Judicial Branch of Maricopa County
Juvenile Probation Department

Creating Hope

Fostering Connections

Enhancing Collaboration

Annual Report of Operations

July 1, 2015—June 30, 2016

LETTER FROM THE CHIEF

Dear Presiding Judge Janet Barton and Juvenile Presiding Judge Colleen McNally,

We are pleased to share the FY2016 Annual Report for the Maricopa County Juvenile Probation Department. The title of this years report, "*Creating Hope, Fostering Connections, Enhancing Collaboration*" is a reflection of the Department's efforts over the past year as we continue a culture of continuous improvement and engagement with other youth serving agencies. The accompanying artwork was created by our youth participating in our Evening Report Centers.

The report provides our partners and the public a description of the various programs and services provided as well as highlights and accomplishments throughout the year. The Department takes great pride in supporting our Judicial Branch's long history and value of INNOVATION. Our commitment and resolve to examine current practices based on available information and the latest research to improvement of public safety and outcomes for all youth is reflected in the pages that follow.

In addition to the time and energy that goes into this report, the information cannot completely reflect all the effort, empathy, and dedication that occurs on a daily basis to serve the thousands of youth and families that encounter our Department and the Juvenile Court on an annual basis. Our success depends on all the men and women who make our work possible and all of our many collaborative partners. The framework for our work is driven by our Vision and Values and guided by the *Core Principles for Reducing Recidivism and Improving Other Outcomes for Youth in Juvenile Justice*. These principles and applicable practices inform our work and direct our resources as we strive to engage the right youth, at the right time, every day.

A number of our activities over the past year laid the groundwork for practice changes supportive of the Core Principles. The Department engaged in strategic planning centered around established Core Principles and developed objectives to further enhance our knowledge, services, outcomes. Department-wide training on Evidence-based Practices and special populations included a number of our youth-serving partners recognizing the importance of coordination and collaboration. This training and skills development will continue into the next year. In addition, the Department took the lead in a partnership with Pima and Pinal counties to assess the validity and reliability of our risk assessment practice.

LETTER FROM THE CHIEF

Our efforts to improve coordination and collaboration across youth-serving systems included the further development of a juvenile justice council to support on-going systems improvement work guided by defined practices such as the Crossover Youth Practice Model and Juvenile Detention Alternatives Initiative. The Juvenile Justice Steering Council (JJSC) has further developed by expanding to include key entities, such as the Family Involvement Center, Children's Action Alliance, Mercy Maricopa Integrated Care, and the Department of Child Safety, that will help inform and guide our work.

And, applying the most recent research and knowledge about adolescent development to our practices fulfills our commitment to hold youth accountable, prevent reoffending and be fair in the process. We are committed to safe and meaningful experiences for the men and women who come to work each day and for the youth and families with whom we work. The Department began the planning to implement Performance-based Standards to measure our practices within our detention facilities. This important work will continue into the next year.

We believe every youth should have the opportunity to know they are connected to others and a contributing member of our community. Our dedicated staff are the strong foundation and catalyst for our innovation and desire for continuous improvement. Throughout all of our work, we remain focused on promoting public safety through providing opportunities for positive change. We firmly believe that our staff are the our greatest resource and that, together with our partners, we can make a change in the lives of the youth and families we serve.

We hope you and others find this report useful and informative.

Sincerely,

Eric Meaux

Chief Juvenile Probation Officer

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HIGHLIGHTS

Right Youth, Right Time, Right Response

Over the past year, the Department continued its on-going intent to direct and provide appropriate services and supervision by focusing our resources and attention toward youth that are more likely to re-offend. Ensuring our processes and practices are optimally responding to the needs of our youth, their families, and our community requires us to continually learn and grow as an agency. Our continuous improvement efforts are grounded in the *Core Principles for Reducing Recidivism and Improving Other Outcomes for Youth in Juvenile Justice*. These principles guide our work and our resources as we strive to provide each youth with the right responses and in a timely manner. Our processes and practices must include **coordination and collaboration** with other youth serving agencies. This affords us the ability to have the greatest impact, direct our resources as appropriate, **target our supervision** guided by objective assessments and our data, and continually identify opportunities for **process and practice improvements** that improve our service delivery and outcomes for youth and communities.

Collaborating and Coordinating with Others

Coordinating and Collaborating with Others

The Department formal and informal arrangements in place to support necessary information sharing, case planning and coordination of services. Additionally, we continued to engage more youth serving agencies during the year to enhance services and improve our engagement with youth and families.

The Department partnered with the Maricopa County Education Service Agency to identify and direct youth for assistance in the areas of educational support. These youth were appropriate for diversion from formal court involvement and were screened for certain risk factors and presented with a "disconnect" from desirable attachments with education or vocation within the community. These youth were connected with an education-oriented mentor for support. By the end of the fiscal year, **232 youth were successfully connected** for educational support through the Youth Education Engagement Services pilot program.

The Department moved forward efforts with the Family Involvement Center to advance engagement with families by successfully supporting the family-run organization's three-year State grant award targeting justice-involved youth. The agency connects parents actively involved with the juvenile justice system with parent-to-parent peer supports. **Twenty-five (25) more youth and families were engaged** through trainings and one on one support.

27% of referrals in FY2016 had current or prior child welfare involvement.

The Department and the Juvenile Court continued to work with the Department of Child Safety and Mercy Maricopa Integrated Care to better serve youth involved in both the dependency and delinquency systems, commonly referred to as dually-involved youth. The multi-systems involvement of these youth increases the complexity of case planning and service delivery. An **integrated case plan was developed** advancing our work within the Crossover Youth Practice Model.

Involvement of volunteers and interns in our service delivery provides an opportunity for the community to improve their understanding of our juvenile

justice system and strengthens the role of the community, improving important restorative goals. Community volunteers participate in our community justice panels. This past year, 154 community volunteers provided **322 hours of community justice service** and 6 interns provided **469 hours of service to the Department**.

PROCESS AND PRACTICE IMPROVEMENT

Process and Practice Improvement

In valuing a culture of continuous improvement, the Department is committed to continually reviewing its processes and practices through standard review processes or on an ad hoc basis as needs and priorities arise. This past year, several successful changes and implementations occurred supporting our need to deliver the right services to the right youth at the right time.

73,500 Medication Encounters

In addition to routine and preventative medical care, a significant portion of the youth placed in our secure custodial care require management of their mental health issues including medications management and administering. A new **electronic health record** was deployed to improve the management and service delivery of over **73,500 annual medical encounters**. Medical and Mental Health information and service requests are now shared in real-time among necessary personnel and external providers that include medical, behavioral health, food services, security, laboratory testing, and pharmaceutical support. This change supports an integrated model of care.

