



Five Year Strategic Plan

FY 2013-FY 2017

Charles Flanagan,
Director



Safer Communities Through Successful Youth

Janice K. Brewer
Governor

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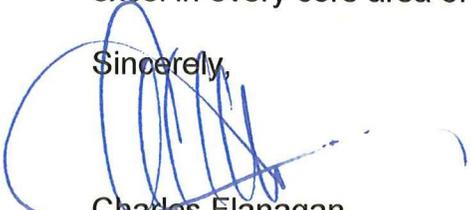
Dear Fellow Citizens of Arizona:

I am pleased to provide you with the Arizona Department of Juvenile Corrections' (ADJC) State Fiscal Year 2013-2017 Five-Year Strategic Plan. This plan outlines the steps we are taking as we move the department forward.

The plan will allow ADJC to promote "Safer Communities Through Successful Youth" by providing secure care and community correctional services to the youth referred by the courts. It was apparent that ADJC needed to reorganize and "right size" the agency to meet its mission in the most fiscally responsible manner while adhering to accepted corrections standards. Consequently, we have consolidated all of our secure care facilities into a single Safe School that is capable of providing the full range of treatment and educational services in the most cost-effective and secure setting possible. In addition, we have begun to eliminate indirect costs by down-sizing central office and focusing on the direct care provision of services in the institution and community corrections. It is our intent to reduce costs while improving and increasing our outcomes (quality and effectiveness of security and safety systems; academic and vocational educational achievements; quality, quantity and completion of treatment programs; successful completions of community corrections [parole] and lower revocation/recidivism rates).

We appreciate the leadership and support of Governor Brewer as well as the support of the Arizona Legislature, the county courts, our citizens, contract partners and other stakeholders. We appreciate the hard work of the professional and dedicated employees and volunteers of ADJC. I would like to extend my gratitude to all of these individuals and groups on behalf of this agency, our youth and myself for the honor and privilege of serving in this important career. It is my firm belief that we are well-positioned to build upon the successes of the past, as well as to excel in every core area of responsibility.

Sincerely,


Charles Flanagan
Director

Arizona Department of Juvenile Corrections

Table of Contents

Executive Summary	2
Vision, Mission and Values	2
Strategic Issues	3
Agency Goals, Strategies, Objectives and Performance Measures	
Agency Goal 1	
Ensure a safe and secure environment for treatment of youth	8
Agency Goal 2	
Increase recruitment and retention of staff.....	9
Agency Goal 3	
Improve rehabilitation and reentry outcomes	10
Agency Goal 4	
Improve educational outcomes for youth in secure care and in community corrections	11
Agency Goal 5	
Continue to reform the department to meet the challenges of the current economic realities	12
Resource Assumptions	13

Executive Summary

The Arizona Department of Juvenile Corrections is responsible for juveniles adjudicated delinquent and committed by the juvenile courts. The department is accountable to the citizens of Arizona for the promotion of public safety through the management of the state's secure juvenile facilities and it provides services to juvenile offenders including rehabilitation, treatment and education. Arizona law requires that ADJC accomplish its mission by providing supervision, rehabilitation, treatment and education to the juveniles committed to its care.

Like all other units of state government, the department has been hard-hit by the economic crisis that took hold in 2008. The department has seen a reduction of roughly 40 percent in both its budget and its staff. In response to the new economic realities, the department has had to refocus its efforts on the core services it delivers to youth, close facilities and consolidate administrative resources. Nonetheless, the department will maintain its services and work to improve outcomes. Following is the strategic plan that provides an overview of the department's direction for the next five years.

Vision, Mission and Values

OUR VISION

Safer communities through successful youth.

OUR MISSION

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

OUR VALUES

- We value the safety of the citizens of Arizona, our employees and the youth in our care.
- We value the integrity, experience and expertise of our staff.
- We value a richness of diversity among our staff and youth.
- We strive to create opportunities for youth and families to lead productive lives.
- We value excellence, innovation and quality practices based on good data and research.
- We value continuous improvement and learning for all individuals, including staff as well as youth in our care.
- We value the families, friends, key stakeholders and staff who support positive change in our youth.
- We value change for the growth opportunities it brings.

