded to five complaints of discrimination and retaliation filed **by employees of ADJC at the Governor's Office of Equal Opportunity (GOEO)** and the United States Equal Employment Opportunity Commission (EEOC).
- Responded to 13 appeals to the Arizona State Personnel Board.
- Coordinated legal aspects of Juvenile Civil Commitments under A.R.S. §8-272. This year three juveniles required a 72 hour evaluation and long term **inpatient treatment at the Arizona State Hospital or St. Luke's Behavioral Hospital.** The Office of the AGL collaborated with ADJC clinical staff, local hospitals, Department of Health Services and the Arizona State Hospital regarding mental health issues for ADJC youth.
- Enhanced the process to address the concerns of Foreign Born National Juveniles. Coordinated with representatives from Immigration and Customs Enforcement (ICE), Office of Refugee Resettlement (ORR) and the Florence Immigrant and Refugee Rights Project to assist with the proper transition of juveniles from a secure care facility to ICE custody or other appropriate placement as directed by immigration law requirements.

FY 09 Highlights



Attorney General Liaison

FY 09 Highlights

- Tracked juvenile and adult court hearings for juveniles residing in a secure care facility. This has led to the successful discharge of 30 juveniles prior to their return to secure care. This process has enhanced communication and saved the state thousands of dollars through reductions in transportation, staff time and juvenile bed days.
- Provided trainings for ADJC staff members on the following topics: Agency Orientation, Youth Rights and Due Process, Civil Rights of Institutionalized Persons Act (CRIPA), Legal Issues, Separation and Victim Rights.
- Provided 41 notifications to the Superior Court with the Continuous Case Plan (CCP) and treatment progress of juveniles in secure care.
- Responded to 127 separate public records requests, which required thousands of pages of redaction. Each records request required review and redaction prior to dissemination.
- Enhanced the ADJC Information Sharing Resource Guide and designed a computer based training (CBT) curriculum on agency confidentiality policies and procedures, records retention, information sharing and data security awareness.

Due Process Proceedings Office

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

- Conducted 441 revocation hearings.
- Conducted 9 disciplinary hearings.
- Conducted 1 hearing to consider a Juvenile Community Reentry Board (JCRB) rescission.
- Considered 22 appeals of separation hearings.
- Issued 323 apprehension warrants.
- Reviewed requests to move youths from placement at home to a more restrictive placement. Approved 14 restrictive placements.
- Issued 731 total discharges:
 - ◇ 584 Expiration (youth turned 18)
 - ◇ 64 Absolute Discharges (earned)
 - ◇ 80 Discharges for Cause (youth convicted as an adult)
 - ◇ 2 Civil Commitments
 - ◇ 1 Court Vacated Commitment
- Implemented and refined a deferred revocation process that incorporates restorative justice principles while providing additional treatment options for youths.
- Seven youth graduated from the Deferred Revocation process and became eligible for Absolute Discharges.
- An ADJC Hearing Officer was made available to the State Board of Equalization to assist in processing their backlog.
- The Arizona Department of Juvenile Corrections met with US Immigration and Customs Enforcement (ICE) agents to create processes to improve information sharing with ICE and the Office of Refugee Resettlement (ORR). (i.e. sharing medical information between the agency, ICE and ORR; interstate compact; unaccompanied youth who will not be voluntarily returned).

FY 09 Highlights



Office for Restorative Justice & Victims' Rights

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

FY 09 Highlights

- Provided assistance to 134 victims of juvenile crime throughout Arizona.
- **Provided 778 notification letters to victims regarding the juvenile's status.**
- 996 follow-up contacts were made to victims offering additional services.
- 1752 contacts were made advocating on behalf of victims.
- 255 victims of juvenile crimes were identified as an underserved population and were contacted regarding their post-adjudication rights.
- Educated ADJC youth and staff about the benefits of restorative justice and what it offers the juveniles, victims and the community.
- Youth with victims continue to complete victim empathy programming resulting in a sincere apology letter to their victim. Youths focus on restoring the losses suffered by their victims and own up to the harm they have caused. This innovative programming is a primary crime prevention strategy.
- 97 victims of violent crime were assessed for safety needs.
- Educated new staff and youth on the Prison Rape Elimination Act (PREA). Training is ongoing.
- **The Office for Restorative Justice and Victims' Rights staff and youth from the youth Work and Learn Program and Director Branham participated in the National Crime Victims' Rights Week events at the Arizona State Capitol and the Arizona Attorney General's Office.**