Proper diet is essential for positive youth development and can impact behavioral management. The implementation of the **in-house food service delivery program** in 2015 improved the quality and capacity to meet the nutritional needs of youth in detention. **Over 166,800 healthy meals** were provided. Collaboration between medical and in-house food services reduced medication refusals by youth and has improved the care for youth experiencing certain medical conditions. Providing this essential service with reliable and quality expectations has improved the structure and certainty of the overall detention program which is an important element a safe and meaningful detention experience.

166,842 healthy meals were provided to youth in detention

We know from experience, and evidence about adolescence thought processing, that our justice involved youth differ significantly from both adults and young children. One important differentiation is their demonstrable inability to sometimes make appropriate judgments and decisions that require future orientation. Based on a review of re-offense rates for youth not immediately held in secure custody, process changes were implemented to reduce the number of days to a youth's first court hearing. This is known as the **Expedited and Differentiated Case Review process**. Through the first 2 full quarters (April – September 2016), youth have experienced a **reduction of 48 days** from the decision to not detain to the first hearing resulting in a new average of 18 days to their hearing. Commensurately, the percent of youth that have re-offended prior to their first hearing and within 70 days of the decision to not detain has **decreased from 28% to 19%.**

HIGHLIGHTS

Right Youth, Right Time, Right Response

Process improvements must occur with an adherence to evidence-based practices (EBP). **Over 250 officers**, staff and system partners were trained in **EBP core competencies.** Designated staff were trained in specific youth cognitive skills building exercises, known as **Brief Intervention ToolS**. Department Supervisors developed their EBP coaching and staff development skills through training on the **EBP Briefcase**.

The use of secure detention is an important tool and authority, afforded to the juvenile justice system. Management of its appropriate use is a critical area of on-going focus. Safe and appropriate utilization reductions were in part a result of the **Voluntary Call In Warrant Process**. This alternative process allows a youth to schedule a hearing and voluntarily appear in court. **Over 220 youth** were engaged through this process with **80% successfully appearing in court**. This avoided the need for a law enforcement arrest and interim placement in secure detention. Based on an average utilization of 3 hours per law enforcement arrest and transportation event, an estimated **678 hours of law enforcement officer street time were saved** in addition to the detention and court processing costs.

Targeted Supervision and Services

Diversion Management

41 Probation Officers

1,166 youth in Diversion (as of June 30, 2016)

Over 7,600 new youth were diverted from formal court involvement, representing over 50% of all referrals to the juvenile court. Over 7,000 youth completed their diversion with 91% not experiencing a new referral to the juvenile court.

Strained and unhealthy **Family Issues** is a top risk factor for justice-involved youth. This past year the Department received over 1,600 referrals that were the result of a family disturbance or domestic violence. These situations are now the second most frequent offense type and make up 5% of all referrals. In response to this trend, dedicated diversion officers were designated to manage the complexities of these matters. Practices were changed to provide a more timely connection of the youth and family to these officers. **Nearly 400 youth (23%) were diverted** to the specialized caseloads.

Parents of youth often need support and assistance when confronted with a child that is experimenting or using controlled substances. The **Partners in Parenting Program** was developed to increase and improve parental involvement and communication with their child. **Over 130 youth had parents participate** to increasing awareness of the risks associated with drug and alcohol use by youth.

HIGHLIGHTS

Right Youth, Right Time, Right Response

COMMUNITY SUPERVISION

103 Probation Officers

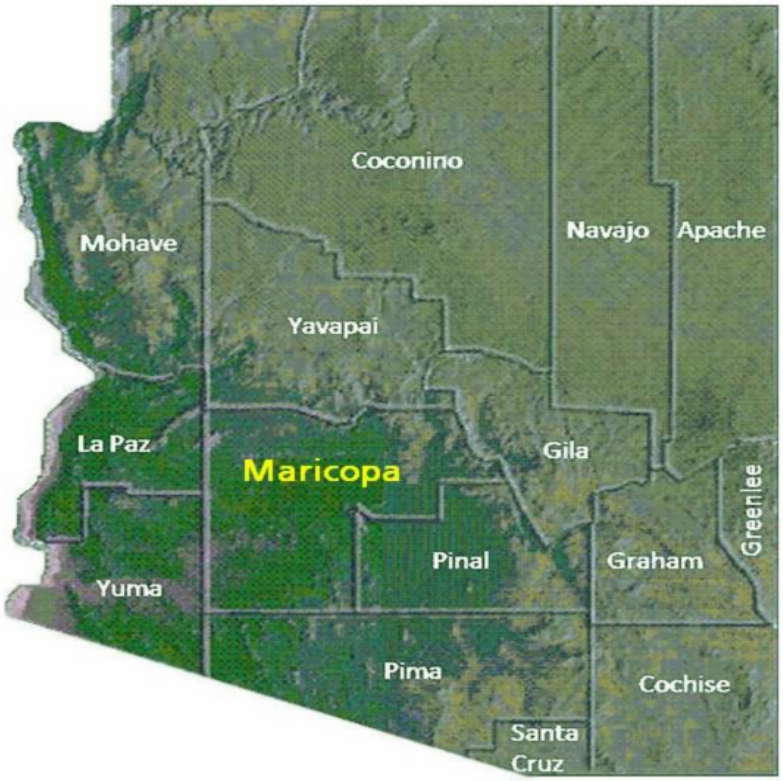
1,722 probationers
(as of June 30, 2016)

Court Involved (Probation)

Over 3,800 youth were supervised following formal adjudication and delinquency finding by the court. This past year, **80% of those youth did not have a new offense** while being supervised. For the majority of youth that did not require intensive supervision, 80% did not require the need for a subsequent filing of a violation of probation to the court.

Local experience and data informs us that youth involved in both the child welfare and juvenile justice systems, re-offend at higher rates and progress more rapidly to the deeper end of the juvenile justice system. Over 4,120 referrals or **27% of all referrals were identified as having some current or prior child welfare involvement**. New processes and resources were deployed to reduce the number of justice-involved youth from entering or re-entering the child welfare system as older adolescents. From April – June, 10 youth were diverted 30 youth were diverted form the child welfare system using probation-based out of home placement (10) or increased utilization of community-based services (20). This alternative approach prevents multi-system involvement, a goal of the Crossover Youth Practice Model.

