



ARIZONA DEPARTMENT OF JUVENILE CORRECTIONS  
Safer Communities Through Successful Youth

# *STRATEGIC PLAN*

**2004 - 2007**

## **Arizona Department of Juvenile Corrections**

**Michael D. Branham, Director**  
**Dianne L. Gadow, Deputy Director**

Updated 8/31/05

## Table of Contents

Mission Statement.....	1
Organizational Values.....	1
Vision.....	1
Background.....	2
Purpose and Approach.....	2
Summary of the Strategic Issues Facing ADJC.....	3
Strategic Goal Statements.....	3
A. Continuum of Services.....	5
A.1. Classification, Screening and Assessment.....	5
A.2. Program of Services.....	11
A.3. Transitioning Youth.....	15
A.4. Safe and Therapeutic Environment.....	18
B. Organizational Culture Change.....	21
B.1. Collaboration.....	21
B.2. Model Juvenile Justice Organization.....	22
B.3. Clear Expectations.....	24
B.4. Positive Treatment-Oriented Culture.....	24

# Arizona Department of Juvenile Corrections Strategic Plan

## Mission Statement

---

The Arizona Department of Juvenile Corrections enhances public protection by changing the delinquent thinking and behaviors of juvenile offenders committed to the Department.

## Organizational Values

---

We value:

- ⊕ the safety of the citizens of Arizona and the youth in our care.
- ⊕ the integrity, experience, and expertise of our staff.
- ⊕ a richness of diversity among our staff and youth.
- ⊕ the ability to create opportunities for youth and families to lead productive lives.
- ⊕ excellence, innovation, and quality practices based on good data and research.
- ⊕ continuous improvement and learning for all individuals, including staff as well as youth in our care.
- ⊕ the families, friends, key stakeholders, and staff who support positive change in our youth.
- ⊕ change for the growth opportunities it brings.

## Vision

---

Safer Communities Through Successful Youth

## Background

---

The Arizona Department of Juvenile Corrections (ADJC) is a relatively new agency, but its historic roots run deep. It is a Department that in 1997 completed an ambitious reform effort. Today, ADJC is embarking on a new round of reforms in response to concerns raised by the Civil Rights Division of the U.S. Justice Department. These reforms will include a number of changes designed to improve safety and security, to significantly improve ADJC's ability to manage suicidal risk, and to improve services to youth needing special education or other accommodations.

In 1996, the Department began to evaluate the quality of its programs through an annual "Outcome Study" examining the number of youth who return to adult or juvenile correctional facilities. The most recent Outcome Study, completed in 2004, found that after three years, 56 percent of ADJC youth had not returned to either the adult or the juvenile system. The three year measure is significant because a December 1997 study in the state of Washington found that 75 to 80 percent of the delinquency or criminal behavior that will occur in such a population of youth will occur within that initial three-year period.

Equally significant, according to the ADJC's most recent data, fewer than 3 of 10 youth were sentenced to adult prison within that three-year period. These results rank Arizona near the top when compared to other states that measure juvenile recidivism the same way.

In April 2004, Governor Napolitano appointed Mr. Branham as ADJC Director and Deputy Director Dianne Gadow joined shortly afterwards. After a long and varied history, the Arizona Department of Juvenile Corrections stands poised and ready for a bright future of service and protection for the citizens of Arizona, while providing meaningful tools for change to the state's delinquent youth.

## Purpose and Approach

---

The purpose of the ADJC Strategic Plan is to develop a clear picture of its future. The plan sets into writing a vision of what the Arizona Department of Juvenile Corrections will be three years from now. This plan is made up of many short-term goals which are the primary emphasis at this time for the organization. The plan links the department's short-term objectives to its long term founding principles expressed in the form of values and a mission.

# Summary of the Strategic Issues Facing the Arizona Department of Juvenile Corrections

---

Over the next three years, ADJC anticipates two major strategic issues. Each of these larger issues poses operational challenges which are addressed by the strategies outlined in the sections below.

- Continuum of Services
- Organizational Culture Change

These two important issues, tied to the legislative mandated Five Year Continuous Strategic Plan exists to help all ADJC employees, those who assist us and those we serve to better monitor our collective progress.

The short term goals represent important action items and the objectives, the steps by which we will attain measurable, achievable and time bound improvements in the Agency. Deviations to some action steps may occur from time to time. The desired action will be steady positive movement of ADJC into a well run, progressive juvenile justice treatment, education and corrections model for the future.

## Strategic Goal Statements

---

The strategic goals of the organization, as they apply to the major strategic issues listed above, have been categorized into providing a Continuum of Services and Transformation of the Organization.