ADJC Strategic Issues

Strategic Issue 1: Ensure a safe and secure environment for treatment of youth

The Arizona Department of Juvenile Corrections (ADJC) began a new era in September 2007 with the dismissal of *United States of America v. State of Arizona*. Having complied with all 140 provisions of its 2004 Memorandum of Agreement with the U.S. Department of Justice (USDOJ), ADJC emerged from federal monitoring. Comprehensive reforms improved safety, security and treatment services for youth in the agency's jurisdiction. ADJC's accomplishments were recently reaffirmed by the Arizona Auditor General in two reports released in 2009. After auditing the department for two years for ADJC's decennial sunset review, the Auditor General concluded that ADJC has continued to make notable progress in the critical areas of programming and youth safety since federal monitoring terminated in 2007.

The department has implemented changes that include a more rigorous prevention strategy and incident reviews. Key staff participates in daily morning briefings to discuss any incidents of concerns in the safe school environment. The executive staff meets biweekly in a COMPSTAT setting, which allows the staff to look at individual youth for signs of escalating behavioral issues as well as to monitor for system-wide trends. This allows for proactive monitoring of real-time data, which identifies trends at the start of a cycle and allows for more timely intervention. In addition, staff receives a daily dashboard report, which provides an overview of key indicators, such as demographics, safety incidents, educational progress and community corrections data.

In order to further ensure safety, reduce violence and prevent suicide among the youth, the department will be implementing an enhanced inspections system. The new web-based system, referred to as GAR (Green, Amber, Red), allows for real-time automated tracking of inspections. The system empowers the supervisors, operations staff with specific expertise and community corrections officers to take responsibility for the facilities and operations under their control, log in and assign corrective actions to be taken when an inspection reveals an area that must be addressed. The inspections will be conducted by the supervisors using the GAR system. The Inspections unit will be responsible for conducting inspections to ensure fidelity of the GAR results. In addition, the Inspections unit will conduct quarterly audits. Also, the data is compiled at a high level that will allow for management, including the director, to review the findings for patterns and identify where there are systems problems and take corrective action. In the previous system of paper reports, these observations and analyses were impossible and a systemic problem would not be identified. This new system will allow for immediate review of trends and assignment of responsibility for compliance to an identified staff member.

Strategic Issue 2: Increase recruitment and retention of staff

ADJC historically suffers one of the highest turnover rates in Arizona state government. High turnover limits ADJC's effectiveness in providing committed youth with a safe environment and continuity in service delivery, which is crucial toward achieving successful community reintegration. In FY 2009, ADJC's department-wide turnover rate was 25 percent, a slight decrease compared to 2007. The annual staff turnover rate is primarily driven by ADJC's Youth Correctional Officer (YCO) staff. In FY 2009, YCO positions had a turnover rate of 50 percent. YCO positions represent about 47 percent of the department's total positions. In spite of the state of the economy, YCO turnover was higher in 2009 than the previous year, though still lower than the 56 percent recorded in 2007.

To date, the department has experienced a loss of more than 40 percent of its staff, much of this because of reduction-in-force (RIF) separations and through attrition of employees who were not replaced upon leaving voluntarily. Additional positions were frozen when vacated. These changes and related issues resulted in substantial morale issues among staff.

To mitigate high turnover, ADJC will continue to make purposeful efforts to improve the development, retention and recognition of staff. However, when the economy rebounds and both correctional and private sector opportunities multiply, it will be in the department's interest to avoid a corresponding surge in staff turnover. The department will develop and initiate a succession planning program to mitigate the loss of institutional knowledge. Also, Staff Development has expanded and improved the professional development offerings for existing employees. The department will continue to improve both the pre-service and in-service training it offers.

Recent revisions to the ADJC confidential exit survey are being monitored for an improved response rate. The collected responses will assist management in identifying recurring reasons for employee separations. The department can address the issues identified to prevent future resignations.

The ADJC Annual Honors Ceremony continues to be redefined so that employees are recognized for outstanding contributions to the agency. ADJC is also exploring other opportunities to recognize high performing staff, along with additional measures to address staff morale and job satisfaction.

Strategic Issue 3: Improve rehabilitation and reentry outcomes

In order for the youth committed to ADJC to return to their communities successfully, the department must provide appropriate, individualized treatment and educational services. ADJC recognizes the growing body of research that identifies best practices in its field and is committed to employing those programs. All ADJC juveniles are provided with core programming to address dysfunctional thinking as it relates to problematic and delinquent

behaviors. Department programs are cognitive behaviorally based and designed with adolescents' developmental needs in mind. The department works to involve families meaningfully and will implement strategies to that end. The department also has implemented gender-specific programming and will continue to do so.