Office for Restorative Justice & Victims' Rights

- ADJC Staff and youth met with Arizona Attorney General Terry Goddard at the AG's Victims' Rights Week event.
- Presented at the Advanced Arizona Victims' Rights Training Sponsored by the Attorney General's Office. Justice practitioners around the State were educated on ADJC's youth, programming and restorative justice efforts.

Policy and Procedure

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

- Published 194 new or revised agency policies and procedures.
- Posted 90 policies and procedures for agency feedback.
- Published 82 new or revised agency forms.
- Adopted a legislative style format for posting agency policy and procedure which provides employees with an efficient way to review information.
- Completed policy initiatives in the area of Prison Rape Elimination Act (PREA), juvenile transition and readiness for release, foreign born juveniles, juvenile grievance, suicide prevention, safety inspections, juvenile furloughs, visitation and juvenile records.
- Conducted a comprehensive review and update in Human Resources, Community Corrections, Investigations, Medical, Reception Assessment and Classification (RAC), Business, Finance, Education and Secure Facilities.

FY 09 Highlights



Youth Rights Juvenile Ombuds

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

FY 09 Highlights

- Developed and implemented an automated system for youth in the community, secure care, and the Day and Evening Support Center to submit electronic grievances which will be processed and resolved through the existing staff in secure care. The new program includes data integrity for reporting, improved response time to abuse allegations and other complaints before they escalate to violence or self harm, improved quality assurance measures and procedures and a cost reduction of print materials.
- All juveniles receive training regarding their rights during their stay in secure care, and how to access the new grievance system.

INSPECTIONS AND INVESTIGATIONS

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

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

Quality Assurance Audits and Inspections

- Completed over 6000 individual inspections agency wide.
- Conducted eight formal audits, two at each secure care facility, focusing on CRIPA related areas.
- Ensured corrective actions in areas of non-compliance during eight follow-up audits.
- Secured JABG grant funding to design and implement an automated Quality Assurance Reporting System
- Captured inspection results, corrective actions and follow-up activities for use by agency staff.
- Certified the Quality Assurance team as Fire Inspector I, through the State Fire Marshal's Office.

Inspections & Investigations

- Set up a radio repeater at the White Tank Mountains for more efficient communications network with AMS dispatch.
- Developed and presented DPS security guard licensure class for 'RIF'D' agency employees to aid them in obtaining employment.
- Implemented golf cart training course at agency facilities to improve safety.
- Developed Community Corrections Support Officer Program and safety protocols for after hours contact with paroled juveniles.

FY 09 Highlights



INSPECTIONS AND INVESTIGATIONS

FY 09 Highlights

- Set up Forensic Interview rooms at each secure facility to facilitate interviews of abuse victims reporting crimes that occurred in the community and/or within the facility. These rooms are equipped with audio and video recording devices to assist in the documentation and prosecution of alleged crimes. The rooms further reduce the trauma by not having to transport the victim to other locations.
- Developed and implemented warrant service training for Community Corrections.
- Facilitated the establishment of a Special Assignment Unit whose duties include :
 - ◇ Campus Wide Extra Help
 - ◇ Day and Evening Reporting Center issues
 - ◇ Hospital coverage
 - ◇ Disaster preparedness and mitigation
 - ◇ Homeland Security response
 - ◇ Specific functions at the recommendation of Leadership
- Implemented a tracking system for reporting and tracking gang related incidents.
- Completed six Incident Command System tabletop drills with facility management.