**A. Continuum of Services:** This issue defines the Agency's desire to offer a seamless array of services for youth to provide a more successful transition into the community. The continuation of service process begins with accurate, timely information on each adjudicated youth from the courts, communities, schools, family and other interested stakeholders. We then build an individualized, personal continuous case plan for each youth starting with assessments related to their own education, treatment and other factors. Then, a successful process gives each youth the tools to overcome challenges, identify strengths and plan for a successful re-entry to the community. Special emphasis must be placed on life-skills, vocational and special education needs, as well as, physical and mental health.

**A.1. Classification, Screening and Assessment:** Develop and strengthen the classification, screening and assessment process.

**A.2. Program of Services:** Integrate program services provided to youth, based on objective standards and best practices.

**A.3. Transitioning Youth:** Improve the process for transitioning youth into the community.

**A.4. Safe and Therapeutic Environment:** Through clear expectations, expert behavior management, safe practices, and an appropriate physical plant, provide a safe and therapeutic environment for youth and staff.

**B. Organizational Culture Change:** Transform the culture of ADJC to one in which all staff and all units of the organization work collaboratively to promote successful youth. It is the role of every ADJC employee to provide a safe, secure and pro-social treatment milieu for every youth adjudicated to our custody. From the time a youth is entrusted to us through their return to the community and on to their successful road to adulthood, we must remember we are professional role models, teachers, mentors and protectors. If they are to succeed, then we must offer each of them opportunities to aide in their endeavors, while protecting the public and upholding the highest traditions of public service.

**B.1. Collaboration:** Transform the culture of ADJC to work collaboratively to promote successful youth.

**B.2. Model Juvenile Justice Organization:** Transform the culture of ADJC to become a model juvenile justice organization.

**B.3. Clear Expectations:** Establish clear expectations for youth and staff.

**B.4. Positive Treatment-Oriented Culture:** Develop and maintain a positive treatment-oriented culture among youth, their families and staff.

## A. Continuum of Services

**Offer a continuum of services for youth to provide a more successful community transition.**

### A.1. Classification, Screening and Assessment: Develop and strengthen the classification, screening and assessment process.

**Dr. Kellie Warren**

#### **Objective 1: RAC (Reception, Assessment and Classification)**

##### **Schedule/Process**

By January 2005, review and revise the RAC schedule and process.

A1 O1	<b>Activity 1: By November 2004, review existing and identify additional assessment tools.</b>	<b>Completed</b>	<b>3.2.1</b>
A1 O1	<b>Activity 2: By November 2004, develop decision-tree for screening and assessment.</b>	<b>Completed</b>	<b>3.2.1</b>
A1 O1	<b>Activity 3: By December 2004, develop criteria for specialized units.</b>	<b>Completed</b>	<b>Implied in 7.3.3</b>
A1 O1	<b>Activity 4: By February 2005, define the roles and responsibilities of all RAC service providers.</b>	<b>Completed</b>	<b>7.3</b>
A1 O1	<b>Activity 5: By February 2005, review and revise existing schedule (21 days) with timelines.</b>	<b>Completed</b>	<b>NCR</b>
A1 O1	<b>Activity 6: By February 2005, train RAC staff on cultural competency in screening and assessment.</b>	<b>Completed</b>	<b>NCR</b>
A1 O1	<b>Activity 7: By March 2005, pre-assessment process via collaboration with the courts.</b>	<b>Completed</b>	<b>NCR</b>
A1 O1	<b>Activity 8: By April 2005, identify gender-specific assessments and needs at RAC.</b>	<b>Completed</b>	<b>NCR</b>
A1 O1	<b>Activity 9: By April 2005, work with MIS to develop an electronic screening and assessment system.</b>	<b>Completed</b>	<b>NCR for electronic system</b>

