

Vision: Arizona will have safer communities through effective rehabilitative services for youth committed to our care.

Mission: To effectively deliver evidence-based rehabilitative services to youth in our care, strengthening their well-being and leading them to become successful 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 and the administration of the Interstate Commission for Juveniles. ADJC is accountable to the citizens of Arizona for the promotion of public safety through effective evidence-based rehabilitation which includes developmentally appropriate treatment, prosocial activities, education and career training, services for youth with significant mental health needs, and the continuation of services when providing community supervision to youth transitioning back to their communities.

Executive Summary: The Arizona Department of Juvenile Corrections (ADJC) has a vision to serve the citizens of Arizona by providing effective rehabilitative services for youth committed to our care which contributes to building safer communities.

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 increasing safety within our facility by focusing on effective prevention and intervention initiatives and implementing key principles of trauma-informed care.

ADJC advances public safety through delivery of evidence-based, developmentally appropriate programs to the youth in our care. We work to ensure youth successfully complete individualized education, treatment, and behavior programming, supporting them in their transition into the community and becoming productive, healthy members of society. To meet that requirement, ADJC works to foster a culture that attracts, supports, and empowers engaged, mission-driven professionals equipped to deliver quality services.

By enhancing continuous quality improvement and accountability, which includes use of the Arizona Management System, ADJC will continue to improve agency processes and services to fulfill our mission.

#	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 violent incidents through ongoing incident analysis, effective coaching with staff, and standard work development. Reduced the number of outstanding warrants by addressing obstacles impacting the apprehension of juveniles in a timely manner including training, vehicle availability, staff prioritization with other duties, and enhanced staff communication. Facility planning progressed by reviewing space requirements.
2	Foster ADJC's culture that attracts, supports, and empowers engaged, mission-driven professionals who deliver quality services	2018	<ul style="list-style-type: none"> Effectively implemented initiatives and communication strategies in response to the Employee Engagement Survey results. Deployed two new career path development opportunities and surpassed employee participation goals by 50%. Reduced Youth Correctional Officer (YCO) turnover during some months. Updated the YCO Pay Plan to include higher salaries and a reduction in the number of steps needed for salary increases. Developed an external ADJC "Careers Page", new marketing materials, and YCO recruitment cards. Participated in AZHiresVets initiative.
3	Advance the delivery of effective evidence-based services that are best practices for the youth in our care	2018	<ul style="list-style-type: none"> Met Trauma-Informed Care implementation milestones each quarter, including training the Executive team. Consistently surpassed program delivery fidelity checks through ongoing reviews and process improvements including standard work, automation, and staff accountability. Dramatically increased the quality of Temporary Stabilization Unit incident report referrals through systematic reviews and coaching with staff. Created smaller school classroom sizes, improving the "pass" rates for credits and GED exams. Developed links with West-MEC and ASU for career technical training for youth. Parole officers consistently developed quality transition plans throughout the year. Successful completion of parole improved with a 75% increase in Absolute Discharges.
4	Drive continuous improvement and accountability	2023	<p><i>Newly implemented strategy focused on advancing the use of the Arizona Management System (AMS) and updating agency policy to further results-driven outcomes, consistent processes, and accountability.</i></p>

Strategy	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Decrease the rate of violent incidents within secure care	<ul style="list-style-type: none"> • Rate of violent incidents 	<ul style="list-style-type: none"> • Identify the most common reasons for youth violence. • Increase staff utilization of best practices and intervention methods to address preventable violent incidents among youth. • Identify a process for increased Housing Unit engagement to address systemic issues related to violence. • Increase transition/reentry planning and services through securing state ID cards for eligible youth and conducting community behavioral health intake assessments prior to release.
	Increase the rate of youth successfully completing supervision in the community	<ul style="list-style-type: none"> • Percentage of successful completion of parole 	
2	Improve employee engagement	<ul style="list-style-type: none"> • Employee Engagement score 	<ul style="list-style-type: none"> • Develop and implement initiatives specific to the 2022 Employee Engagement Survey results. • Develop and implement Equal Employment Opportunity training and formal discipline training modules for supervisors. • Increase the number of supervisors trained in the use of the Predictive Index. • Increase YCO recruitment through increased job fair participation, applicant reengagement, and subscriptions to job posting websites.
	Increase employee leadership skills	<ul style="list-style-type: none"> • Number of supervisory staff receiving leadership training 	
	Decrease YCO turnover	<ul style="list-style-type: none"> • Percentage of YCO turnover (<i>Breakthrough</i>) 	
3	Improve alignment with evidence-based practices in effective program delivery	<ul style="list-style-type: none"> • Percentage of Correctional Program Checklist (CPC) recommendations implemented 	<ul style="list-style-type: none"> • Conduct a CPC evaluation, create an action plan, and form appropriate oversight committee(s) to oversee progress. • Select, train, and deploy Crisis Intervention Officers to provide trauma-informed crisis response that is flexible, collaborative, and provides resources and services in the least restrictive manner for youth. • Create a committee to develop and implement an AZYAS Project Plan. • Increase the number of students participating in and completing transition coursework at Adobe Mountain School.
	Expand implementation of principles of Trauma-Informed Care (TIC)	<ul style="list-style-type: none"> • Rate of youth isolation • TIC implementation score 	
	Increase training, fidelity, and expanded use of the Arizona Youth Assessment System (AZYAS)	<ul style="list-style-type: none"> • Number of new staff certified to administer the AZYAS • AZYAS fidelity score 	
	Increase youth preparedness for the workforce	<ul style="list-style-type: none"> • Percentage of completed education portfolios 	
4	Increase AMS maturity score	<ul style="list-style-type: none"> • AMS maturity score 	<ul style="list-style-type: none"> • Continue AMS element training and coaching on a monthly cadence. • Conduct standard work workshops on a quarterly cadence. • Provide policy technical assistance and support to bureaus. • Enhance the policy portal to streamline policy reviews, updates, and tracking.
	Increase standard work for agency core processes	<ul style="list-style-type: none"> • Percentage of core processes with standard work 	
	Increase the percentage of policies reviewed as scheduled	<ul style="list-style-type: none"> • Percentage of policies reviewed on schedule 	