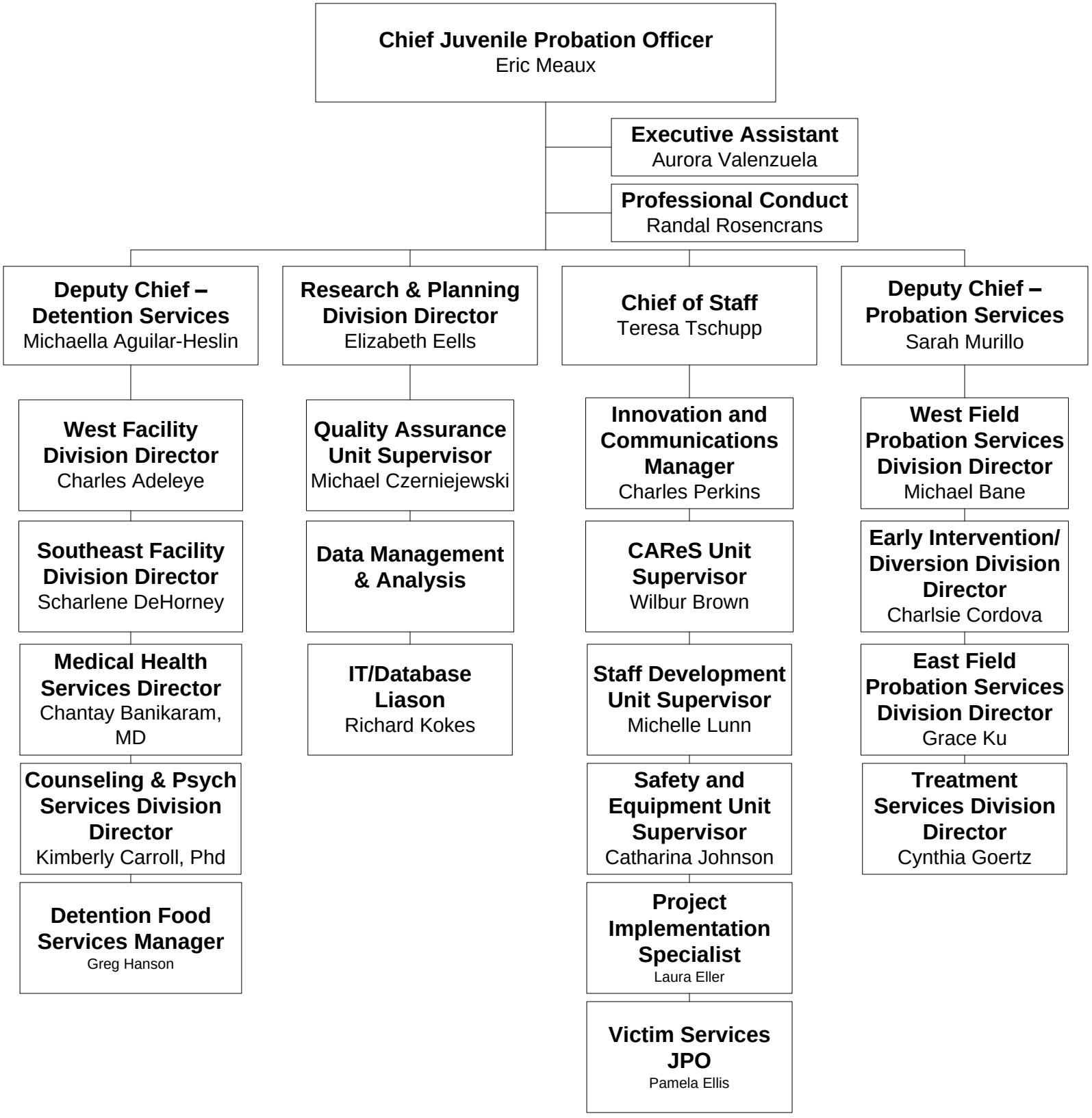
STATE AND COUNTY



- Arizona is geographically the 6th largest state in the nation with 113,642 square miles and a population of 6,828,065 in 15 counties.
- Maricopa County is the 4th most populated county in the nation with 9,204 square miles, and a population of 4,167,947.
- Approximately 61% of the state's population resides in Maricopa County.
- There are 453 residents per square mile in Maricopa County.
- Phoenix (population 1,579,700) is the county seat, state capital and the largest city in the state.
- Maricopa County youth age 8-17 account for 14% of the total county population (592,183).

Sources: Arizona Employment and Population Statistics, Medium Series 2015-2050 Population Projections. *Maricopa County and Pinal County—Socioeconomic Projections Documentation*, June 2016.

FY2016 ORGANIZATIONAL CHART



VISION MISSION VALUES

Juvenile Probation Department

VISION We envision a future where all youth are connected to the community, contributing members of society and accountable for their behavior.

VALUES We Believe:

CHANGE All youth and families have the capacity for **change.** All interactions with our youth and families are an opportunity to support change.

HOPE All youth need caring and responsible adults in their lives who can assist in seeing a future with **hope**.

INNOVATION Excellence results from **continuous improvement** and **learning** informed by quality information, good data and applicable science.

EMPATHY The best interests of youth, families, victims and communities are met by being **empathetic, objective, and purposeful** in our daily work.

FAIRNESS Our youth and communities are best served through processes and opportunities that are delivered with **fairness**, **dignity**, and **respect**.

SAFETY **Safety** is a fundamental part of our practice.

STRONG FOUNDATIONS **Staff** are our greatest resource. **Diversity** and **inclusiveness** enrich our organization, work, and partnerships. **Partnerships** are critical to our success.

Judicial Branch of Arizona – Maricopa County

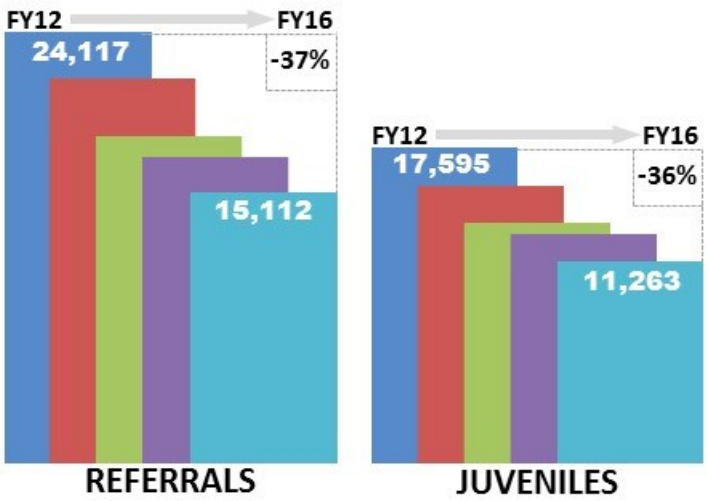
VISION: The Judicial Branch of Arizona is committed to excellence and the principles inherent in the rule of law… **every person, every day, every time**. We fulfill these principles through a culture that values: **F**airness, **R**espect, **I**ntegrity, **I**nnovation, and **S**afety.

MISSION: The Judicial Branch of Arizona in Maricopa County is dedicated to providing a safe, fair and impartial forum for resolving disputes, enhancing access to our services, and providing innovative, evidence based programs that improve the safety of our community and ensure the public's trust and confidence in the Judicial Branch.

