

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

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) is 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 to ensure continuity of those services for them as they transition back to their communities. Our accountability to the citizens of Arizona is paramount as we work to fulfill our vision and mission.

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.

| # | Five Year Strategy | Start Year | Progress / Successes |
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| 1 | Advance the safety of the citizens of Arizona, our employees, and the young people in our care | 2018 | <ul style="list-style-type: none"> Successfully addressed violent incidents through continuous incident analysis, impactful coaching with staff, and implementation of a tiered behavioral intervention program. Continued reentry initiatives, helping to support young people successfully reintegrate back into their communities. |
| 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"> Implemented initiatives in response to Employee Engagement Survey results, including new shift schedules, leadership training, and improved employee communication strategies. Developed and delivered comprehensive supervisor leadership training, Equal Employment Opportunities and formal discipline training, and a supervisor toolkit to improve employee management. Successfully reduced Youth Correctional Officer (YCO) turnover and increased YCO hiring by creating an ADJC Careers Page, innovative marketing materials, recruitment cards, participation in hiring events, and 100% applicant re-engagement. |
| 3 | Advance the delivery of effective evidence-based services that are best practices for the young people in our care | 2018 | <ul style="list-style-type: none"> Created a Crisis Intervention Team to assist young people in our care during challenging situations, improving their safety and well-being. Consistently exceeded program delivery fidelity checks by implementing ongoing reviews and process improvements such as standard work, automation, and staff accountability. Significantly improved the quality of Temporary Stabilization Unit incident reports through systematic reviews and staff coaching, leading to more accurate and comprehensive incident reporting. The 2022-23 school schedule fostered increased student engagement, individualized programming, and effective transitions by integrating treatment, recreation, and intentional programming. Implemented a comprehensive AZYAS fidelity monitoring process, with ongoing refresher training for assessors, ensuring consistent and accurate assessments and high-quality care. Initiated participation in a certificate program, promoting justice, equity, diversity, and inclusion, demonstrating our commitment to a positive and inclusive work environment. |
| 4 | Drive continuous improvement and accountability | 2023 | <ul style="list-style-type: none"> Transformed the Administrative Incident Report into the Employee Information Report system, enabling supervisor empowerment in addressing incidents and executive oversight of all submissions. Deployed a new policy portal with enhanced features, improving access to policy, and ensuring compliance and accountability. Increased use of continuous improvement strategies, resulting in process enhancements and greater efficiency. |

| Strategy | FY24 Annual Objectives | Objective Metrics | Annual Initiatives |
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| 1 | Improve the safety of the young people and employees at Adobe Mountain School | <ul style="list-style-type: none"> Average number of violent incidents (<i>breakthrough project</i>) | <ul style="list-style-type: none"> Reduce incidents leading to Tier II and Tier III placements through therapeutic de-escalation techniques and interventions. Review and address any disparities in incident outcomes by units through a comprehensive review of practices, implementation of a standardized monitoring system, and provision of necessary training and resources. Enhance relationships with agencies responsible for providing community-based services to young people, aiming to expand the range of accessible services for those transitioning back to their communities. Implement Bridge Care workgroup initiatives aimed at improving the coordination of community intakes for services. |
| | Expand reentry services for young people in our care | <ul style="list-style-type: none"> Number of available supportive community-based transitional services Average time to participate in community-based support services after release | |
| 2 | Foster ADJC's culture to a transformative model of care | <ul style="list-style-type: none"> Percentage of action plan items completed (<i>breakthrough project</i>) | <ul style="list-style-type: none"> Establish a cross-functional workgroup comprising representatives from various bureaus and levels within the agency. Develop a comprehensive action plan. Establish regular communication channels, including open dialogues, staff inclusion, and opportunities for feedback, to provide updates on the plan to all staff members. Revamp staff training and development. Develop and promote the agency image. |
| 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"> Provide monthly guidance and oversight to CPC recommendation owners. Formulate a comprehensive implementation plan in accordance with the Substance Abuse and Mental Health Services Administration's (SAMHSA) TIC protocol, and establish a TIC Committee to provide ongoing oversight. Establish an equitable and streamlined Adobe Mountain School intentional program enrollment process that matches individuals with programming that meet their specific needs. Evaluate staff competencies in rehabilitative program delivery and provide necessary training and coaching. |
| | Expand implementation of principles of Trauma-Informed Care (TIC) | <ul style="list-style-type: none"> Percentage of TIC implementation strategies completed | |
| | Increase the confidence of young people to successfully reintegrate back into their communities | <ul style="list-style-type: none"> Youth Exit Survey confidence index | |
| 4 | Increase Continuous Improvement (CI) maturity score | <ul style="list-style-type: none"> CI assessment score | <ul style="list-style-type: none"> Provide monthly guidance, training, and oversight to Bureaus on Continuous Improvement principles. Develop and execute a comprehensive plan to ensure significant progress in developing standard work agency-wide. Perform a comprehensive water usage assessment, formulate an efficiency and drought plan, and enforce standardized measures. Formulate a dedicated workgroup for the creation and implementation of the Family Advisory Board. |
| | Increase standard work for agency core processes | <ul style="list-style-type: none"> Percentage of core processes with standard work available | |
| | Reduce water consumption at Adobe Mountain School | <ul style="list-style-type: none"> Water usage | |
| | Establish a Family Advisory Board | <ul style="list-style-type: none"> Percentage of Family Advisory Board implementation steps completed | |