Youth remain in secure care for a relatively short time, approximately seven months on average. Most of the delinquent youth committed to ADJC will return to their communities. Research underscores the common sense notion that in order for youth to succeed, they must learn behaviors and skills that will serve them in the community. Therefore, ADJC will focus on improving individualized treatment needs as well as resources for Continuing Case Plans that span secure care and community corrections. The department will focus on developing partnerships with resource providers and developing strategies for youth in the community with a focus on a continuum of care that begins with the time that the youth is committed, through reentry into the community.

While in secure care, youth are thoroughly assessed and classified in order to ensure proper placement in specialized or general programming units to meet their individualized needs. ADJC is charged with providing treatment services to all committed juveniles. The department provides specialized programming to address the neediest of juveniles in the areas of inappropriate sexual behavior, substance abuse and mental health issues. In FY 2011, approximately 38 percent of ADJC youth were diagnosed with mental health issues and 13 percent displayed problematic sexual behavior. Juveniles with substance abuse disorders represented fully 89 percent of the ADJC population.

ADJC will continue to focus on improving the effectiveness of programs with the goal of successful rehabilitation and reentry into the community. In order to improve outcomes in these areas, the department will work to engage families in more activity through the increased use of video visitation; seek more community and stakeholder support for youth on conditional liberty; and expand opportunities for youth on conditional liberty such as the support provided by the Day and Evening Support Center in Maricopa County. These outcomes will be measured through an increase in absolute discharge, through a reduction in the recidivism rates and through fewer revocations.

Strategic Issue 4: Improve educational outcomes for youth in secure care and in community corrections

ADJC recognizes that the majority of committed youth have failed in traditional education settings. Most ADJC students are below grade level in mathematics and reading. In addition, most students have had attendance and behavioral problems in traditional public schools. The department is required to provide services to youth with disabilities as mandated by the federal Individuals with Disabilities Education Act (IDEA), Arizona Revised Statutes (A.R.S.) §15-761 and A.R.S. §15-765 through §15-767. These services include delivery of special education

instruction, speech/language services and evaluation services for special education eligibility. Because of the dramatic over-representation (more than 30 percent) of special education students within ADJC's school system, the department requires more special education teachers and resources per student than other public schools within the state. However, because of concerted efforts on the part of ADJC Special Education staff, the department was found to fully comply with state and federal special education services for the first time in FY 2005 and again in FY 2010.

ADJC recognizes that students must be motivated to explore a variety of career paths. Therefore, the department assessed students' needs and interests and implemented a curriculum that merges traditional classroom academics (reading and mathematics) with vocational studies.

The following provides a sample of currently expanded studies within the ADJC School System:

- A cosmetology program located on the Black Canyon Campus now provides students with the skills and transferable hours requisite to licensing in Arizona.
- Culinary arts program.
- Automotive technology program that allows students to graduate with general automotive skills.
- Building trades program.
- Energy auditing program, which was established under federal funding and provides employment opportunities in an emerging field.
- The department recently added Interactive Television (ITV) to its teaching capabilities to extend the reach of its educators by providing direct classroom instruction and field-based enrichment to selected classrooms. The department will continue to ensure that the educational infrastructure is adequate to support the needs of these students so that they can elevate their basic skills to a level where they can be academically successful and ultimately contributing citizens.

The department also seeks to involve youth in pro-social activities in the schools as well. ADJC schools, through associate membership in the Arizona Interscholastic Association, play volleyball, basketball, flag football and soccer against private, charter and public schools. This allows the youth to build on important skills such as team work while engaging the youth in activities that improve physical fitness.

While there are a variety of educational opportunities at ADJC, department leaders believe more can be done to improve educational outcomes. This includes improving literacy, increasing the number of youth who earn a general education diploma (GED) and increasing the number of high school diplomas awarded to youth in secure care. To improve outcomes, the department will employ a new assessment tool, increase time spent in learning activities and increase competition through the use of charter schools inside the school.

Department leadership also believes more can be done to ensure continuation of educational opportunities and achievement when youth are granted conditional liberty (parole). On occasion, the local public school districts where a youth on conditional liberty resides will refuse to enroll a youth. The department also may face resistance from the youth's parents or guardians as to a preferred educational program. The department currently works with charter schools that are willing to accept youth on conditional liberty and has a pending request for proposal (RFP) to add a charter school inside the facility to provide additional opportunities for the youth.