JUVENILE POPULATION AND DELINQUENCY REFERRALS

FY2016	Juvenile Probation and Juvenile Court Population and Delinquency Referrals
592,183	Maricopa County Juvenile Population (Ages 8 - 17)
15,112 11,263	Referrals Juveniles Referred
7,609	Diversion New Cases
3,115 159 17.9	Detention Admissions Average Daily Population Average Stay Days
2,859	Delinquency Petitions Does not include petitions in Adult
1,886 329	Juvenile Standard Probation New Cases Placed on Standard Juvenile Intensive Probation (JIPS) New Cases Placed on Standard
96 43	Department of Juvenile Corrections Juveniles Committed Juveniles Re-Awarded
164 3	Adult Prosecutions Juvenile Direct Files Juvenile Remands

REFERRALS AND OFFENSES



Youth come to the attention of the Department and the Juvenile Court typically as a result of law enforcement contact that results in a Referral to the Juvenile Court. The Referral and alleged Offense(s) establish juvenile jurisdiction and probable likelihood that the youth could be found delinquent if presenting to the court for formal proceedings. Law enforcement have the discretion to release the youth to the parent prior to submitting a Referral or may retain physical custody and transfer the youth to the Department's Juvenile Detention Assessment Center for further review and decisions regarding physical custody.

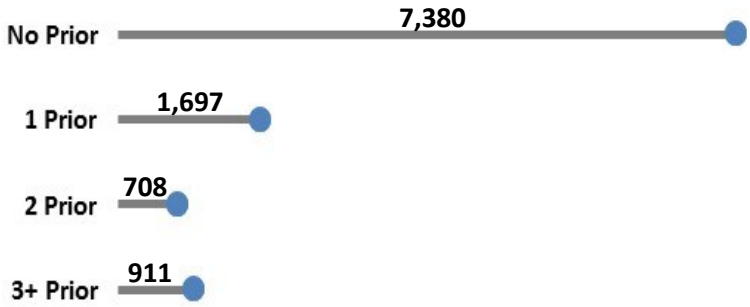
The **11,263** juveniles referred during FY2016 account for 2% of the overall Maricopa County juvenile population (ages 8-17). The majority of youth (or Referrals) are presented to the Department without the use of retaining physical custody.

Paper Referrals are sent to the juvenile court and the county attorney.

Citations are issued to juveniles, for example a traffic ticket.

Screened and released referrals see the juvenile brought to detention and released

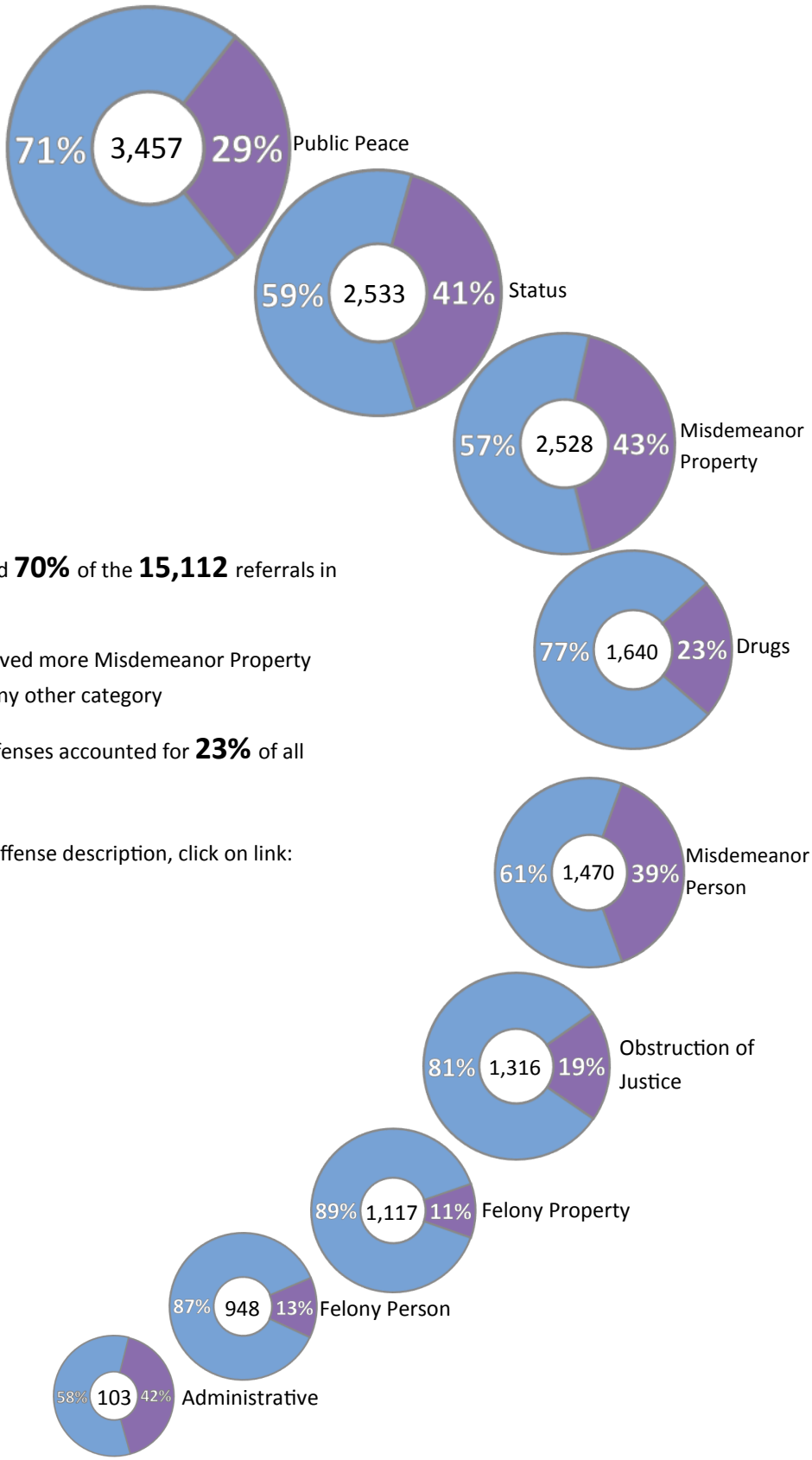
Screened and detained referrals see the juvenile brought to detention and detained



65% of the juveniles referred to the Juvenile Court in FY2016 had no prior referrals.

8.1% of the juveniles referred to the Department has 3 or more prior referrals.

