

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, prosocial activities, education, and career training that will lead them to become productive, healthy, 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 transitioning from the state's secure care facility back to their communities. ADJC also facilitates the administration of the Interstate Commission for Juveniles and serves youth with significant mental health needs.

Executive Summary: The Arizona Department of Juvenile Corrections (ADJC) has a vision to be a nationally 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 increasing training opportunity for staff.

Juvenile justice advances public safety through effective programming. ADJC delivers evidence-based, developmentally appropriate programs to the youth in our care. We 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	Advance the safety of the citizens of Arizona, our employees, and the youth in our care	2018	<ul style="list-style-type: none"> Decreased rate of violent incidents. Increased the safety of employees, youth, and the public by implementing effective and appropriate COVID-19 measures. Made progress on the new facility planning by launching a core team, which includes a contracted Facility Planning Consultant, and completing a preliminary project timeline.
2	Attract, retain, and develop a professional and engaged workforce to deliver quality services	2018	<ul style="list-style-type: none"> Increased the ratio of engaged employees. Increased and enhanced Career Path training opportunities. Developed and implemented an internal YCO Stay Survey and began analyzing results. Began using the Diana Screen tool during hiring. Created and implemented agency telework policy, procedures, and training.
3	Consistently deliver evidence-based and responsive programs in a trauma informed environment	2018	<ul style="list-style-type: none"> Completed motivational interview training for all Parole Officers and Youth Transition Specialists. Increased use of AZYAS strengths and barriers in community supervision case planning. Received grant funding to secure State ID cards for youth returning to the community. Maintained a high level of fidelity in the delivery of treatment groups. Completed the implementation of the Edgenuity credit recovery program.
4	Build and maintain stakeholder relationships	2018	<ul style="list-style-type: none"> Developed an automated survey to assess the effectiveness of facility tours.
5	Fully deploy and integrate the Arizona Management System agency-wide	2018	<ul style="list-style-type: none"> Increased AMS Deployment to 95% by establishing 14 new facility huddle boards. Increased AMS Maturity through continued training of the AMS elements.

Strategy	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase percentage of youth whose warrant is cleared within 24 days	<ul style="list-style-type: none"> Percentage of warrants cleared within 24 days 	<ul style="list-style-type: none"> Increase the number and quality of training opportunities for staff assigned to the warrant team. Develop standard work and staff training for operating a model secure care housing unit. Develop standard work to consistently address preventable violent incidents with facility staff. Develop, track, and complete new facility project milestones on-time.
	Reduce rate of violent incidents within secure care	<ul style="list-style-type: none"> Rate of violent incidents Number of staff injuries due to use of force or assault 	
	Assess options for a new secure care facility to replace Adobe Mountain prior to 2027	<ul style="list-style-type: none"> Percentage of milestones completed on-time 	
2	Improve employee engagement	<ul style="list-style-type: none"> Percentage of engaged employees 	<ul style="list-style-type: none"> Develop and implement initiatives specific to the 2021 Employee Engagement Survey responses, including creating measurable actions to address results. Develop and launch Sergeant-specific training. Continue effective Career Path training opportunity communications. Continue utilizing the YCO Stay Survey, analyzing results, and addressing areas of concern. Analyze and address employee Exit Survey feedback.
	Increase employee development opportunities	<ul style="list-style-type: none"> Number of opportunities for staff to receive Career Path training Number of employees completing Career Path training 	
	Decrease YCO turnover	<ul style="list-style-type: none"> Percentage of YCO turnover 	
3	Develop a plan for and begin integration of Trauma Informed Care	<ul style="list-style-type: none"> Percentage of milestones completed on-time 	<ul style="list-style-type: none"> Form a Trauma Informed Care oversight committee. Monitor fidelity checks, the assignment and completion of corrective action plans, and improvement in facilitators' performance. Provide enhanced training to staff on crisis intervention, risk assessment, and collaboration with clinical team for TSU referrals. Regularly review TSU referrals, identify trends in documentation deficiencies, and provide coaching to staff whose documentation of youth behaviors and staff intervention does not comply with policy. Increase the number of students participating in Thursday reading and math interventions. Develop and integrate reading and math intervention time into school classrooms. Increase the number of youth receiving State ID cards prior to release. Monitor the appropriate use of Graduated Interventions to ensure consistency in community supervision.
	Improve treatment services for youth in secure care	<ul style="list-style-type: none"> Percentage of monthly fidelity checks that meet or exceed expectations Percentage of TSU referrals with properly documented youth behaviors and staff interventions 	
	Increase reading and math abilities of youth in secure care	<ul style="list-style-type: none"> Percentage of youth who increase their reading and math levels 	
	Improve transitional/reentry planning and services	<ul style="list-style-type: none"> Percentage of youth enrolled in education or employed within 30 days of release to community supervision 	
	Increase percentage of youth successfully completing supervision	<ul style="list-style-type: none"> Percentage of youth successfully completing supervision 	
4	Increase understanding of ADJC services or operations with key stakeholders	<ul style="list-style-type: none"> Percentage of favorable responses on tour surveys 	<ul style="list-style-type: none"> Engage a committee to respond to tour survey feedback and make adjustments to tours as necessary.
5	Continue implementation of AMS deployment	<ul style="list-style-type: none"> AMS element deployment percentage AMS maturity score 	<ul style="list-style-type: none"> Continue element training, coaching, mentoring and refresher training. Establish a monthly schedule to assist huddle teams. Create standard work for all elements.