

**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 adjudicated as delinquent and 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 management of the state's secure juvenile correctional facility and a continuum of services for the youth as they transition from the facility back to their communities. This mission is accomplished by providing supervision, rehabilitation, treatment and education to the youth committed to its care.

**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 workplace injuries by increasing training and focusing on prevention and intervention.

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.

### Summary of Multi-Year Strategic Priorities

| # | 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>Increased communication and collaboration to assist with warrant apprehensions</li> <li>Reduction of employee industrial injury claims through repairs, signs, modifications to utility vehicles and training</li> <li>Increased % of youth reporting they did not fear for their safety while in secure care</li> </ul>  |
| 2 | Attract, retain, and develop a professional and engaged workforce to deliver quality services | 2018       | <ul style="list-style-type: none"> <li>7-Step teams created to address Professional Development, Employee Recognition, YCO Hiring Process, and YCO Recruitment</li> <li>Agency-wide implementation of One-on-One meetings</li> <li>Quarterly survey developed to track agency efforts to improve employee engagement</li> </ul>  |
| 3 | Consistently deliver evidence-based and responsive programs                                   | 2018       | <ul style="list-style-type: none"> <li>Implemented two evidence-based programs, including Master Training for Aggression Replacement Training</li> <li>Improvements made to youth intake process</li> <li>Review of Parole Violator program and completion of Program Improvement Plan</li> <li>Deployment of Youth Assessment protocol tools</li> <li>Implemented significant changes to daily operating schedule at Adobe Mountain School</li> </ul> |
| 4 | Build stakeholder relationships   | 2018       | <ul style="list-style-type: none"> <li>Engaged external stakeholders while preparing to receive extended jurisdiction youth</li> <li>Conducted 22 tours for external stakeholders</li> </ul>   |
| 5 | Fully deploy the Arizona Management System agency-wide  | 2018       | <ul style="list-style-type: none"> <li>Implemented Core Process/Problem Solving Workshops for agency staff</li> <li>Training for Huddle Board Champions</li> <li>Deploy half of agency huddle boards</li> </ul>  |

| Strategy # | FY20 Annual Objectives   | Objective Metrics   | Annual Initiatives  |
|------------|--|---|---|
| 1          | Decrease # of youth on warrant status                          | <ul style="list-style-type: none"> <li>• <b>Average number of days on warrant status</b></li> </ul>   | <ul style="list-style-type: none"> <li>• Increase training for the warrant team</li> <li>• Utilize assessment tools to pilot violence prevention</li> <li>• Develop improved approach to Individual Behavior Plans (IBP)</li> <li>• Loss Prevention Committee</li> <li>• Safety Program</li> <li>• Collaboration with security to focus on reducing injuries</li> </ul>                             |
|            | Reduce rate of violent incidents within secure care            | <ul style="list-style-type: none"> <li>• <b>Rate of violent incidents</b></li> </ul>  |   |
|            | Decrease # of workplace injuries                               | <ul style="list-style-type: none"> <li>• <b>Number of lost days due to workplace injuries</b></li> <li>• <b>Number of claims due to workplace injuries</b></li> </ul> |   |
| 2          | Improve employee engagement                                    | <ul style="list-style-type: none"> <li>• <b>% of positive responses on Employee Engagement survey</b></li> </ul>  | <ul style="list-style-type: none"> <li>• Implement bureau level and agency wide employee engagement plans</li> <li>• Development of Phase 3 Supervisor Training</li> <li>• Continuation and improvement of Phase 1 and Phase 2 Supervisor Training</li> <li>• Robust On-Boarding Process with 30/60/90 day check-in</li> <li>• Develop career path</li> <li>• YCO Referral Bonus Program</li> </ul> |
|            | Increase employee development opportunities                    | <ul style="list-style-type: none"> <li>• <b>% of staff completing supervisor training</b></li> </ul>  |   |
|            | Decrease YCO turnover  | <ul style="list-style-type: none"> <li>• <b>% of YCO turnover</b></li> </ul>  |   |
| 3          | Increase % of youth successfully completing supervision        | <ul style="list-style-type: none"> <li>• <b>% of youth successfully completing supervision</b></li> </ul>   | <ul style="list-style-type: none"> <li>• Implement AZYAS Re-Entry tool</li> <li>• Develop supervision classification matrix for AZYAS Re-Entry Assessment</li> <li>• Monthly review of phase progress and demotions</li> <li>• Implement credit recovery system</li> </ul>  |
|            | Improve effectiveness of Aggression Replacement Training (ART) | <ul style="list-style-type: none"> <li>• <b>% of youth making the desired change through the use of ART tools</b></li> </ul>  |   |
|            | Increase education credits to close the cohort gap             | <ul style="list-style-type: none"> <li>• <b>% of youth's progress towards closing cohort gap</b></li> </ul>   |   |
|            | Improve transitional/re-entry planning and services            | <ul style="list-style-type: none"> <li>• <b>% of youth released to parole with appropriately identified services in place prior to JCRB</b></li> </ul>                |   |
| 4          | Increase relationships with community based services           | <ul style="list-style-type: none"> <li>• <b>Number of community services available for youth</b></li> </ul>   | <ul style="list-style-type: none"> <li>• Job Fairs</li> <li>• Develop new program collaboration</li> <li>• Regular stakeholder meetings with DCS/ACC</li> </ul>   |
|            | Increase interactions with stakeholders                        | <ul style="list-style-type: none"> <li>• <b>% of planned stakeholder interactions met</b></li> </ul>  |   |
| 5          | Continue implementation of AMS deployment                      | <ul style="list-style-type: none"> <li>• <b>AMS Deployment %</b></li> <li>• <b>AMS Maturity Score</b></li> </ul>  | <ul style="list-style-type: none"> <li>• Huddle board training and establishment</li> <li>• AMS Element training</li> <li>• 1:1 Coaching – Check &amp; Act</li> </ul>   |