<b>A1 O1</b>	<b>Activity 10: By May 2005, clarify Community Staff's role in the RAC Process.</b>	<b>Completed</b>	<b>Implied in 7.3</b>
<b>A1 O1</b>	<b>Activity 11: By September 2005 develop a training plan for the RAC Screening and Assessment process;</b>	<b>Completed</b>	<b>Implied in 7.3.1</b>
<b>A1 O1</b>	<b>Activity 12: By September 2005, create a position to track the on-site RAC screening and assessment system.</b>	<b>Completed</b>	<b>NCR but IAW 7.3</b>
<b>A1 O1</b>	<b>Activity 13: By October 2005, develop a process at RAC to identify Title 19 and Title 21 eligible youth.</b>	<b>Completed (CAPFA)</b>	<b>Implied in 7.3.4 and 7.3.6</b>
<b>A1 O1</b>	Activity 14: By November 2005, evaluate the 21-Day process for sufficiency.		<b>IAW 7.3</b>
<b>A1 O1</b>	Activity 15: By December 2005, create and monitor performance measures for PbS.		<b>NCR but PbS is involved in 4.2.8 and 6.1 and 7.3</b>
<b>A1 O1</b>	Activity 16: By December 2005 and ongoing, create and monitor quality assurance measures.		<b>3.2.8 7.3 6.1</b>
<b>A1 O1</b>	Activity 17: By December 2005, create a process to identify youth who are involved with Child Family Teams (CFT).		<b>Implied in 7.3.4 and 7.3.6</b>
<b>A1 O1</b>	Activity 18: By December 2005, develop and standardize consistent forms.		<b>Implied in 7.3.1</b>
<b>A1 O1</b>	Activity 19: By December 2005, review, update and consolidate RAC policy and procedure (including CRIPA recommendations.)		<b>7.3</b>
<b>A1 O1</b>	Activity 20: By January 2006, create and monitor performance measures for NCCHC.		<b>Implied in 7.3.5 3.2.8 3.2.9 4.4.3.4 6.1.1</b>
<b>A1 O1</b>	Activity 21: By January 2006, review and revise the agency's Classification System		<b>7.3</b>
<b>A1 O1</b>	Activity 22: By January 2006, work with the courts and ADJC's parole to improve the PV admission process		<b>NCR</b>
<b>A1 O1</b>	Activity 23: By March 2006, review and revise the PV Program		<b>NCR</b>

**Outcomes:**

- Screening and Assessment Procedural Guide
- Policy and Procedures for RAC
- 95% - 100% of youth assessed by the 21<sup>st</sup> day following admission
- 80% - 95% of Clinical staff trained on assessment tools, including cultural competency

**Objective 2: CAPFA (Criminogenic And Protective Factors Assessment)**

By July 2005, implement the CAPFA.

A1 O2	<b>Activity 1: By September 2004, develop training program for trainers, training videos, training materials and identify resources needed.</b>	<b>Completed</b>	<b>NCR but any SP elements relate to 3.1</b>
A1 O2	<b>Activity 2: By October 2004, develop training program and curriculum for staff.</b>	<b>Completed</b>	<b>NCR but any SP elements relate to 3.1</b>
A1 O2	<b>Activity 3: By October 2004, train RAC staff on all CAPFA domains.</b>	<b>Completed</b>	<b>NCR but any SP elements relate to 3.1</b>
A1 O2	<b>Activity 4: By March 2005, train 90% of facility staff on all CAPFA domains.</b>	<b>Completed</b>	<b>NCR</b>
A1 O2	<b>Activity 5: By April 2005, train 90% of facility and community staff on Stages of Change.</b>	<b>Completed</b>	<b>NCR</b>
A1 O2	<b>Activity 6: Develop a CAPFA Training calendar and train staff.</b>	<b>Completed</b>	<b>NCR</b>
A1 O2	<b>Activity 7: By April 2005, develop a 2-hour CAPFA/Case Plan Overview for Line-Level personnel (YCOs) and Administrators.</b>	<b>Completed</b>	<b>NCR</b>
A1 O2	<b>Activity 8: By April 2005, Identify the CAPFA “Go-Live” Date.</b>	<b>Completed</b>	<b>NCR</b>
A1 O2	<b>Activity 9: By July 2005, train 90% of Psychologists, Psychology Associates, YPOIIs, YPS and Parole Officers on Motivational Interviewing.</b>	<b>Completed</b>	<b>NCR</b>
A1 O2	<b>Activity 10: By July 2005 add CAPFA to Pre-Service.</b>	<b>Completed</b>	<b>NCR</b>
A1 O2	<b>Activity 11: By September 2005, develop policy and procedure for CAPFA.</b>		<b>NCR</b>
A1 O2	<b>Activity 12: By October 2005, train the RAC personnel</b>		<b>NCR</b>

	on the JOLTS System		
<b>A1 O2</b>	<b>Activity 13: By November 2005, integrate CAPFA into case planning and classification</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O2</b>	Activity 14: By November 2005, train 90% of Line-Level personnel (YCOs) for CAPFA/Case Plan.		<b>NCR</b>
<b>A1 O2</b>	<b>Activity 15: By November 2005, train 90% of Administrators for CAPFA/Case Plan.</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O2</b>	Activity 16: By December 2005, train 90% of YCOs and Security Staff on Motivational Interviewing.		

