

Ohio

**Department of
Youth Services**

**John R. Kasich, Governor
Harvey J. Read, Director**

2

0

1

6

Agency Strategic Plan



MISSION

Improve Ohio's future by habilitating youth and empowering families and communities

VISION

A safer Ohio: one youth, one family and one community at a time

CORE VALUES

All people can change.

Treat everyone the way you
would like to be treated.

Every life matters.

We strive to provide youth
everything they need to succeed.

We want the best for youth,
and we believe in families.

We believe in being
good role models.

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



AGENCY STRATEGIC GOALS

To increase preventative measures, enhance meaningful activities for youth & reduce acts of violence on youth & staff

OQAI.1 To pioneer innovative green initiatives by educating both youth and staff on environmental sustainability practices

BHS.1 To implement assessment strategies and processes that assure integration of relevant data in treatment and program planning

BHS.2 To implement programming where gaps in service currently exist

BHS.3 To implement outcome assessments to measure the effectiveness of BHS services

FO.1 To implement a system where programming needs are integrated into the role of Facility Operations

UM.2 To restructure faith based services to be youth oriented and focused

UM.3 To implement Positive Response Incentive Driven Environment (P.R.I.D.E.)

UM.4 To implement strategies to strengthen Recreation

MED.1 To implement an agency-wide Health and Wellness program for youth

To ensure youth complete their education, secure employment & reintegrate successfully back into the communities

PCC.1 To support successful community reentry of DYS youth

UM.1 To ensure that all graduate youth will be “employment ready” prior to release

EDUC.1 To work in cooperation with Behavioral Health, Unit Management, Operations and Medical to reinvent the student day with an emphasis on maximizing the programming times for youth

EDUC.2 To increase the reading level of the students in the Buckeye United School System by .5 grade level

EDUC.3 To enhance and expand the career technical training opportunities available to youth

REEN.2 To increase community partnerships by 10%

LEGEND

BHS Behavioral Health Services

FO Facility Operations

UM Unit Management

EDUC Education

REEN Reentry

MED Medical Services

PCC Parole, Courts and Community

RA Release Authority

OQAI Office of Quality Assurance and Improvement

TA Training Academy

HR Human Resources

ITS Information Technology Services

LEG Legal

CIO Chief Inspector

F&P Finance and Planning

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



AGENCY STRATEGIC GOALS

To invest in our employees by providing opportunities for training and skill development needed for retaining staff and for advancing careers

To empower families by increasing accessibility to their youth through Department initiatives

To increase the number of opportunities for cross-collaboration between facility, parole, release authority & the community

HR.3 To increase employee retention

PCC.2 To support family engagement with youth in the custody of DYS

RA.3 To improve communications to stakeholders and interested parties to give them an opportunity to provide input and inform them of the decision made by the Release Authority

TA.1 To create a state-of-the-art Training Academy that is innovative and responsive to customer needs

TA.2 To expand access to relevant, quality training for DYS staff and its community partners

PCC.3 To support reform in the area of juvenile detention

ITS.1 To improve information technology education

BHS.4 To benchmark with community agencies to assure continuity of care from community to facility and back to community

REEN.3 To strengthen the Juvenile Branch of the Ohio Ex-Offender Reentry Coalition (JOEORC)

LEGEND

BHS Behavioral Health Services
FO Facility Operations
UM Unit Management

EDUC Education
REEN Reentry
MED Medical Services

PCC Parole, Courts and Community
RA Release Authority
OQAI Office of Quality Assurance and Improvement

TA Training Academy
HR Human Resources
ITS Information Technology Services

LEG Legal
CIO Chief Inspector
F&P Finance and Planning

2016 Agency Strategic Plan

*Our Vision: A safer Ohio: one youth, one family
and one community at a time*



FACILITY PROGRAMS AND OPERATIONS

STRATEGIC GOALS

BEHAVIORAL HEALTH SERVICES 1

To implement assessment strategies and processes that assure integration of relevant data in treatment and program planning

BEHAVIORAL HEALTH SERVICES 2

To implement programming where gaps in service currently exist

BEHAVIORAL HEALTH SERVICES 3

To implement outcome assessments to measure the effectiveness of BHS services.

