

**Vision:** To be a nationally recognized leader that advances public safety through the rehabilitation of seriously delinquent youth.

**Mission:** To rehabilitate the youth in our care by providing evidence-based treatment, pro-social, and educational and career training programs which will lead them to become productive, law-abiding members of society.

**Agency Description:** The Arizona Department of Juvenile Corrections (ADJC) is responsible for youth committed to its jurisdiction by the county juvenile courts. ADJC is accountable to the citizens of Arizona for the promotion of public safety through the evidence-based treatment, supervision, rehabilitation, and education of the youth committed to its care and the continuum of programs and services provided to the youth as they transition from the state's secure care facility back to their communities.

**Executive Summary:** The Arizona Department of Juvenile Corrections (ADJC) has a vision to be a national recognized leader that advances public safety through the rehabilitation of seriously delinquent youth.

As a public safety agency, ADJC is charged with protecting the public, our employees, and the youth committed to our care. We are committed to reducing violent incidents and injuries by focusing on prevention and intervention and increased training for staff.

Juvenile justice is based upon public safety through effective programming. ADJC delivers evidence-based programs to the youth in our care. We will work to ensure youth successfully complete individualized education, treatment, and behavior programming, allowing them to transition into the community and become productive members of society. To meet that requirement, ADJC must attract, retain and develop a professional and engaged workforce.

By fully integrating the Arizona Management System into agency practices and building meaningful relationships with internal and external stakeholders, ADJC will continue to improve agency processes and services.

#	Five Year Strategy	Start Year	Progress / Successes
1	Contribute to the safety of the citizens of Arizona, our employees, and the youth in our care	2018	<ul style="list-style-type: none"> <li>Decreased facility violence through educational, treatment, and unit programming initiatives</li> <li>Increased social media training and use to apprehend absconders</li> <li>Created a better working and living environment with physical plant improvements to Adobe Mountain School</li> </ul>
2	Attract, retain, and develop a professional and engaged workforce to deliver quality services	2018	<ul style="list-style-type: none"> <li>Decreased YCO turnover</li> <li>Rolled out Security Series Step Plan</li> <li>Established career paths for several key positions</li> <li>Improved the YCO onboarding process with increased screening and testing procedures</li> <li>Held booths at career fairs and online fairs</li> </ul>
3	Consistently deliver evidence-based and responsive programs	2018	<ul style="list-style-type: none"> <li>Piloted and deployed AZYAS re-entry tool and supervision matrix throughout Community Corrections</li> <li>Improved Edgenuity programming for youth to recover high school credits</li> <li>Created community transition partnerships for youth employment opportunities upon release</li> <li>Established process with the MVD for youth to acquire an ID prior to release</li> <li>Clinical staff trained in the delivery of Eye Movement Desensitization and Reprocessing (EMDR) therapy</li> </ul>
4	Build stakeholder relationships	2018	<ul style="list-style-type: none"> <li>Conducted 27 tours for external stakeholders</li> <li>Held cross-training with DCS and ICJ</li> <li>Updated the Length of Stay Guidelines with collaboration from several stakeholders</li> </ul>
5	Fully deploy the Arizona Management System agency-wide	2018	<ul style="list-style-type: none"> <li>Increased AMS maturity score through element champions, huddle board, visual performance management, and problem solving trainings and workshops</li> </ul>

# Department of Juvenile Corrections

Fiscal Year 2021 Strategic Plan 2-pager

Current Annual Focus

Strategy	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase the percentage of youth whose warrant is cleared within 24 days	<ul style="list-style-type: none"> <li>• <b>Percentage of warrants cleared within 24 days</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increase warrant team participation with warrant searches</li> <li>• Increase training opportunities for warrant team members</li> <li>• Form Unit Support and Training Workgroup to develop standard work for a model secure care housing unit</li> <li>• Form a team to determine the method for evaluating future facility needs and the procedural steps to accomplish the objective</li> </ul>
	Reduce rate of violent incidents within secure care	<ul style="list-style-type: none"> <li>• <b>Rate of violent incidents</b></li> <li>• <b>Number of staff injuries due to use of force or assault</b></li> </ul>	
	Assess options for a new secure care facility to replace Adobe Mountain prior to 2027	<ul style="list-style-type: none"> <li>• <b>Percentage of milestones completed on-time</b></li> </ul>	
2	Improve employee engagement	<ul style="list-style-type: none"> <li>• <b>Ratio of engaged employees to unengaged employees</b></li> </ul>	<ul style="list-style-type: none"> <li>• Administer employee satisfaction/engagement survey and respond to areas of concern</li> <li>• Create a communication plan to promote Career Path training</li> <li>• Increase the number of staff who receive Career Path training</li> <li>• Implement a 30-60-90 day check-in with new YCOs</li> <li>• Update YCO job description and job expectations</li> <li>• Create and implement standard telework policy and procedures, training opportunities, equipment, and technology</li> </ul>
	Increase employee development opportunities	<ul style="list-style-type: none"> <li>• <b>Number of opportunities for staff to receive Career Path training</b></li> </ul>	
	Decrease YCO turnover	<ul style="list-style-type: none"> <li>• <b>Percentage of YCO turnover</b></li> </ul>	
	Fully integrate telework into agency practice	<ul style="list-style-type: none"> <li>• <b>Percentage of milestones completed on-time</b></li> <li>• <b>Percentage of eligible employees teleworking</b></li> </ul>	
3	Increase percentage of youth successfully completing supervision	<ul style="list-style-type: none"> <li>• <b>Percentage of youth successfully completing supervision</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement progressive training and accountability model to address treatment fidelity issues with staff</li> <li>• Create standard work to measure long-term outcomes of treatment</li> <li>• Analyze and address class failures by various demographic subgroups</li> <li>• Increase student access to Edgenuity credit recovery</li> <li>• Complete motivational interviewing training for all Parole Officers and Youth Transition Specialists</li> <li>• Enhance the use of AZYAS Re-Entry Strengths and Barriers in case planning</li> <li>• Increase the use of technology to facilitate transition planning with guardians</li> </ul>
	Improve treatment services for youth in secure care	<ul style="list-style-type: none"> <li>• <b>Percentage of monthly fidelity checks that meet or exceed expectations</b></li> </ul>	
	Increase high school credit attainment for youth in secure care	<ul style="list-style-type: none"> <li>• <b>Percentage of passing grades</b></li> </ul>	
	Improve transitional/re-entry planning and services	<ul style="list-style-type: none"> <li>• <b>Percentage of youth released to parole with appropriately identified services in place prior to JCRB</b></li> </ul>	
4	Increase understanding of ADJC services or operations with key stakeholders	<ul style="list-style-type: none"> <li>• <b>Percentage of favorable responses on tour surveys</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop a committee to create and respond to tour surveys</li> </ul>
5	Continue implementation of AMS deployment	<ul style="list-style-type: none"> <li>• <b>AMS deployment percentage</b></li> <li>• <b>AMS maturity score</b></li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Huddle Board visits with feedback and training</li> <li>• Continue Core Process and Basic Problem Solving training</li> <li>• Refresh 1:1 Coaching training</li> <li>• Continue Leader Standard Work and Go and See training</li> </ul>