REFERRALS AND OFFENSES



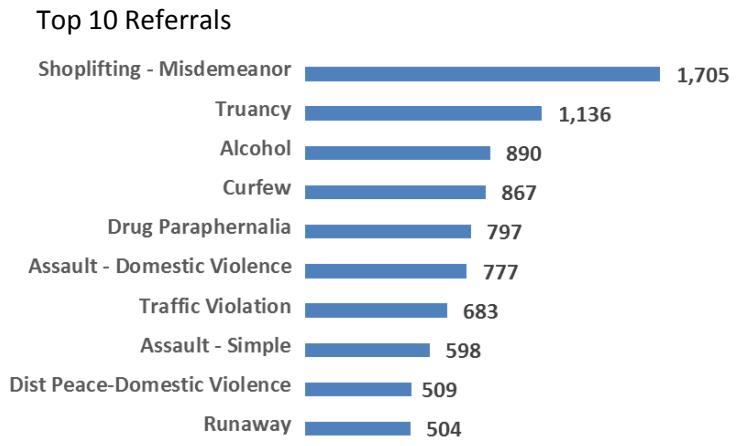
Males received **70%** of the **15,112** referrals in FY2016

Females received more Misdemeanor Property referrals than any other category

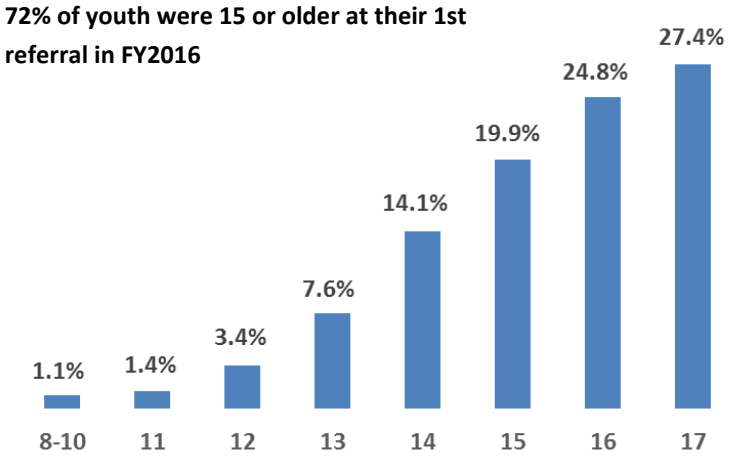
Public Peace offenses accounted for **23%** of all referrals

Note: To view offense description, click on link:

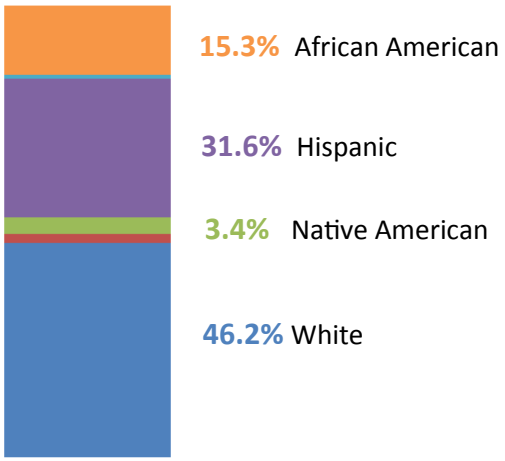
REFERRALS AND OFFENSES



Misdemeanors and Status Offenses make up the majority of referrals. This has remained relatively consistent over the past five years. Felony referrals represent **26.2%** of all referrals in FY2016. **41%** of felony referrals are involve the use or distribution of controlled substances.



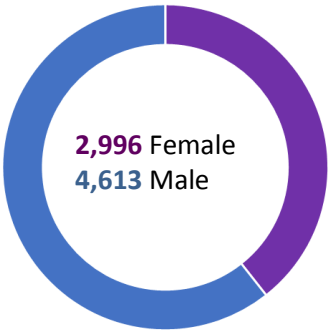
The proportion of males to females is consistent across all age groups (**67%** and **33%**) respectively. Public Peace offenses were the most common offenses for youth age 15 and older (**27.5%**), while status offenses were the most common referrals for youth ages 8 to 14 (**29.1%**).



African American and Native American youth represent **15.3%** and **3.4%** respectively of all referrals compared to their general population representation of **5.3%** and **1.7%**.

Hispanic youth represent **31.6%** of all referrals compared to their general population of **41.6%**.

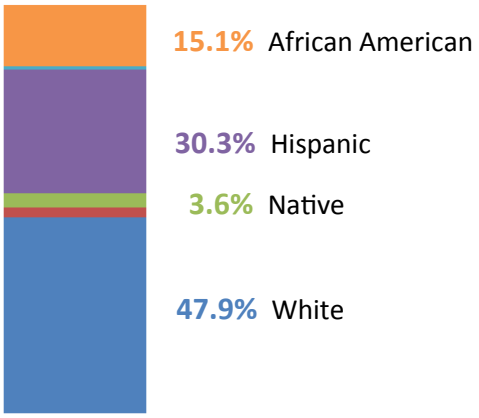
DIVERSION MANAGEMENT AND PREVENTION

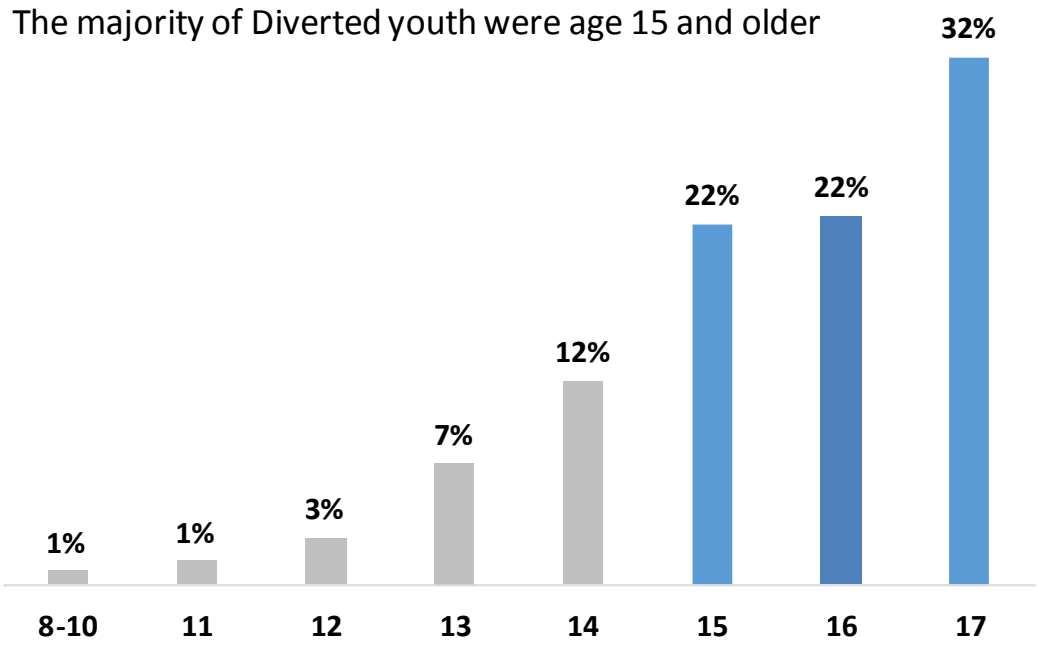


Youth referred for pre-determined minor violations of the law are typically diverted from formal court proceedings and proceed to have their matter handled through Diversion supervision allowing for appropriate consequences and prevention-oriented services. The County Attorney, in collaboration with the Department, determines the designated and diversion appropriate offenses.