STRATEGIC OBJECTIVES

1. Assess for Traumatic Brain Injuries, using a validated instrument that is administered as part of the intake process
2. Assess for Trauma, using a validated instrument that is administered as part of the intake process
3. Assess for Criminogenic Cognitive
4. Assure current assessments are properly integrated in treatment planning

1. Explore Music Therapy, Art Therapy and Family Therapy
2. Consult with Ohio MHAS regarding Safety Plans
3. Assure one or more AA/NA self-help programs for drug and alcohol exist at each facility
4. Integrate Dual Diagnosis Treatment
5. Pilot Camp Mary Orton at Circleville Juvenile Correctional Facility
6. Manualized sex offender programming
7. Implement appropriately sequenced substance abuse and CBT programming with realistic timelines that promote successful treatment completion
8. Integrate BHS services more fully into the facility day—not just the “group hour.”

1. Develop Pre– and Post Tests for program specific effectiveness
2. Develop methods to measure construct specific effectiveness

2016 Agency Strategic Plan

*Our Vision: A safer Ohio: one youth, one family
and one community at a time*



FACILITY PROGRAMS AND OPERATIONS

STRATEGIC GOALS

BEHAVIORAL HEALTH SERVICES 4

To benchmark with community agencies to assure continuity of care from community to facility and back to community

FACILITY OPERATIONS 1

To implement a system where programming needs are integrated into the role of Facility Operations

UNIT MANAGEMENT 1

To ensure that all graduate youth will be “employment ready” prior to release

STRATEGIC OBJECTIVES

1. Join and participate in statewide committees
2. Reach out to and have regular contacts with counterparts in related state agencies (e.g., DRC, Ohio MHAS, etc.)

1. 90% of all Operation Managers (per site) will be trained in or receive certification in Responsibility Centered Discipline, Trauma Informed Care, Motivational Interviewing, and P.R.I.D.E., as a minimum, to assist in cross training and collaboration between disciplines
2. Operation Administrators will develop a system of accountability designed to ensure youth arrive at scheduled programming activities (i.e.-group, recreation, school) on time, 90% of the time

1. Determine eligibility criteria
2. Youth who do not complete their apprenticeship within the facility, will continue it on parole or have employment prior to release
3. Youth who are not in an apprenticeship, but working in the facility or off grounds, will have employment leads prior to release
4. Implement a Life Skills curriculum

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



FACILITY PROGRAMS AND OPERATIONS

STRATEGIC GOALS

UNIT MANAGEMENT 2

To restructure faith based services to be youth oriented and focused

UNIT MANAGEMENT 3

To implement Positive Response Incentive Driven Environment (P.R.I.D.E.)

UNIT MANAGEMENT 4

To implement strategies to strengthen recreation

STRATEGIC OBJECTIVES

1. Youth choirs
2. Music groups
3. Provide Youth Ministries
4. Increase in Sunday services by 25%
5. Increase in volunteers providing non-faith based services (i.e., money management, tutoring, etc.) by 25%

1. Complete policy
2. Conduct training
3. Assist facilities with the roll-out
4. Develop a Quality Assurance tool

1. Ensure that 50% of General Activity Therapists will receive certification in a physical activity/trainer that will then be implemented on the recreation schedule for the youth to participate in such activity.
2. Develop a recreation schedule that provides alternatives to how youth receive recreation as part of the "reinventing the youth's day."
3. Provide a recreation/health fair for the youth at each facility

2016 Agency Strategic Plan

*Our Vision: A safer Ohio: one youth, one family
and one community at a time*



FACILITY PROGRAMS AND OPERATIONS

STRATEGIC GOALS

EDUCATION

To work in cooperation with Behavioral Health, Unit Management, Operations and Medical to reinvent the student day with an emphasis on maximizing the programming times for youth

EDUCATION

To increase the reading level of the students in the Buckeye United School System by .5 grade level

EDUCATION

To enhance and expand the career technical training opportunities available to youth

STRATEGIC OBJECTIVES

1. Evaluate current education schedule to identify potential programming opportunities
2. Pilot a new student day
3. Analyze the impact on the youth educational outcomes
4. Implement the revised student day

1. Conduct a reading assessment to create a baseline
2. Determine the strategy to increase the reading level
3. Implement the strategy
4. Conduct reading assessment to determine if strategy was successful

1. Evaluate opportunities for additional career technical training opportunities
2. Obtain approval from Ohio Department of Education to offer programs
3. Implement new career technical training opportunities

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



FACILITY PROGRAMS AND OPERATIONS

STRATEGIC GOALS

REENTRY 1

To develop reentry policies

REENTRY 2

To increase community partnerships by 10%

REENTRY 3

To strengthen the Juvenile Branch of the Ohio Ex-Offender Reentry Coalition (JOEORC)