New Programs and Initiatives

- Implemented an automated purchasing system. This allows an authorized employee to submit a purchase requisition online and track it. Tracking includes notices on the receipt of the request in the Procurement Office, the encumbrance of funds, the actual purchase of the requested item(s) and the expected date of arrival. This new system will expedite purchases and limit the amount of time staff needed locating and handling paper.
- The agency anticipates a savings of \$15,500 with the elimination of printed direct deposit advice notices to employees.
- In order to monitor agency vehicle expenditures, a database has been developed that automatically reconciles the ADOA Fleet Management invoice against the **agency's records. Upon reconciliation, a completed Transfer Voucher is** electronically generated. This eliminates the need to handwrite information. Various reports can be generated to ensure the usage of the vehicles is occurring in the most cost effective manner.



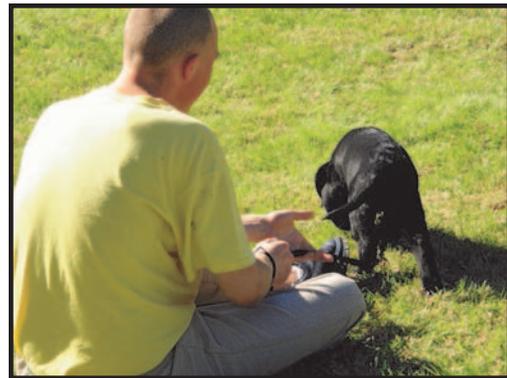
Visitors

FY 09 Highlights

- The Christ Church of the Valley (CCV) puppet ministry gave a presentation to youth at Adobe Mountain School. The puppet characters demonstrated the consequences of making bad decisions, especially when trying to impress others.
- Catalina Mountain School celebrated their 2nd Annual Gate Keepers' Spiritual Concert.
- Sgt. Frank Hand of the Tucson Police Gang Unit conducted a presentation for the CMS staff.
- **Black Canyon hosted 'Take Back the Night' with six organizations: Purple Ribbon Council, Family Advocacy Center, Empact-THS, GLSEN, Project Bravery and Suzanne Hayes, who is a survivor of domestic violence and one of the organizers of 'Take Back the Night.'**
- Representatives from The National Associations for Child and Teenage Protection (UNASEA) visited Arizona in February 2009 as an envoy of the French Justice Department. The delegation of officials from France shared ideas and learned from Arizona's juvenile justice system. As a result of the initial visit, a delegation from France and Spain visited in April, 2009.
- Two Boy Scout Officials visited Adobe Mountain School to inquire about the scouting program (in anticipation of replicating the model) and to learn about the **agency's scouting program.**
- Cherrelle Noyd, actress visited Adobe Mountain School. She described her journey from Michigan to California and the difficulty in becoming an actress while maintaining her Christian beliefs. **Ms. Noyd 's message was first respect yourself** by setting high standards in pursuing your goals. "No matter what your dream is, go after it with passion. It will take hard work and commitment, but let no one discourage you."
- AMS youth celebrated African American History month with a visit from volunteer John Saint Johns. Mr. Johns traced the history of African Americans from slavery in America to its inception to the present day. Mr. Johns encouraged youth to **"Study and complete your education. You cannot succeed without it."**