**Outcomes:**

- Implementation of the CAPFA
- Policy and Procedures established for CAPFA
- 90% - 100% of facility and community staff trained on CAPFA
- 95% - 100% of youth administered the CAPFA by the 21<sup>st</sup> day following admission

**Objective 3: Case Management**

By May 2005, consistent case management and treatment planning process.

Note on CRIPA requirements: The Memorandum of Agreement uses the phrase “Treatment” and “Treatment Planning” through out the document, especially in Section 7. However, the term “Case Management” does not occur in the MOA. The similarities and differences between these two terms should be kept in mind when addressing CRIPA requirements in this Objective.

<b>A1 O3</b>	<b>Activity 1: By January 2005, provide a clinical oversight process.</b>	<b>Completed</b>	<b>7.2</b>
<b>A1 O3</b>	<b>Activity 2: By February 2005, integrate and implement CRIPA recommendations.</b>	<b>Completed</b>	<b>CRIPA Related items found throughout section 7.</b>
<b>A1 O3</b>	<b>Activity 3: By February 2005, include IEP and 504 regulations into case planning and treatment planning.</b>	<b>Completed</b>	<b>5.8 (All)</b>
<b>A1 O3</b>	<b>Activity 4: By March 2005, develop training for case planning.</b>	<b>Completed</b>	<b>NCR but implied in Section 5.8 and Section 7.</b>

<b>A1 O3</b>	<b>Activity 5: By April 2005, train 90% of facility and community staff on treatment planning.</b>	<b>Completed</b>	<b>NCR but implied in Section 7.</b>
<b>A1 O3</b>	<b>Activity 6: By April 2005, develop Agency-wide multidisciplinary treatment team format.</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O3</b>	<b>Activity 7: By May 2005, train 90% of all facility and community staff on ADJC's electronic case plan.</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O3</b>	<b>Activity 8: By May 2005, define staff roles and responsibilities with Case Planning.</b>	<b>Completed</b>	<b>Implied in Section 7.</b>
<b>A1 O3</b>	<b>Activity 9: By June 2005, implement transition planning into case plan.</b>	<b>Completed</b>	<b>Ed. Elements in 5.7.2</b>
<b>A1 O3</b>	Activity 10: By September 2005, develop consistent practices for clinical documentation.		<b>Implied in Section 7.</b>
<b>A1 O3</b>	Activity 11: By September 2005, train 90% of clinical staff on cultural competency and case planning.		<b>Implied in Section 7.</b>
<b>A1 O3</b>	Activity 12: By October 2005, create progress reports for case plan.		<b>NCR</b>
<b>A1 O3</b>	Activity 13: By October 2005, review, revise and create Policy/Procedure for case/treatment planning.		<b>NCR</b>
<b>A1 O3</b>	Activity 14: By December 2005 and ongoing, create and monitor performance Case Planning measures for PbS.		<b>NCR but PbS is involved in 4.2.8 and 6.1 and 7.3</b>
<b>A1 O3</b>	Activity 15: By December 2005, identify a lead in rural areas to complete the Case Planning process.		<b>NCR</b>
<b>A1 O3</b>	<b>Activity 16: By December 2005, implement Restorative Justice into case plan.</b>	<b>Completed</b>	<b>NCR.</b>
<b>A1 O3</b>	Activity 17: By December 2005, train 90% of facility and Line-Level staff on Confidentiality		<b>NCR, but Relevant in 6.3; implied throughout Section 6.</b>
<b>A1 O3</b>	Activity 18: By January 2006 and ongoing, create Quality Assurance methods.		<b>QA review is universal under 4.4</b>
<b>A1 O3</b>	Activity 19: By January 2006 and ongoing, create and monitor performance measures for NCCHC.		<b>Implied in 7.3.5</b>

			3.2.8 3.2.9 4.4.3.4 6.1.1
--	--	--	------------------------------------

**Outcomes:**

- Develop and implement the case plan
- Development and implementation of the multi-disciplinary team
- Policy and procedures established for case planning and the multi-disciplinary team
- 90% - 100% of facility clinical and community staff trained on case planning

**Objective 4: Youth Orientation Program**

By May 2005, develop a youth orientation program.

