

**Statewide Vision:** An Arizona for everyone.

**Agency Vision:** To make Arizona's communities safer by delivering effective rehabilitative services to the young people entrusted to our care.

**Agency Mission:** To provide the young people in our care with evidence-based rehabilitative services that enhance their well-being and equip them with the skills and resources they need to thrive as successful members of society.

**Agency Description:** The Arizona Department of Juvenile Corrections (ADJC) comprises various professionals located throughout the state in our central office, secure care facility, and regional community corrections offices. The ADJC, along with its dedicated professionals, are responsible for young people who are committed to its jurisdiction by county juvenile courts, as well as the administration of the Interstate Commission for Juveniles. Our agency is committed to promoting public safety by providing effective evidence-based rehabilitation for young people with multiple needs, including mental health and medical care. This includes providing developmentally appropriate treatment, pro-social activities, and education and career training. Through collaboration with various partners, we ensure continuity of these services for young people as they transition back to their communities. The ADJC monitors the various outcomes and impacts of these services, including reductions in recidivism. Our accountability to the citizens of Arizona is paramount as we work to fulfill our vision and mission.

**Resource Assumptions:** Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	362.00		\$38,306.3	\$13,256.9	\$1,641.1	\$0	\$53,204.3
24	742.50		\$31,820.8	\$12,675.9	\$957.6	\$0	\$45,454.3
25	742.50		\$29,822.7	\$13,575.9	\$957.6	\$0	\$44,356.2

\*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

**Executive Summary:** The Arizona Department of Juvenile Corrections (ADJC) is dedicated to serving the citizens of Arizona by providing effective rehabilitative services to the young people in our care, with the ultimate goal of building safer communities. As a public safety agency, ADJC has a critical responsibility to protect the young people entrusted to our care, our employees, and the public.

ADJC's commitment to evidence-based, developmentally appropriate and trauma-responsive programming ensures that the young people in our care receive the support they need to successfully complete their individualized goals. This, in turn, facilitates their transition into the community and empowers them to become successful members of society.

ADJC recognizes that our ability to fulfill our mission relies on attracting, coaching, and empowering a highly engaged and mission-driven workforce. Therefore, we foster a culture that values our employees and equips them with the tools and resources they need to deliver high-quality services.

By enhancing continuous quality improvement and accountability, ADJC will continue strengthening its processes and services to fulfill our mission.

**Recommendation:** *The five-year strategies from the previous year's strategic plan have been revised to enhance their alignment with the priority outcomes of the State.*