Youth demonstrate their accountability through admission, community service, approved education and counseling programs, victim restitution, and fines when appropriate.

In the event the above expectations are not met in a timely manner, the County Attorney will be notified for re-consideration of formal proceedings before the Juvenile Court.





DIVERSION MANAGEMENT AND PREVENTION

Diversion may involve one of the following a interview and assessment by Diversion Officer.

Community Justice Panel: Comprised of a Probation Officer and volunteers from the local community, this restorative justice effort allows for the community and the offender to participate in the resolution of the referral. The department has partnered with neighborhood associations, community groups, and local retailers to form Community Justice Panels.

Drug Diversion:

974 youth participated in Teen AA

315 parents participated in Partners in parenting

Drug Diversion: Juveniles participate in Drug Diversion for minor drug-related offenses and may be required to participate in educational groups and drug testing and monitoring. Partners in Parenting, requires parents to attend classes, improve their awareness of the affects of drugs and alcohol, and learn effective prevention strategies for their children.

Teen Court: Teen Court provides both a peer-driven diversion opportunity and an important role in educating young people about the law and citizenship. Student volunteers are trained to use the restorative justice principles and facilitate the consequences for participating youth.

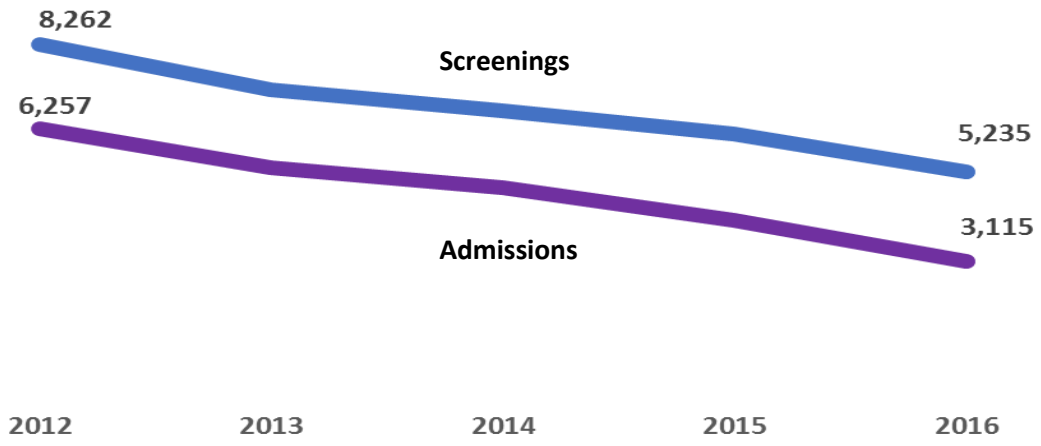
Truancy Prevention

97.7% of C.U.T.S.-Lite participants avoided a truancy referral

Court Unified Truancy Suppression Program (CUTS): Comprised of two parts (CUTS and CUTS-Lite), the CUTS program focuses on reducing truancy and increasing academic. Diversion Officers meet with the student and family to avoid proceeding with formal court involvement.

Safe Schools: At the request of individual schools and State funding, Diversion Officers are co-located on school campuses. In FY2016, three officers were assigned to maintain a visible presence on campus, deter delinquent or disruptive behaviors, serve as an available resource to the school community, and provide students with approved Law Related Education.

DETENTION

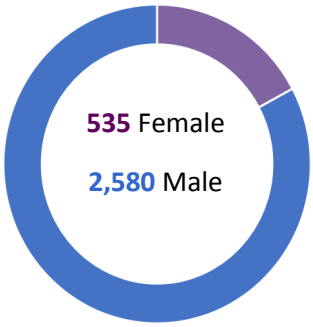


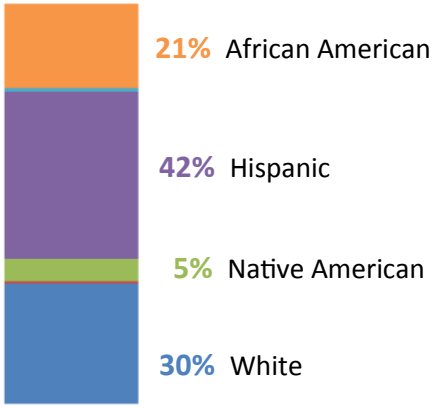
The Department provides and operates secure placement for alleged and adjudicated delinquent youth at of one of two facilities. The Durango facility (Phoenix) and Southeast facility (Mesa) serve males and females up to age 18. The facilities and accompanying services are designed to temporary hold youth pending court or may be used as a placement to dispose of a matter for a period of up to 1 year. The majority of youth placed are either pending new matters of alleged delinquency or have violated conditions of probation that require a formal response from the Juvenile Court Judge. Youth that are brought to Secure Detention by law enforcement and subsequently not released to a parent or guardian are provided legal counsel and appear before a Judicial Officer within 24 hours of admission. During FY2016, 5,235 juveniles were brought to detention. 3,115 were detained (admissions) or a 24% decrease compared to FY2015.

The Average Length of Stay (ALOS) in secure detention was 17.9 days or a 31% increase from FY2015. Just under 25% of the youth are released within 48 hours of being detained. The Department released 3,122 youth in FY2016 and and had an Average Daily Population (ADP) of 159 youth.

The facilities operate 365 days a year providing year round recreation, education meeting State standards, medical and behavioral health, food service, and various program activities designed to engage and support their youth development needs.

DETENTION





Average Daily Population: **159**

Average Length of Stay: **17**

Education

Youth are tested for appropriate educational placement and services.

Credit Recovery Program (CRP) allows youth to complete missing classes and recover hours that can assist toward earning their High School Diploma. CRP youth recovered over 1,054 credit hours in FY2016.

The General Educational Development (GED) Program allows youth to obtain a High School Equivalence Certification through appropriate assessment, testing and successful completion of the examination. 61 youth participated and passed to their GED. Graduation ceremonies are held for GED and diploma graduates at the facility allowing parents and staff to celebrate their success.

The Food Handler's program allows youth to earn their food handler's certification card affording employment opportunities in the community.

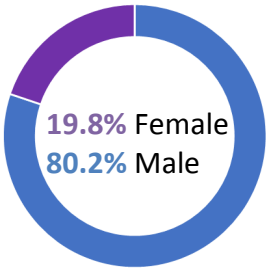
Health

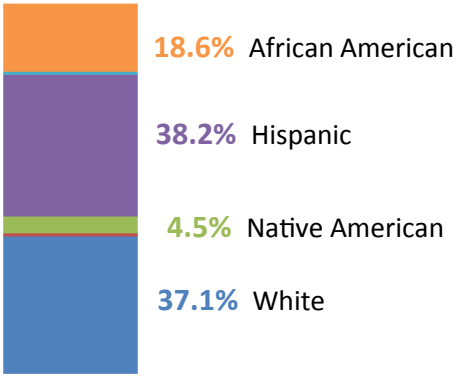
All youth are screened and assessed for physical and mental health issues upon admission. A medical screening occurs within the first 24 hours of detention. Youth held longer than 6 days will receive appropriate immunizations as part of a general physical examination. Youth who present acute mental health issues receive additional assessments and counseling by trained clinical staff. 1,297 youths received mental health services resulting in 4,266 counseling sessions. 73,515 evaluations and other medical services were provided to youth in detention.