STRATEGIC OBJECTIVES

1. Meet with the Office of Quality Assurance and Improvement for policy workflow
2. Benchmark with other juvenile agencies on reentry policies
3. Work with the policy writing group to draft a policy
4. Gather feedback from line staff
5. Finalize policy
6. Train policy

1. Gather feedback from current reentry workgroups to obtain the priority areas
2. Work with parole regions to develop community contacts

1. Redefine the purpose of the JOEORC through a joint effort with Reentry staff and external stakeholders.

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



FACILITY PROGRAMS AND OPERATIONS

STRATEGIC GOALS

MEDICAL SERVICES 1

To implement an agency-wide Health and Wellness program for youth

MEDICAL SERVICES 2

To develop and implement an Electronic Health Record for youth

STRATEGIC OBJECTIVES

1. Develop a 12 month calendar of health education and activity
2. Stress prevention and immunizations
3. Recommend dietary healthy choices

1. Develop an Implementation Plan:
 - 3 month – Medical Charting – Progress Notes; Medication Charting Demographic Data
 - 4 month – Physician – Physical Exam Psychiatry Evaluation Psychology Evaluation
 - 6 month – Hospital and ER visits and diagnostics, Chronic Care

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



PAROLE, COURTS AND COMMUNITY

STRATEGIC GOALS

GOAL 1

To support successful community reentry of DYS youth

GOAL 2

To support family engagement with youth in the custody of DYS

GOAL 3

To support reform in the area of juvenile detention

STRATEGIC OBJECTIVES

1. Increase the percentage of active parole youth engaged in education and/or employment to 90%
2. Reduce the percentage of parole youth confined or whereabouts unknown to 20%
3. Develop a minimum of three new supportive housing options for youth leaving DYS
4. Provide a connection for DYS staff between reentry strategies and the Blueprint vision by featuring quarterly strategies implemented that align with the Blueprint

1. Facilitate at least 160 family connections via video connection
2. Provide at least 400 family members with transport to visit their DYS youth through either CLOSE to Home trips, gasoline gift cards or travel with the JPO

1. Identify three new counties for readiness preparation and future expansion of JDAI
2. Implement and monitor the new juvenile detention center standards proposed in 2015
3. Implement in conjunction with the JDAI Executive Steering Committee a pilot for financially incentivizing a high-level of operating standards for juvenile detention

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



RELEASE AUTHORITY

STRATEGIC GOALS

GOAL 1

To ensure all current and new DYS staff is knowledgeable of and have an opportunity to provide input in the release decision making process

GOAL 2

To enhance restorative justice initiatives to encourage DYS youth to take responsibility for their actions, provide support for the victim and community

GOAL 3

To improve communications to stakeholders and interested parties to give them an opportunity to provide input and inform them of the decision made by the Release Authority

STRATEGIC OBJECTIVES

1. Ensure staff have an opportunity to provide input on a youth's progress during the release review panel or the through release review worksheet
2. Develop and provide a training regarding the release authority decision making process and RA/JCMS worksheet to DYS staff to be held annually at each site and create a training video for parents
3. Create a select workgroup to review release authority policies, SOPs, manuals and release review worksheets to make recommendations to the Release Authority Chairperson

1. Provide an enhanced and revamped victim awareness program for youth who have a registered victim
2. Expand direct services to crime victims, including victim offender dialogue and direct counseling
3. Increase input by victims in the release and discharge process

1. Conduct a survey of youth, staff, families, judges and prosecutors for suggested improvements to communications
2. Create a workgroup to review all stakeholders and interested party communication that is sent by the Release Authority
3. Review internet and intranet websites for content and improvements
4. Collaborate with ITS to make the recommended changes or removal of correspondence in the JCMS print list

2016 Agency Strategic Plan

*Our Vision: A safer Ohio: one youth, one family
and one community at a time*



HUMAN RESOURCES AND EMPLOYEE RELATIONS

STRATEGIC GOALS

GOAL 1

To establish HR as an “One-Stop Shop”

GOAL 2

To improve HR’s communication and customer service

GOAL 3

To increase employee retention

STRATEGIC OBJECTIVES

1. Conduct bi-monthly HR Meetings for all HR Personnel
2. Review and analyze data and trends as it relates to staffing, recruitment, retention, onboarding, grievances and discipline
3. Conduct a Human Resources Needs Assessment Survey

1. Update, revise and train on HR Policies, Procedures, and Forms
2. Develop an Evaluation Tracking Spreadsheet
3. Train on New Contract Bargaining Agreements for all 3 collective bargaining unions

1. Reduce agency employee turnover by 25%
2. Maintain agency Off-Work numbers by staying below 45 employees
3. Conduct a Job Satisfaction Survey