Current law does not clearly specify that the department may enroll youth on conditional liberty in educational programs that the department concludes would be in the best interests of the youth and to aid in the education, treatment and rehabilitation of the youth. As such, the department is seeking a legislative change to statute to clarify that the ADJC director has the specific authority to designate educational programs for youth in secure care and on conditional liberty and to enroll youth on conditional liberty in charter schools.

Strategic Issue 5: Continue to reform the department to meet the challenges of current economic realities

ADJC has been severely impacted by the fiscal crisis that began in 2008. To date, the department has closed two of four secure care facilities and combined the remaining two, Adobe Mountain School and Black Canyon School, into a joint facility that shares administrative resources. The department continues to adjust its practices both to maintain progress made and to continue improving the provision of programs that enhance public safety by enabling youth to succeed.

The department will continue to consolidate resources while focusing on providing direct services to youth and maintaining or improving outcomes. In order to maintain the quality of programs and improve outcomes, the department is focusing scarce resources on direct services to youth. As such, the department must reduce indirect costs. As of the end of calendar year 2011, Central Office staff has been reduced by 12 positions with plans for more reductions underway. Central Office staff is currently located in two buildings; in FY 2013, staff will be under one roof. These reductions will ensure that services to youth are not compromised by budget reductions.

ADJC Goals and Objectives

GOAL 1: ENSURE A SAFE AND SECURE ENVIRONMENT FOR TREATMENT OF YOUTH

Maintain a safe and secure correctional environment in which youth participate in effective treatment programs that prepare them to return to the community successfully.

Objectives:

- Zero escapes
- Zero suicides
- Reduce youth-on-youth assault rates by five percent
- Reduce youth-on-staff assault rates by five percent
- Reduce injuries by five percent
- On-time completion rate of 95 percent or better for all required inspections and audits
- Green-Amber-Red (GAR) findings of green meet baseline setting of 80 percent.

Strategies:

- Employ an effective classification system to ensure that juveniles receive treatment services that vary in accordance with their assessed risk levels
- Analyze the occurrence of dangerous incidents in secure care facilities and identify appropriate corrective strategies
- Implement a revised system of internally conducted audits and inspections conducted regularly using the automated Green-Amber-Red (GAR) system.

Performance Measures:

- Number of escapes
- Incidents of suicidal or self-harm behavior
- Youth-on-youth assault rates
- Youth-on-staff assault rates
- Number of reported injuries
- Percentage of inspections and audits completed on time
- Percentage of completed GAR inspections and audits resulting in a finding of green.

GOAL 2: INCREASE RECRUITMENT AND RETENTION OF STAFF

Recruit and retain staff, with particular attention given to youth corrections officers (YCO) recruits and professional services providers, such as nurses, teachers and mental health professionals as these are the most difficult positions to fill.

Objectives:

- Reach capacity for YCO staff
- Reach capacity for professional service providers
- Improve morale among employees (set a baseline in FY 13 and measure against the baseline thereafter).

Strategies:

- Focus on recruiting employees who are both highly qualified and well-suited to their jobs, including identifying and implementing new testing for candidates
- Employ all reasonable efforts to retain qualified and motivated staff by revising the promotion process for YCOs and developing a defined career advancement process
- Implement a succession planning program to prevent loss of institutional knowledge
- Conduct salary survey to determine the salary ranges for professional service providers
- Measure employee job satisfaction through the completion of an annual employee satisfaction survey
- Provide meaningful recognition programs and awards to identify and reward employees who perform outstanding work.

Performance Measures:

- Annual staff turnover rate
- Annual Youth Correctional Officer (YCO) turnover rate
- Annual turnover rate among nurses, teachers, and mental health professionals
- Percent of staff indicating satisfaction with their jobs.

GOAL 3: IMPROVE REHABILITATION AND REENTRY OUTCOMES

Successfully reintegrate juveniles into their communities by providing them individualized, structured, evidence-based treatment services both in secure care and upon community re-entry.

Objectives:

- Increase the percentage of youth showing progress in their primary treatment problem area by five percent
- Maintain the Secure Care Continuous Case Plan (CCP) on-time completion rate at or above 95 percent
- Maintain the Community Corrections Continuous Case Plan (CCP) on-time completion rate at or above 98 percent
- Maintain recidivism rate among juveniles incarcerated within 12 months of release at 33 percent or less
- Maintain recidivism rate among juveniles incarcerated within 36 months of release at 50 percent or less
- Reduce revocations by five percent
- Increase absolute discharges by five percent.