Visitors

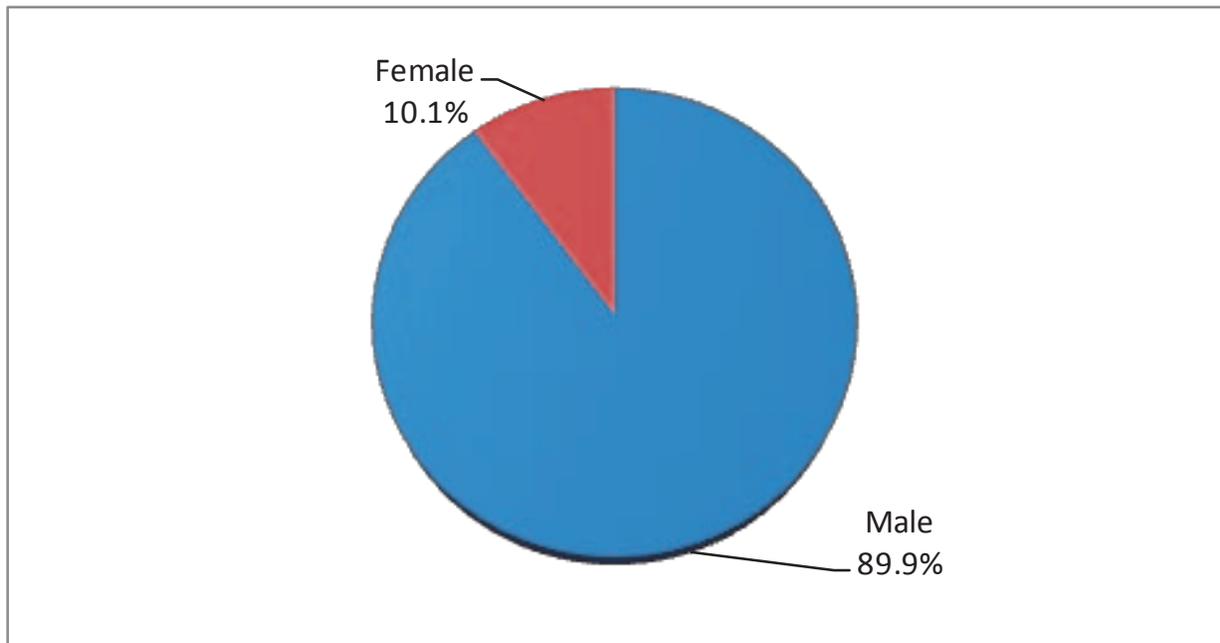
- Jerry Wilkins, owner of one of the most profitable builders' operations in the greater Phoenix area, presented to AMS youth. His message was "you must overcome your past before you can change your future." He also challenged each youth in attendance to evaluate their value system.
- "Appointed to Praise" presented a special Black History Month concert at Adobe Mountain School.
- Power Paws, the agency donated therapy dog Hannah to ADJC, brought a litter of 10 week old retrievers to secure facility. Youth were handed a puppy with a leash, a collar and a bag of treats. They were to work with their puppy on commands. Youth had their puppies sit, lay down, turn around and roll over. The best part was just enjoying the puppies at what they do best, being puppies.



Juvenile Population Data

Gender FY 2009

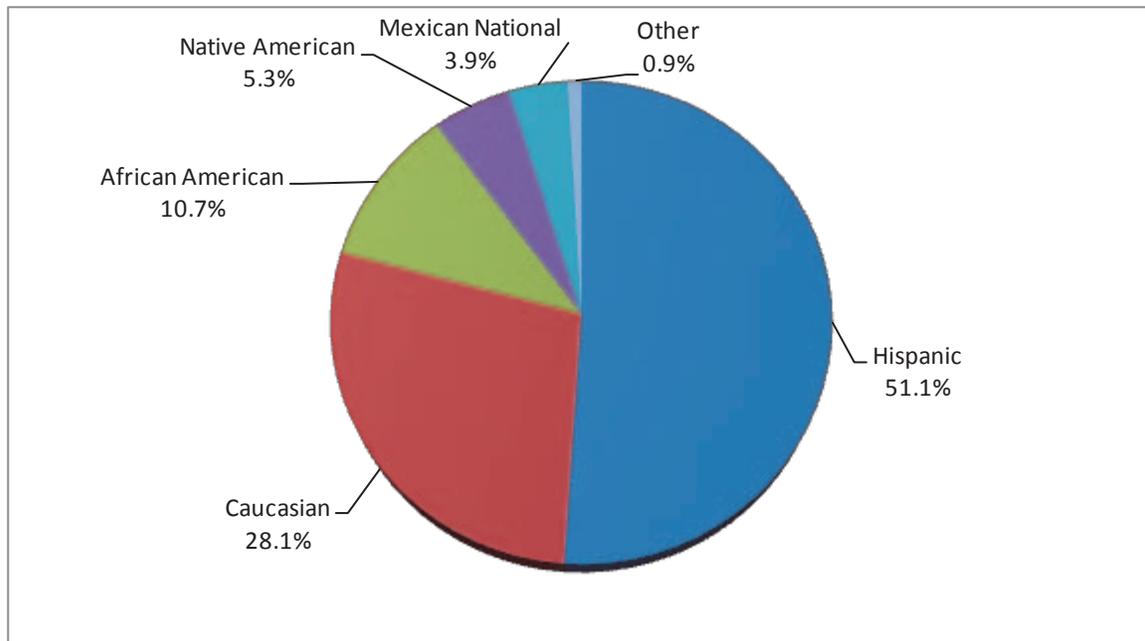
GENDER	FY 2006	FY 2007	FY 2008	FY 2009
Male	564	647	656	595
Female	110	87	90	67
TOTALS	674	734	746	662