2016 Agency Strategic Plan

*Our Vision: A safer Ohio: one youth, one family
and one community at a time*



TRAINING ACADEMY

STRATEGIC GOALS

GOAL 1

To create a state-of-the-art Training Academy that is innovative and responsive to customer needs

GOAL 2

To expand access to relevant, quality training for DYS staff and its community partners

STRATEGIC OBJECTIVES

1. Conduct a comprehensive training needs assessment of DYS staff and community partners
2. Recruit, train, and retain a high quality pool of instructors
3. Establish a professional development portfolio for each employee based on job classification

1. Develop a sustainable leadership development training program
2. Increase the number of community partners registered for Academy courses by 50%
3. Acquire curricula that reflect best practices in the juvenile justice profession

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



OFFICE OF QUALITY ASSURANCE AND IMPROVEMENT

STRATEGIC GOALS

GOAL 1

To pioneer innovative green initiatives by educating both youth and staff on environmental sustainability practices

GOAL 2

To equip agency staff with the tools of project management to standardize agency projects and programs

GOAL 3

To assess program fidelity through research -validated methods

STRATEGIC OBJECTIVES

1. Graduate one Roots of Success cohort at each facility during the 2016 calendar year
2. Implement an aquaponics program at one facility
3. Implement a food composting program at two facilities
4. Create two green industry internships or apprenticeships for youth to participate in while housed at the Ohio Department of Youth Services

1. Train three staff in the advanced level principles of project management and reporting mechanisms
2. Develop project management tools that are specific to the Ohio Department of Youth Services
3. Conduct training to field staff on basic project management tools

1. Enter into a contract with the University of Cincinnati Corrections Institute for program evaluation
2. Train select staff on the Evidence-Based Correctional Program Checklist (CPC) for facilities
3. Train select staff on the CPC – Community Supervision for regional offices
4. Develop an evaluation schedule for calendar year 2016
5. Conduct one facility evaluation in calendar year 2016
6. Conduct one regional office evaluation in calendar year 2016
7. Provide evaluation reports that include recommendations for improvement

2016 Agency Strategic Plan

*Our Vision: A safer Ohio: one youth, one family
and one community at a time*



INFORMATION TECHNOLOGY SERVICES

STRATEGIC GOALS

GOAL 1

To improve information technology education

GOAL 2

To increase innovative uses of technology for improved services

GOAL 3

To manage ITS asset inventory

STRATEGIC OBJECTIVES

1. Provide computer based technology trainings for Security and various systems to agency staff. (need to say how many trainings)
2. Partnership with the Buckeye United School District to train youth about Digital Citizenship
3. Provide Video Equipment Upgrades agency-wide to Central Office, Agency Facilities and Regions

1. Achieve a 95% uptime Service Level Agreement (SLA) for network, applications and systems for the agency
2. Achieve a 90% uptime for the wireless networks access points
3. Deploy and agency-wide master calendar to be maintained by the agency PIO area
4. Provide Central Office, Training Academy, Facilities and Regions a teleconference service

1. Develop and implement a plan and budget for appropriate agency wide technical support
2. Re-evaluate existing and identify new critical technology policies for the agency
3. Participate in the development and implementation of new business processes where required
4. Develop a technology governance process which includes input from all agency customers
5. Have 100% accountability of all ITS assets

2016 Agency Strategic Plan

*Our Vision: A safer Ohio: one youth, one family
and one community at a time*



LEGAL

STRATEGIC GOALS

GOAL 1

To update the agency's records retention policy

GOAL 2

To implement a process in which we can archive medical records electronically

GOAL 3

To update the case management system to assist in the management of cases in litigation

STRATEGIC OBJECTIVES

1. Develop the retention policy for youth records
2. Train all agency staff on youth records retentions
3. Implement a process to archive youth medical records electronically

1. Determine if there is a state term contract for electronic record imaging
2. Examine archived medical record inventory
3. Develop an Request to Purchase for electronic record imaging with DAS
4. Select a vendor
5. Implement a process for digital imaging

1. Conduct a need analysis
2. Identify gaps
3. Work with ITS to develop a solution
4. Implement plan

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



DIVISION OF THE CHIEF INSPECTOR

STRATEGIC GOALS

GOAL 1

To complete investigations with integrity and play an integral role in ensuring the safety of DYS youth and staff

GOAL 2

To improve the communication between the Division of the Chief Inspector, DYS facilities and parole regions

GOAL 3

To ensure the local investigation and discipline processes are conducted with consistency and are transparent