Strategies:

- Increase and enhance meaningful participation by juveniles' families and other significant adults
- Develop partnerships with community stakeholders to assist in the successful reintegration of youth into their communities
- Utilize the Correctional Program Checklist (CPC) to measure the quality of the programs offered and the effectiveness of the intervention
- Expand the continuum of programs for juveniles ready to return to the community and for those who are experiencing difficulties upon returning to the community via programs such as the Day and Evening Support Center in Maricopa County.

Performance Measures:

- Percent of youth showing progress in their primary treatment problem area
- Percent of secure care CCPs completed on time
- Percent of community supervision CCPs completed on time
- Percent of juveniles incarcerated within 12 months of release
- Percent of juveniles incarcerated within 36 months of release
- Percent of youth revoked with delinquent offenses
- Percent of youth earning absolute discharges.

GOAL 4: IMPROVE EDUCATIONAL OUTCOMES FOR YOUTH IN SECURE CARE AND IN COMMUNITY CORRECTIONS

As a pathway to responsible and self-sufficient behavior, ADJC must provide all committed juveniles educational opportunities to acquire core academic, vocational and job readiness skills.

Objectives:

- Increase percentage of youth who improved in mathematic achievement by five percent
- Increase percentage of youth who improved in reading achievement by five percent
- Increase percentage of youth who earn their GEDs by five percent
- Increase percent of youth who enroll in and pass vocational education classes by five percent
- Increase percentage of youth who earn high school diplomas by five percent
- Increase percentage of youth on conditional liberty who are enrolled in educational programs by five percent.

Strategies:

- Continue conducting screenings and, where indicated, assessments to determine eligibility for special education services
- Ensure that each juvenile who qualifies with a disability receives an Individualized Education Program (IEP)
- Maintain and enhance vocational/career and technical education programs
- Increase educational services for juveniles on conditional liberty through partnership with charter schools or other educational entities.

Performance Measures:

- Percent of youth who increased in mathematic achievement
- Percent of youth who increased in reading achievement
- Percent of youth who earn their GEDs
- Percent of youth enrolled in vocational/career and technical education programs
- Number of high school diplomas awarded
- Percent of youth on conditional liberty who are enrolled in educational programs.

GOAL 5: CONTINUE TO REFORM THE DEPARTMENT TO MEET THE CHALLENGES OF THE CURRENT ECONOMIC REALTIES

In response to the fiscal crisis that began in FY 08, the department has closed two of four secure care facilities and combined the remaining two, Adobe Mountain School and Black Canyon School (AMS/BCS), into a joint facility that shares administrative resources. The department will continue to consolidate resources while focusing on providing direct services to youth and maintaining or improving outcomes.

Objectives:

- Reduce daily cost per youth (CPY) for committed youth to meet or fall below the American Corrections Association (ACA) standard
- Reduce the administrative costs as a percent of total cost by five percent
- Maintain current staff-to-youth ratios at AMS/BCS.

Strategies:

- Focus on program outcomes, eliminating that which does not work
- Downsize Central Office and focus resources on direct services to the youth
- Fully staff YCO positions and reduce overtime.

Performance Measures:

- Daily CPY for committed youth meets or falls below ACA national standard
- Central Office staff all located at one facility (1624 W. Adams St.) in FY 13, reducing overhead costs for administration
- Staff-to-youth ratios at AMS/BCS stay at current levels.

Resource Assumptions

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Appropriation	Budget Request	Estimate	Estimate	Estimate	Estimate
Full Time Equivalent (FTE) Positions	1001.7	825	825	825	825	825
General Fund	\$46,729,800	\$42,929,800	\$42,929,800	\$42,929,800	\$42,929,800	\$42,929,800
Other Appropriated Funds	\$3,860,200	\$3,332,328	\$3,332,328	\$3,332,328	\$3,332,328	\$3,332,328
Non-Appropriated Funds	\$342,300	\$177,600	\$177,600	\$177,600	\$177,600	\$177,600
Federal Funds	<u>\$2,401,900</u>	<u>\$1,823,200</u>	<u>\$1,823,200</u>	<u>\$1,823,200</u>	<u>\$1,823,200</u>	<u>\$1,823,200</u>
Total Agency Funds	\$53,334,200	\$48,262,928	\$48,262,928	\$48,262,928	\$48,262,928	\$48,262,928