<b>A1 O4</b>	<b>Activity 1: By July 2005, review and revise existing youth orientation handbook in English and Spanish.</b>	<b>Completed</b>	<b>NCR, but implied in 4.1.1.1 and 4.2.2</b>
<b>A1 O4</b>	Activity 2: By August 2005, develop agency and youth expectations for orientation.		<b>Implied in 4.1.1.1 and 4.2.2</b>
<b>A1 O4</b>	Activity 3: By August 2005, integrate CRIPA recommendations and NCCHC recommendations.		<b>NCR for NCCHC</b>
<b>A1 O4</b>	Activity 4: By August 2005, implement new youth orientation handbook.	<b>Completed</b>	<b>4.1.1.1 4.2.2</b>
<b>A1 O4</b>	Activity 5: By August 2005, develop treatment specific group curriculum for youth orientation.		<b>Implied in 4.1.1.1 and 4.2.2</b>
<b>A1 O4</b>	Activity 6: By August 2005 then quarterly, create and monitor performance measures for PbS.		<b>NCR but PbS is involved in 4.2.8 and 6.1 and 7.3</b>
<b>A1 O4</b>	Activity 7: By September 2005, develop treatment specific group curriculum for Restorative Justice.		<b>NCR</b>
<b>A1 O4</b>	Activity 8: By September 2005, develop treatment specific group curriculum for Victimization.		<b>NCR</b>
<b>A1 O4</b>	Activity 9: By September 2005, develop treatment specific group curriculum for GANG (CLAIM).		<b>NCR</b>
<b>A1 O4</b>	Activity 10: By September 2005, develop treatment specific group curriculum for Legal.		<b>Related to 4.1</b>
<b>A1 O4</b>	Activity 11: By October 2005, develop quality assurance		<b>4.4</b>

	methods.		
<b>A1 O4</b>	Activity 12: By October 2005 then quarterly, create and monitor performance measures for NCCHC.		<b>Implied in 7.3.5 3.2.8 3.2.9 4.4.3.4 6.1.1</b>
<b>A1 O4</b>	Activity 13: By November 2005, create a new youth orientation video in English and Spanish.		<b>Implied in 4.1.1.1 and 4.2.2</b>

**Outcomes:**

- Youth Handbook
- Youth Orientation Program Group Curriculum
- Youth Orientation Video

**Objective 5: Family Strengths/Needs**

By July 2005, system to identify family strengths and needs.

<b>A1 O5</b>	<b>Activity 1: By September 2004, establish a position that coordinates between Secure Care and the family.</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O5</b>	<b>Activity 2: By March 2005, include structured, objective family assessment at RAC.</b>	<b>Completed</b>	<b>NCR, but family communication is in 7.3.6.9</b>
<b>A1 O5</b>	<b>Activity 3: By March 2005, develop a proposal for a visitation tracking system.</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O5</b>	<b>Activity 4: By April 2005, establish a PDQ for the Family Liaison Position</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O5</b>	<b>Activity 5: By May 2005, develop a family service resource guide separated by county.</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O5</b>	<b>Activity 6: By May 2005, develop and utilize “Child and Family Teams”.</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O5</b>	<b>Activity 7: By June 2005, establish a hiring and supervision plan for the Family Liaisons Position</b>	<b>Completed</b>	<b>NCR</b>
<b>A1 O5</b>	Activity 8: By September 2005, Identify the Family Services Philosophy for secure care.		<b>NCR</b>
<b>A1 O5</b>	Activity 9: By October 2005, Hire one Family Liaison for each secure-care facility.		<b>NCR</b>

<b>A1 O5</b>	Activity 10: By October 2005, Work with the surrounding Universities to establish a family-services Intern Program Agreement.		<b>NCR</b>
<b>A1 O5</b>	Activity 11: By November 2005, develop and implement the new visitation tracking system.		<b>NCR</b>
<b>A1 O5</b>	Activity 12: By November 2005, create a family web-page.		<b>NCR</b>
<b>A1 O5</b>	Activity 13: By December 2005, Develop Phase I of the Family Services Program (Assessment/Intake).		<b>NCR, but family communication is in 7.3.6.9 Possible connection to 4.4.4.1.3</b>
<b>A1 O5</b>	Activity 14: By December 2005, Develop Phase II of the Family Services Program (Curriculum- Based Groups).		<b>NCR, but family communication is in 7.3.6.9 Possible connection to 4.4.4.1.3</b>
<b>A1 O5</b>	Activity 15: By December 2005, Develop a process at RAC to orient the family to the agency, secure-care operation, visitation, treatment planning and the family services program.		<b>NCR, but family communication is in 7.3.6.9</b>
<b>A1 O5</b>	Activity 16: By January 2006, create a family orientation video.		<b>NCR</b>
<b>A1 O5</b>	Activity 17: By January 2006, Develop Phase III of the Family Services Program (Family Therapy).		<b>NCR, but family communication is in 7.3.6.9 Possible connection to 4.4.4.1.3</b>
<b>A1 O5</b>	Activity 18: By February 2006, Develop Phase IV of the Family Services Program (Transition/Discharge).		<b>7.3.6.9 Possible connection to 4.4.4.1.3</b>
<b>A1 O5</b>	Activity 19: By March 2006, develop education programming for families.		<b>Implied in 7.3.6.9</b>

