



# **DJS 2017 - 2020 STRATEGIC PLAN**

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# DJS 2017 – 2020 STRATEGIC PLAN

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# **DJS 2017 – 2020 STRATEGIC PLAN**

## **VISION STATEMENT**

Successful Youth, Strong Leaders, Safer Communities

## **MISSION**

By law, DJS is a child-serving agency responsible for assessing the individual needs of referred youth and providing intake, detention, probation, commitment, and aftercare services. DJS collaborates with youth, families, schools, community partners, law enforcement, and other public agencies to coordinate services and resources to contribute to safer communities.

## **DJS GOALS**

1. Improve positive outcomes for justice-involved youth
2. Only use incarceration when necessary for public safety
3. Keep committed and detained youth safe while delivering services to meet youth needs
4. Ensure a continuum of care for justice-involved youth that is age- and developmentally-appropriate
5. Build, value, and retain a diverse, competent, and professional workforce
6. Enhance the quality, availability, and use of technology to improve services for staff, youth and families

## **DJS VALUES**

- We value the safety of the citizens of Maryland and the fair, safe, and humane treatment for all youth in our care.
- We value the families, communities, stakeholders, and staff who support positive change in our youth.
- We value the experience, expertise, diversity, and integrity of our staff.
- We value fairness and cultural competence regardless of race, ethnicity, gender, sexual identity, or religion.
- We value creating opportunities for youth and families to promote positive growth and development.
- We value a community-based approach with the least restrictive appropriate interventions.
- We value continuous improvement and learning in all individuals.
- We value excellence, innovation, and quality practices based on data and research.
- We value change for the growth opportunities it brings.
- We value accountability.
- We value collaboration and teamwork.

## **DJS 2017 – 2020 STRATEGIC PLAN**

### **GOAL 1 – IMPROVE POSITIVE OUTCOMES FOR JUSTICE-INVOLVED YOUTH**

Objective 1.1 – Achieve a 50% reduction in recidivism by FY 2022 to ensure youth will remain in their communities and have opportunities to achieve positive outcomes

Objective 1.2 – Increase the number of parents/caregivers who engage in treatment planning and services

Objective 1.3 – Increase the number of justice-involved youth in the community attending educational programming and progressing towards academic completion

Objective 1.4 – Increase the number of employment-eligible justice-involved youth who earn wages

### **GOAL 2 - ONLY USE INCARCERATION WHEN NECESSARY FOR PUBLIC SAFETY**

Objective 2.1 - Increase the use of informal tools and programming to prevent juvenile justice system involvement

Objective 2.2 - Increase the appropriate uses of ATD

Objective 2.3 – Utilize AIM to reduce youth going further into the juvenile justice system.

### **GOAL 3 - KEEP COMMITTED AND DETAINED YOUTH SAFE WHILE DELIVERING SERVICES TO MEET YOUTH NEEDS**

Objective 3.1 - Ensure all youth in DJS committed facilities receive appropriate services to address identified needs

Objective 3.2 - Ensure all committed youth are placed quickly and appropriately post disposition

Objective 3.3 - Increase rate of successful completion of committed programs

Objective 3.4 - Monitor compliance with security procedures to ensure safety and security of staff and youth

Objective 3.6 - Ensure consistent implementation of facility behavior management program

Objective 3.7 - Increase the range and frequency of available pro-social activities for youth and families

## **DJS 2017 – 2020 STRATEGIC PLAN**

### **GOAL 4 - ENSURE A CONTINUUM OF CARE FOR JUSTICE-INVOLVED YOUTH THAT IS AGE- AND DEVELOPMENTALLY-APPROPRIATE**

Objective 4.1 - Engage families, and communities at key case planning decision points.

Objective 4.2 – Ensure assessment of youth for age and developmentally appropriate post-dispositional services

Objective 4.3 - Increase the percentage of youth who successfully complete community supervision

Objective 4.4 – Support and prepare youth and families for Re-entry

### **GOAL 5 - BUILD, VALUE, AND RETAIN A DIVERSE, COMPETENT, AND PROFESSIONAL WORKFORCE**

Objective 5.1 – Build capacity to ensure staff engage in equity practices.

Objective 5.2 - Identify competencies to improve retention in direct care positions

Objective 5.3 – Increase methods for staff feedback

Objective 5.4 - Develop and enhance current strategies for orientation of new employees, supervisors, and management

Objective 5.5 - Provide training that enhances supervisory skills

Objective 5.6 - All DJS facilities will be 90% staffed for allocated residential staff positions

### **GOAL 6 -ENHANCE THE QUALITY, AVAILABILITY, AND USE OF TECHNOLOGY TO IMPROVE SERVICES FOR STAFF, YOUTH AND FAMILIES**

Objective 6.1 - Improve the functionality of technology to support all staff

Objective 6.2 - Develop the tools to increase family access to information

Objective 6.3 – Develop the tools to increase communication with justice involved youth

Objective 6.4 - Develop methods to electronically release, implement and inform staff on agency policies and procedures

Objective 6.5 - Work with external agencies to develop improved coordination of information