COMMUNITY SUPERVISION—PROBATION

Youth that become formally involved with the Juvenile Court are subsequently placed on formal supervision following an adjudication and finding of delinquency. Arizona juvenile justice law and Judicial Code recognize and set certain expectations for Standard and Intensive Probation supervision. The unique and individual needs of the youth and families and an adherence to risk-based supervision further require specialization based on current research and evidence-informed practices. These include:

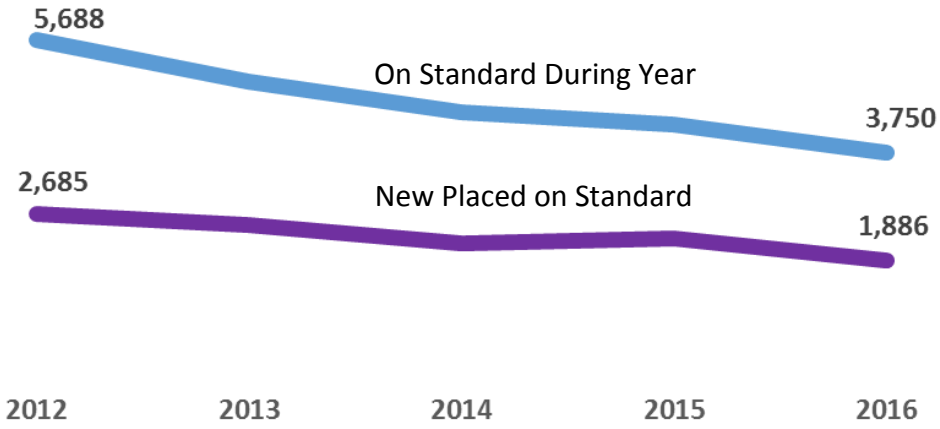
STANDARD PROBATION





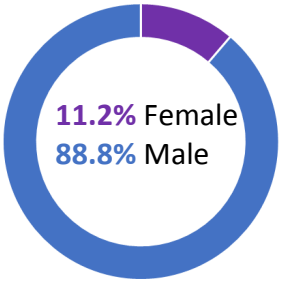
- Compliance Monitoring Caseload – designed to manage low risk youth;
- Transferred Caseload - addressing the unique needs of youth being considered for adult prosecution, re-commitment to State Corrections, and youth residing outside of Maricopa County;
- Sexually Abusive Behavior Supervision – assessing and managing youth that have offended sexually toward others.
- Dually Involved Supervision - assessing and managing youth that are actively involved in both the child welfare and delinquency systems using established practices of the Crossover Youth Practice Model; and
- Residential Treatment Supervision– managing youth placed into a community based therapeutic group home or specialized treatment facility (includes secure facilities).

Average Days Supervised: 319

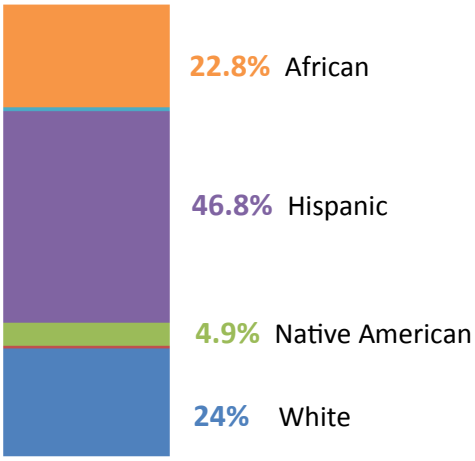


COMMUNITY SUPERVISION—PROBATION

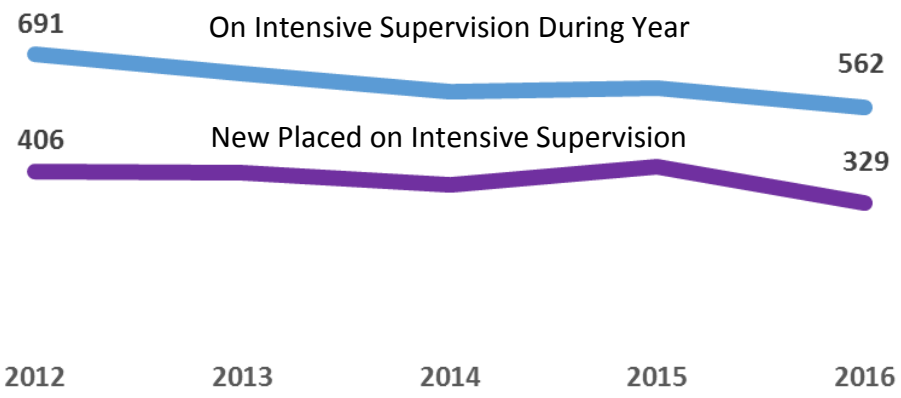
INTENSIVE PROBATION (JIPS)



Intensive Probation Supervision (JIPS) is a program designed to divert youth from placement in State Corrections. These youth are have been assessed to be high risk and in need of highly structured supervision. Supervision is provided by a team consisting of a Probation Officer and Surveillance Officer. Random and variable interval contacts are made weekly depending upon their supervision level. Youth supervised at this level are required to participate in a combination of school, court-ordered treatment, positive family activities and /or employment for a total of not less than 32 hours per week contributing to the highly structured supervision.

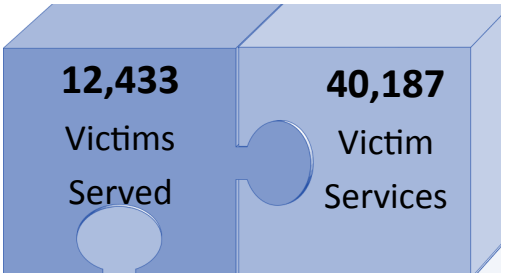


Average Days Supervised: 194



RESTORATION

Victim Services



The Department's Victim Services Unit ensures that the victims remain informed of all case developments in the case and provides assistance in making restitution needs known to the Court.

Helping piece together the Judicial Process and victims of delinquent offenses through appropriate services, empathy and respect.

Community Work Hours

Providing youth with an opportunity to give back to their victims or the community for the harm they have caused is a critical element of restorative justice, ensuring accountability and learning opportunity for youth. The Juvenile Community Offender Restitution and Public Service program (JCORPS) assists with this restorative process. Youth are able to participate in both unpaid community restitution activities and victim restitution work that will earn restitution monies that can be paid directly to victims.