<b>A1 O5</b>	Activity 20: By March 2006, Develop a skill-development/ educational curriculum for families to be conducted during visitation.		<b>Implied in 7.3.6.9</b>
<b>A1 O5</b>	Activity 21: By March 2006, Develop Phase V of the Family Services Program (Follow-up and Outcomes).		<b>Implied in 7.3.6.9 Possible connection to 4.4.4.1.3</b>
<b>A1 O5</b>	Activity 22: By March 2006, develop a family services program, including family outreach.		<b>Implied in 7.3.6.9</b>
<b>A1 O5</b>	Activity 23: By May 2006, develop quality assurance measures.		<b>6.1</b>
<b>A1 O5</b>	Activity 24: By May 2006, then quarterly, create and monitor performance measures for NCCHC.		<b>Implied in 7.3.5 3.2.8 3.2.9 4.4.3.4 6.1.1</b>
<b>A1 O5</b>	Activity 25: By May 2006 then quarterly, create and monitor performance measures for PbS.		<b>NCR but PbS is involved in 4.2.8 and 6.1 and 7.3</b>

**Outcomes:**

- Family Services Program Manual.
- Family Orientation Video.
- Family Education Group Curriculum(s).
- Family Services Resource Guide.

**A.2. Program of Services: Integrate program services provided to youth, based on objective standards and best practices.**

**Dr. Judith Lanphar**

**Objective 1: NCCHC Accreditation**

By October 2005, begin process to obtain National Commission on Correctional Health Care (NCCHC) accreditations.

<b>A2 O1</b>	Activity 1: By November 2005, objective measurable standards for each program within the agency.		<b>Implied in</b> 7.3.5 3.2.8 3.2.9 4.4.3.4 6.1.1
<b>A2 O1</b>	Activity 2: By December 2005, pre-survey audit for NCCHC accreditation.		<b>Implied in</b> 7.3.5 3.2.8 3.2.9 4.4.3.4 6.1.1
<b>A2 O1</b>	Activity 3: By December 2005, then quarterly, develop Quality Assurance methods and measurements.		<b>6.1</b>
<b>A2 O1</b>	Activity 4: By April 2006, first phase of NCCHC.		<b>Implied in</b> 7.3.5 3.2.8 3.2.9 4.4.3.4 6.1.1

**Outcomes:**

- NCCHC accreditation

**Objective 2: NCA Accreditation**

By June 2005, obtain/maintain North Central Association (NCA) accreditation in education.

<b>A2 O2</b>	Activity 1: By November 2005, external visit by NCA Team.		<b>NCR</b>
<b>A2 O2</b>	Activity 2: By December 2005, maintain NCA accreditations at Adobe Mountain School, Black Canyon School, and Catalina Mountain School.		<b>NCR</b>
<b>A2 O2</b>	Activity 3: By December 2005, Obtain NCA accreditation at Eagle Point School.		<b>NCR</b>

**Outcomes:**

- NCA accreditation

### Objective 3: Performance-based Standards

By December 2005, fully implement Performance-based Standards (PbS) into the organization.

A2 O3	Activity 1: By January 2005, prepare for certification review.	Completed	PbS is involved in 4.2.8 and 6.1 and 7.3
A2 O3	Activity 2: By June 2005, data collection and planning guidelines.	Completed	PbS is involved in 4.2.8 and 6.1 and 7.3
A2 O3	Activity 3: By June 2005, define roles and responsibilities.	Completed	PbS is involved in 4.2.8 and 6.1 and 7.3
A2 O3	Activity 4: By July 2005, review.	Completed	PbS is involved in 4.2.8 and 6.1 and 7.3
A2 O3	Activity 5: By September 2005, develop implementation plan to address each area with PbS data division.		PbS is involved in 4.2.8 and 6.1 and 7.3
A2 O3	Activity 6: By December 2005, obtain certification.		PbS is involved in 4.2.8 and 6.1 and 7.3

#### Outcomes:

- Meeting Performance-based Standards

### Objective 4: Standards Compliance

By December 2005, obtain/maintain compliance with federal, state, and agency standards.