STRATEGIC OBJECTIVES

1. Implement a streamlined system that expedites the timely start and completion of investigations as evidenced by a 90% timely completion rate
2. Meet bi-weekly in 2016 with the Deputy Director of Facilities, Programs, and Operations to discuss facility incidents, investigations, and the overall climate of each site.
3. Meet quarterly in 2016 with the Bureau Chief of Human Resources and the Training Academy Director to present trends noted during investigations
4. Chief Inspector Office Investigators stationed in a juvenile correctional facility will meet weekly with the Superintendent to go over trends noted in their investigations

1. Review audit results (AMS incident reports, investigations, and youth grievances) with facility leadership each quarter
2. Develop a customer satisfaction survey and administer to facility and parole region staff to assess the perceptions of the division
3. Attend at least one agency, facility, or parole activity per quarter to interact with staff outside of the investigatory process
4. Conduct a presentation, in conjunction with the Bureau Chief of Human Resources, to union leadership on the investigation process including pre-disciplinary hearings
5. Hold a town hall meeting at each juvenile correctional facility site or present during roll call on the investigatory process as well as expectations for Q&A sessions

1. Conduct a minimum of two administrative investigation trainings for investigators and one specialized training for facility/parole region leadership
2. Ensure site staff are held accountable for completing thorough, timely, and impartial investigations as evidenced by quarterly site visits and audits
3. Meet quarterly with the Bureau Chief of Human Resources to discuss trends in pre-disciplinary hearings and provide suggestions for training/preparation of hearing officers

2016 Agency Strategic Plan

Our Vision: A safer Ohio: one youth, one family and one community at a time



FINANCE AND PLANNING

STRATEGIC GOALS

GOAL 1

To increase internal communication and education within the Division of Finance and Planning and with the customers we support at Central Office and in the field by better sharing information through regularly scheduled meetings and job shadowing

GOAL 2

To develop and implement quality assurance tools for purchasing, payment cards and inventory to reduce annual audit findings

GOAL 3

To achieve an Agency Minority Business Enterprise (MBE) set-aside percentage of at least 30% for FY2016

STRATEGIC OBJECTIVES

1. Encourage participation in the Career Mentoring Program for staff the Division to break down barriers between the areas
2. Conduct Supervisor's Meetings approximately twice a month
3. Conduct bureau/area meetings at least once a month
4. Conduct F&P Division meetings at least semi-annually
5. All staff make at least one site visit to either a regional office, facility, or one of our private contracted facilities annually

1. Develop purchasing quality assurance tools
2. Develop payment card quality assurance tools
3. Develop inventory quality assurance tools
4. Implement and test purchasing quality assurance tools
5. Implement and test payment card quality assurance tools
6. Implement and test inventory quality assurance tools

1. Track monthly MBE spending reports
2. Send quarterly MBE reports to Equal Opportunity Division (EOD)
3. Distribute MBE newsletters quarterly
4. Host annual MBE Summit to foster partnership and competition

2016 Agency Strategic Plan

*Our Vision: A safer Ohio: one youth, one family
and one community at a time*



FINANCE AND PLANNING

STRATEGIC GOALS

GOAL 4

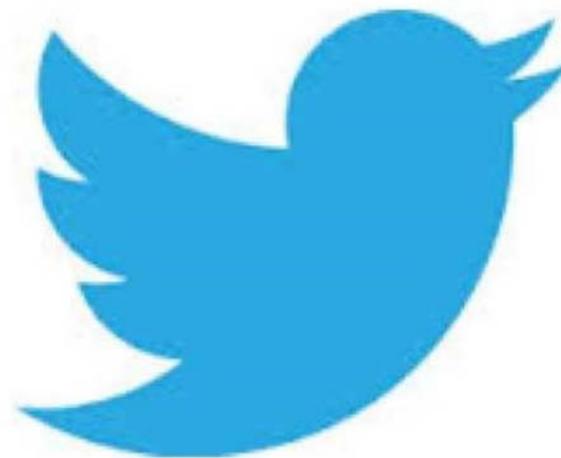
To achieve at least a 95% utilization rate with Ohio Shared Services (OSS) for processing agency payments

STRATEGIC OBJECTIVES

1. Track monthly OSS reports and record current OSS utilization percentage
2. Send monthly OSS utilization percentages to sites



www.DYS.Ohio.Gov



Twitter: @OhioDYS



**[www.Facebook.com/
OhioDeptYouthServices](http://www.Facebook.com/OhioDeptYouthServices)**



**www.YouTube.com/
user/OhioDYS**