DJS 2017 - 2020
STRATEGIC PLAN

Sam Abed, Secretary
Lynette E. Holmes, Deputy Secretary
Linda McWilliams, Deputy Secretary

May 23, 2017
VISION STATEMENT

MISSION

DJS GOALS

DJS VALUES

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

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 ..................................................... 6

GOAL 5 - BUILD, VALUE, AND RETAIN A DIVERSE, COMPETENT, AND PROFESSIONAL WORKFORCE..... 6

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Objective 5.2 - Identify competencies to improve retention in direct care positions................................. 6
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Objective 5.5 - Provide training that enhances supervisory skills .................................................. 6
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Objective 6.1 - Improve the functionality of technology to support all staff...................................... 6
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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.
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