34,798 **Hours** of Community Service Completed

=

4,350 **Days** of Restorative Justice in the community

TREATMENT AND INTERVENTION SERVICES

4,307 Unique juveniles received services

57,261 Drug Tests Administered

15,758 Days of Out of Home Care

3,578 Juveniles — Drug Testing Services

809 Juveniles — Evaluation and Diagnosis Services

487 Juveniles — Delinquency Prevention/ Intervention Education

71 Juveniles — Mentoring

323 Juveniles — Outpatient Mental Health

243 Juveniles — Sex Offender Services

150 Juveniles — Outpatient Substance Abuse Services

21 Juveniles — Functional Family Therapy

7 Juveniles — Brief Strategic Family Therapy

5 Juveniles — MST: Problem Sexual Behavior

5 Juveniles — Multi-Systemic Therapy (MST)

91 Juveniles — Evening Reporting Center

22 Juveniles — Domestic Violence Group

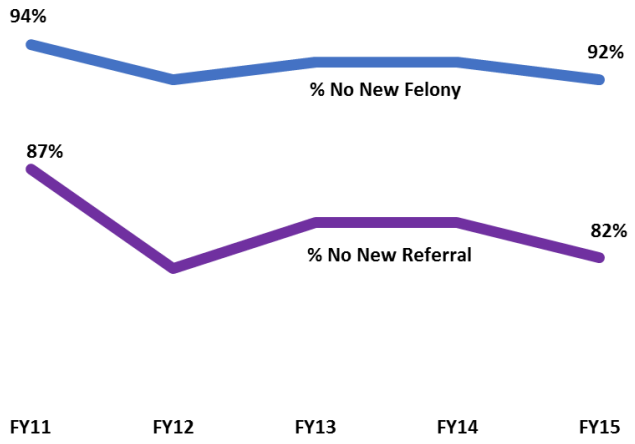
99 Juveniles — Out of Home Care

31 Juveniles — Detention Alternative Program

Screened and assessed youth may receive various assessments, education, and both outpatient and inpatient intervention services.

RECIDIVISM

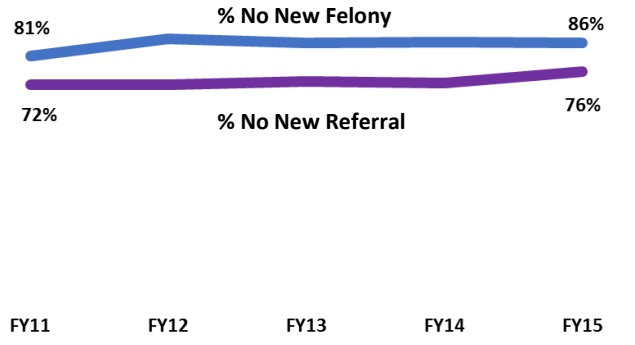
The majority of youth do not reoffend within one year of successful completion of Diversion Services



The Department primarily measures recidivism from the time of supervision discharge and outward 12 months.

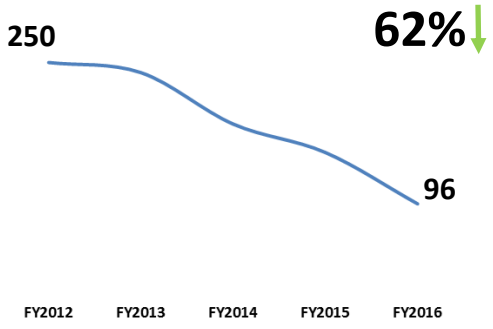
Both the majority of youth that are not formally involved with the Juvenile Court and proceed through Diversion and youth that are formally involved with the Juvenile Court and placed on formal supervision do not experience a new Referral to the Juvenile Court following their discharge from supervision within a year after release or completion. Youth with no new referrals are compared to youth with no new felony referrals.

The majority of youth do not reoffend within one year of Release from Probation



Youth who are older than 17 years old at the time of referral or completion are not included in these illustrations to allow for a full year of time to elapse and status offenses, administrative offenses, and violations of probation are excluded from the recidivism measure. For more information and detailed information regarding recidivism please see the Departments FY16 Annual Data Book.

COMMITMENTS TO JUVENILE CORRECTIONS



Youth that can no longer be safely served and supervised in the community are committed to the Arizona Department of Juvenile Corrections (ADJC).

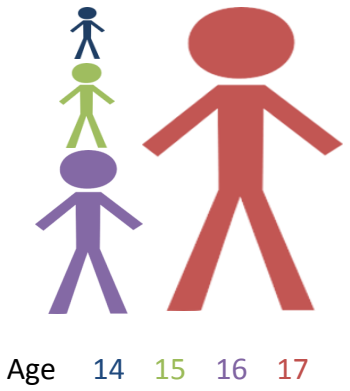
ADJC commitment is typically recommended for those juveniles who pose a threat to public safety or who engage in a pattern of behavior characterized by persistent and delinquent offenses that, as demonstrated through the use of other alternatives, cannot be controlled in a less secure setting. Youth must be adjudicated of a delinquent offense (misdemeanor or felony), or if on probation, a violation of probation, in order to be eligible for commitment to the ADJC.

The Department has experienced a 62% reduction in the number of committed to State Corrections since FY2012.

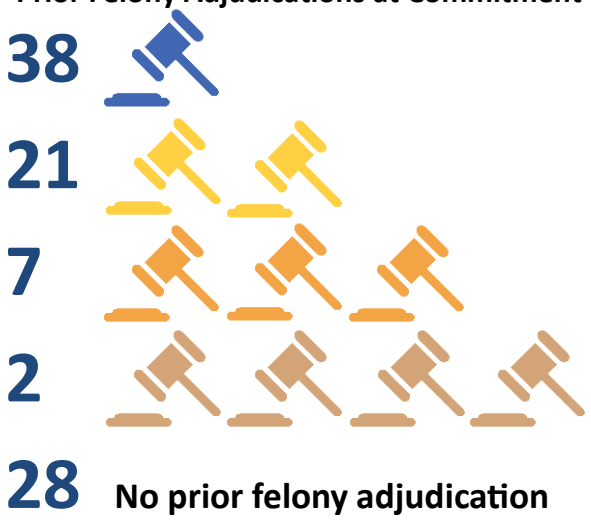
36% of juveniles committed to ADJC in FY2016 had a high risk to reoffend according to the AZ Youth Assessment System

41% of commitments were on Felony referrals.

50% of commitments are age 17



Prior Felony Adjudications at Commitment



BE THE CHANGE
CHANGE BEHAVIORS
CHANGE ATTITUDES
CHANGE LIVES
Change
purposeful
inspire
FUTURE
caring adults
Hope
RESPECT
continuous improvement
Fairness
PARTNERSHIPS
Learning
COMMUNITIES
Strong foundations
staff
objective
DIVERSITY
families
victims
Innovation
Safety
dignity
YOUTH
Empathy