Juvenile Population Data

Race/Ethnicity FY 2009

RACE/ETHNICITY	FY 2006	FY 2007	FY 2008	FY 2009
Hispanic	290	345	379	338
Caucasian	240	221	222	186
African American	72	94	78	71
Native American	35	35	38	35
Mexican National	31	30	26	26
Asian	5	5	1	0
Other	1	4	2	6
TOTALS	674	734	746	662



Juvenile Population Data

Age FY 2009

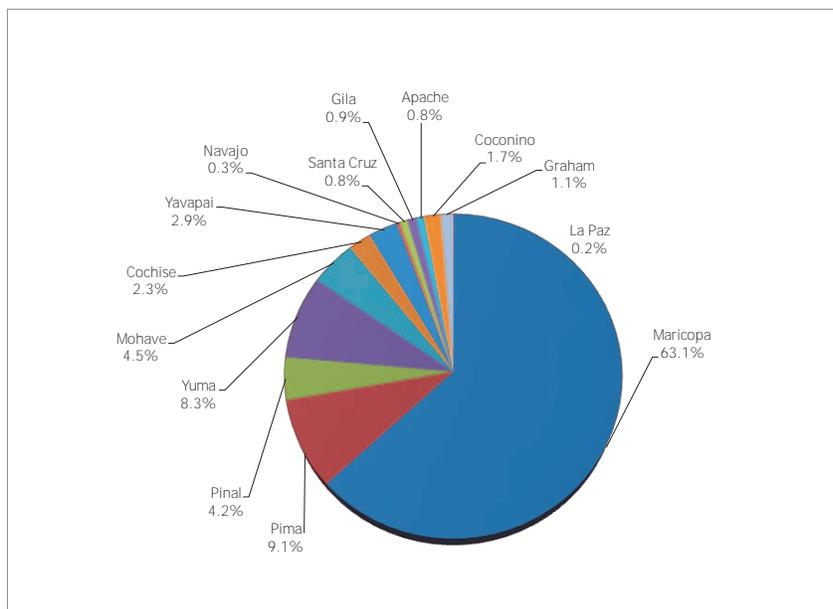
AGE	FY 2006	FY 2007	FY 2008	FY 2009
13 years old or younger	16	15	18	12
14 years old	61	61	68	68
15 years old	137	167	180	128
16 years old	215	232	233	226
17 years old	245	259	247	228
TOTALS	674	734	746	662



Juvenile Population Data

Counties FY 2009

COUNTY	FY 2006	FY 2007	FY 2008	FY 2009
Maricopa	383	420	421	418
Pima	86	99	84	60
Pinal	15	27	41	28
Yuma	46	35	74	55
Mohave	38	55	41	30
Cochise	12	17	9	15
Yavapai	18	25	22	19
Navajo	8	9	5	2
Santa Cruz	14	8	8	5
Gila	19	5	8	6
Apache	10	5	7	5
Coconino	13	11	16	11
Graham	10	16	10	7
La Paz	2	2	0	1
Greenlee	0	0	0	0
TOTALS	674	734	746	662



