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Document Title: A Case Study of the Response of the Arizona Department of Juvenile Corrections to the Civil Rights of Institutionalized Persons Act Consent Decree

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Understand the processes leading to federal intervention; 2) Understand the resulting changes in the *immediate* months after the CRIPA investigation; 3) Understand the status of ADJC's progress prior to the current financial crisis; 4) Understand the status of services and quality of care after a reduction of funding for the agency, and 5) Understand how selected juvenile court jurisdictions perceive and respond to the changes.

We found that significant changes were made in each of the sixteen areas in the CRIPA. This was particularly true of efforts to prevent suicide. The efforts to prevent suicide included both hardware and human responses, suggesting the importance of a broad and integrated approach to this problem. Perhaps more importantly, the changes made initially in response to the CRIPA have been sustained. We believe that the evidence points to the important of leadership at the very top of the agency as the reason for both the initial changes as well as the ability to sustain them over time. The roles of institutional pressures both internal and external to the agency were also important factors in these changes. It is particularly important to underscore the role of external forces in producing and sustaining change in response to the CRIPA. Holding the ADJC accountable by external stakeholders – sovereigns – was a key to successful and sustained change.

There are significant policy implications to this study. First, this federal intervention allowed us the opportunity to better understand the responses of state agencies when faced with severe pressures to make significant changes to policies and practices. Second, the organizational aspects of reform are quite important, particularly as many states face dire fiscal pressures and will be closing or curtailing many publicly funded criminal justice activities. Because we examined the perceptions of juvenile courts, we also shed light on the perceived nature of changes in the agency by important constituent groups. The one year case study allowed us to better understand how criminal justice agencies respond to federal interventions, organizational changes, and how agencies cope with those changes while facing severe fiscal challenges.