# Department of Juvenile Corrections

## 2025 -2029 Strategic Plan

### Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Achieve a 5% reduction in recidivism by June 2029.	2025	Public Safety, Border Security, and Corrections	This year, recidivism will be addressed through enhancing areas known to impact recidivism, including the content of services provided within secure care and staff competency to deliver those services. Service content will undergo refinement for better alignment with evidence-based practices and capacity will be increased through targeted training.
2	By June 2029, ensure every young person is equipped with the skills and resources needed to obtain housing independence upon the end of agency jurisdiction.	2025	Housing and Human Services	No young person under our care experiences homelessness, and our goal is to ensure they remain housed even after leaving our care. Therefore, we will focus on equipping them with the skills needed to obtain housing independence. This year, we will gather data to better understand their unique needs and challenges, then develop customized action plans to address those areas within our control. Next year, a performance indicator will be designed and implemented to track outcomes.
3	By June 2029, every youth in our care experiences an increase in job readiness.	2025	Housing and Human Services	ADJC provides numerous services to boost the employment prospects of young people transitioning from our care. This year, our focus will be on strengthening foundational skills, increasing access to Career and Technical Education (CTE) programs, as well as obtaining employment certifications from those programs. An increase in foundational skills (reading and math) or earning employment certification will be an indicator of job readiness.
4	Enhance the employment status of young people on parole by achieving a 10% increase in those securing employment by June 2029.	2025	Housing and Human Services	ADJC has effectively implemented programs to enhance the employment prospects of young persons transitioning from secure care related to obtaining necessary documents and accessing resources. These efforts will continue this year.
5	Drive continuous improvement and efficiency by attaining a 100% completion rate for standard work across all core processes by June 2029.	2023		The agency has fully deployed the AMS elements, with increases in maturity score each quarter. This year, efforts will continue to focus on development of standard work for core processes across the agency which will increase overall efficiency.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1a. Enhance rehabilitative programming by June 2025 through development of program models aligned with evidence-based practices.</p> <p>1b. By June 2025, finalize the enhancement of training for direct care staff, aiming to increase their ability to effectively deliver services.</p>	<p>Percentage of rehabilitative programming development milestones completed</p> <p>Percentage of staff training enhancement milestones completed</p>	<ul style="list-style-type: none"> <li>- Partner with consultants to ensure the enhancement of rehabilitative programming through the creation of evidence-based models.</li> <li>- Hold monthly meetings with the core team responsible for implementing programming.</li> <li>- Establish an internal core team to create and implement the direct care training curriculum.</li> <li>- Research and assess training requirements and deficiencies.</li> <li>- Explore proven learning methods and curriculum frameworks.</li> </ul>
2	<p>2a. Establish an action plan for addressing key skills and resources needed by young people to obtain housing independence upon the end of agency jurisdiction by June 2025.</p>	<p>Percentage of action plan developed to address housing needs</p>	<ul style="list-style-type: none"> <li>- Develop and implement a comprehensive survey on housing needs.</li> <li>- Identify housing needs of young people transitioning from agency jurisdiction by review of youth survey results, staff feedback, and data analysis techniques to provide a multifaceted understanding of the issue.</li> <li>- Create a workgroup(s) to review housing needs information, identify possible solutions, and draft a corresponding action plan.</li> </ul>
3	<p>3a. Achieve a 20% increase in the number of enrolled high school students who improve in both reading and math levels by June 2025. <b>(Breakthrough)</b></p> <p>3c. 60% of the youth that transition from Adobe Mountain School will have obtained a career readiness certificate by June 2025. <b>(Breakthrough)</b></p>	<p>Percentage of students with an increase in both reading and math levels from pre- to post-assessment</p> <p>Percentage of students with a career readiness certificate</p>	<ul style="list-style-type: none"> <li>- Create cross-curriculum enrichment programs to improve reading and math skills by June 2025.</li> <li>- Create a professional learning committee of CTE teachers that will meet monthly to review certificate achievement challenges and identify data-based solutions.</li> <li>- Implement a career readiness curriculum to support high school students in improving their employability skills by June 2025.</li> </ul>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4	4a. By June 2025, increase attainment of employment for those who are on parole and are not enrolled students by 6 percentage points.	Percentage of young people on parole who are employed	<ul style="list-style-type: none"> <li>- Provide employment readiness training (i.e., writing resumes, interviewing).</li> <li>- Increase community partnerships for job placement or skills training opportunities.</li> <li>- Increase the use of furloughs to provide young people with the opportunity to complete pre-work needed in order to gain employment upon release.</li> <li>- Fully implement the youth vocational program in secure care, including staff training to properly oversee the program.</li> </ul>
5	5a. Increase the percentage of core processes with completed standard work to 80% by June 2025.	Percentage of core processes with completed standard work	<ul style="list-style-type: none"> <li>- Conduct initial and ongoing refresher training on Standard Work identification and writing.</li> <li>- Conduct checks for quality, completeness, and accessible storage of finalized Standard Works.</li> <li>- Set attainable quarterly targets for each bureau and regularly audit progress made.</li> <li>- Explore technology solutions that can assist in documenting, tracking, and updating standard work procedures as well as ease in access.</li> </ul>

### Stakeholder Engagement Plan

**Internal:** The Executive Team participates in the strategic planning process, and attends the monthly Operational Review meetings in which progress is reviewed and discussed. They will identify staff to participate in targeted workgroups on strategic outcomes/objectives relevant to their line of work. Initiatives including workgroups will include membership from multiple levels and areas within the agency. Leaders report this back during review meetings. All bureaus will provide ongoing updates and feedback to their area of responsibility.

**External:** We are committed to fostering transparency, collaboration, and inclusivity in all our initiatives. In line with this commitment, we will ensure that key stakeholders, including parents/guardians, young people in our care, judicial officials, and other advisory boards, are actively involved in the decision-making processes related to our initiatives by outlining such engagement in each initiative action plan.

### Communication Plan

**Internal:** A copy of the strategic plan will be accessible on our internal intranet for all staff members to view. Additionally, the strategic plan will be featured in our monthly staff newsletter and video communication series, with quarterly updates thereafter. Each Executive Team member will review the plan with their respective teams, emphasizing areas where their work aligns with the Governor's priority outcomes, agency metrics, and initiatives. They will collaborate with their teams to gather updates and report on implementation progress during our monthly Operational Review meetings. The Director will deliver quarterly updates on progress and achievements to the Governor's Office.

**External:** Our agency strategic plan is posted on our public-facing website for all stakeholders to access.