A2 O4	Activity 1: By December 2004, maintain compliance with NCLB (No Child Left Behind).	Completed	Inherent in Section 5
A2 O4	Activity 2: By January 2005, maintain compliance with ADE in the area of special education.	Completed	5.1, 5.2.1, 5.2.2, 5.3.1,

			5.3.1, 5.3.5, 5.4, 5.5, 5.6, 5.7, 5.7.2, 5.7.3, 5.7.4, 5.7.4.2, 5.7.5
A2 O4	Activity 3: By April 2005, implement guidance counselors at RAC and at each facility.	Completed	Implied by Best Practice in Section 5
A2 O4	Activity 4: By August 2005, incorporate treatment criteria in the level system.		Implied by Best Practice in Section 7
A2 O4	Activity 5: By August 2005, develop implementation plan to address HIPPA compliance.		NCR
A2 O4	Activity 6: By September 2005, develop recruitment plan to attract certificated/licenses staff.		5.4 5.7.4. 5.7.4.1
A2 O4	Activity 7: By October 2005, obtain compliance in 504.		UFN 5.8.1
A2 O4	Activity 8: By January 2006, review and revise 100% of policies that relate to accreditation and agency standards.		UFN 5.3.6
A2 O4	Activity 9: By January 2006, be in compliance with ELL.		Inherent in Section 5.

**Outcomes:**

- Maintain compliance

**Objective 5: Programming and Curriculum**

By December 2005, assess, revise, design and implement curriculum for all programs.

A2 05	Activity 1: By May 30, 2005, deliver suicide prevention curricula that covers essential subjects and intervals of training.	Completed	3.1.1.1 3.1.1.2 3.1.1.3 3.1.1.4 3.1.1.5 3.1.1.6 3.1.1.7
-------	---	-----------	---

			3.1.1.8 3.1.2 3.2.1 3.2.2
<b>A2 O5</b>	<b>Activity 2: By June 2005, develop curriculum for Teacher/YCO teams.</b>	<b>Completed</b>	<b>Implied in 5.2</b>
<b>A2 O5</b>	<b>Activity 3: By June 2005, pilot Help One Student To Succeed (HOSTS) at Catalina Mountain School.</b>	<b>Completed</b>	<b>NCR</b>
<b>A2 O5</b>	<b>Activity 4: By July 2005, develop/adopt a research-based behavioral modification/ cognitive development curriculum Aggression Replacement Therapy (ART) for youth.</b>	<b>Completed</b>	<b>NCR</b>
<b>A2 O5</b>	Activity 5: By October 2005, include restorative justice as a program topic (stressing empathy and restitution).		<b>NCR</b>
<b>A2 O5</b>	Activity 6: By October 2005, develop/adopt curriculum for sex offenders.		<b>Implied in 7.1</b>
<b>A2 O5</b>	Activity 7: By October 2005, develop/adopt curriculum for violent youth.		<b>Implied in 7.1</b>
<b>A2 O5</b>	Activity 8: By October 2005, develop/adopt curriculum for mental health youth.		<b>Implied in 7.1</b>
<b>A2 O5</b>	Activity 9: By October 2005, continue to develop core academic curriculum.		<b>Inherent in Section 5.</b>
<b>A2 O5</b>	Activity 10: By October 2005, develop curriculum and programming for youth who will be aging out.		<b>NCR</b>
<b>A2 O5</b>	Activity 11: By November 2005, train 90% of teachers and YCOs in Classroom Management.		<b>Implied in 5.2</b>
<b>A2 O5</b>	Activity 12: By December 2005, train staff to effectively deliver curricula and programming.		<b>UFN 5.9.1</b>
<b>A2 O5</b>	Activity 13: By December 2005, identify core skill development area for youth in the area of pro-social skill development.		<b>Implied in 5.2</b>
<b>A2 O5</b>	Activity 14: By January 2006, develop/adopt drug and alcohol curriculum for youth.		<b>NCR</b>

**Outcomes:**

- Curricula developed and effectively used for training

**Objective 6: Education Records**

By June 2005, automate education records.

A2 O6	<b>Activity 1: By October 2004, write and submit a proposal to MIS.</b>	Completed	NCR
A2 O6	<b>Activity 2: By June 2005, review, revise, and implement proposal with MIS.</b>	Completed	NCR
A2 O6	Activity 3: By July 2005, develop a manual for automated Education records.		NCR
A2 O6	<b>Activity 4: By July 2005, develop quality assurance methods.</b>	Completed	NCR

**Outcomes:**

- Automated Education Record
- Procedural Manual for Automated Education Record

**A.3. Transitioning Youth: Improve the process for transitioning youth into the community.**

**Oly Cowles**

**Objective 1: Community Partners**

By July 2005, increase contact and participation between Secure Care and Community Partners.