Juvenile Population Data

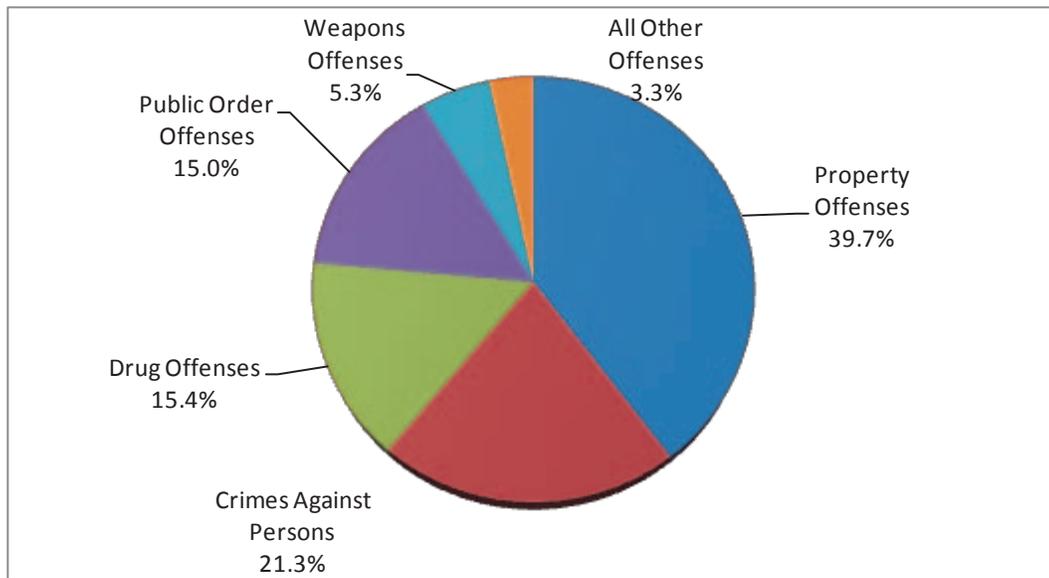
Felony Class Level FY 2009

Felony Class Level	FY2006	FY 2007	FY 2008	FY 2009
Class 1 Felony				1
Class 2 Felony	31	29	29	27
Class 3 Felony	92	92	118	100
Class 4 Felony	116	105	91	80
Class 5 Felony	52	82	83	77
Class 6 Felony	233	254	254	247
Misdemeanor	150	172	171	130
TOTALS	674	734	746	662

Juvenile Population Data

Committing Offense FY 2009

COMMITTING OFFENSE	FY2006	FY 2007	FY 2008	FY 2009
Property Offenses	285	339	343	263
Crimes Against Persons	140	154	153	141
Drug Offenses	127	115	119	102
Public Order Offenses	92	79	77	99
Weapons Offenses	13	22	24	35
All Other Offenses	17	25	30	22
TOTALS	674	734	746	662



ADJC SAFE SCHOOL LOCATIONS

Adobe Mountain School (AMS)

2800 W. Pinnacle Peak Road
Phoenix, Arizona 85027
Phone: 623-869-9050
Fax: 623-516-9725

Black Canyon School (BCS)

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

Catalina Mountain School (CMS)

14500 N. Oracle Road
Tucson, Arizona 85738
Phone: 520-818-3484
Fax: 520-818-3494

Eagle Point School (EPS)

26701 S. Highway 85
Buckeye Arizona 85326
Phone: 623-386-8000
Fax: 623-386-8010

**ARIZONA DEPARTMENT OF JUVENILE CORRECTIONS
1624 WEST ADAMS
PHOENIX, ARIZONA 85007**

**PHONE: 602.364.4051
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