A3 O1	<b>Activity 1: By December 2004, establish standards for Community Corrections staff to ensure regular and consistent contact with youth and Secure Care staff.</b>	Completed	NCR
A3 O1	<b>Activity 2: By April 2005, invite providers to participate in staffings.</b>	Completed	NCR
A3 O1	<b>Activity 3: By May 2005, identify and provide listing of contracted services.</b>	Completed	Implied in 5.7.2
A3 O1	<b>Activity 4: By July 2005, include victim safety issues and restitution in the Continuous Case Plan.</b>	Completed	NCR
A3 O1	Activity 5: By August 2005, communicate what services	Started	NCR

	youth will receive in the community at multi-disciplinary team staffings.		
<b>A3 O1</b>	<b>Activity 6: By October 2005, ensure contracted services are consistent with agency standards.</b>	<b>Completed</b>	<b>NCR</b>
<b>A3 O1</b>	Activity 7: By October 2005, identify contracted providers who offer services consistent with the agency's continuum of care.		<b>NCR</b>
<b>A3 O1</b>	Activity 8: By November 2005, establish relationships with educational institutions in the community.		<b>Implied in 5.7.2</b>

**Outcomes:**

- Compliance with case management standards
- Providers will participate in staffing
- Continuous case plan will incorporate victim issues and restitution

**Objective 2: Clinical Supervision Program**

By October 2005, establish a consistent Clinical Supervision Program based on best practices models in Community Corrections.

<b>A3 O2</b>	<b>Activity 1: By April 2005, develop specialized case loads for gender and sex offenders.</b>	<b>Completed</b>	<b>Implied in 7.3.6.9</b>
<b>A3 O2</b>	<b>Activity 2: By May 2005, establish standards for Family Services Coordinators.</b>	<b>Completed</b>	<b>Implied in 7.3.6.9</b>
<b>A3 O2</b>	<b>.Activity 3: By June 2005, develop and increase Child Family Teams beginning in Secure Care and following through to the community.</b>	<b>Completed</b>	<b>Implied in 7.3.6.9</b>
<b>A3 O2</b>	<b>Activity 4: By July 2005, develop, document and assess family involvement from RAC through youths' term with ADJC to include interventions (community) and referrals</b>	<b>Completed</b>	<b>Implied in 7.3.6.9</b>
<b>A3 O2</b>	Activity 5: By August 2005, develop plan for ongoing supervision for Family Services Coordinators. Provide supervision for non-masters level staff particularly in the area of mental health.		<b>Implied in 7.3.6.9</b>
<b>A3 O2</b>	<b>Activity 6: By October 2005, create standards and expectations to include state licensure for Family Services Coordinators. Adopt and embrace the</b>	<b>Completed</b>	<b>NCR</b>

	<b>current Board of Behavioral Health Examiners (BBHE) standards and statutes.</b>		
--	--	--	--

**Outcomes:**

- Youth base contacts, FSC monthly stat form
- Community Progress Report

**Objective 3: Youth Accountability**

By October 2005, increase youth accountability by following the Continuous Case Plan.

<b>A3 O3</b>	<b>Activity 1: By December 2004, create a warrant team to actively pursue absconders.</b>	<b>Completed</b>	<b>NCR</b>
<b>A3 O3</b>	Activity 2: By August 2005, educate Parole and Support Services on special education advocacy.		<b>Implied in 5.1 and 5.7.2</b>
<b>A3 O3</b>	Activity 3: By October 2005, implement the Continuous Case Plan in Parole to include restitution.		<b>NCR</b>
<b>A3 O3</b>	Activity 4: By October 2005, develop services for youth who are released/discharged because they “age out”.		<b>NCR</b>
<b>A3 O3</b>	Activity 5: By October 2005, develop graduated sanctions for youth.		<b>NCR</b>
<b>A3 O3</b>	Activity 6: By October 2005, develop positive reinforcements for youth.		<b>NCR</b>

**Outcomes:**

- Youth on warrant status pursued
- Services available
- Graduated sanctions identified
- Positive reinforcements identified

**Objective 4: Stakeholder Involvement**

By October 2005, increase involvement with courts and stakeholders to educate and improve collaboration.

<b>A3 O4</b>	<b>Activity 1: By July 2005, develop videoconferencing to enhance community, provider, and family contact with youth in secure care.</b>	<b>Completed</b>	<b>NCR</b>
<b>A3 O4</b>	Activity 2: By August 2005, develop listing of available employment opportunities for youth, and make available to the agency .		<b>NCR</b>
<b>A3 O4</b>	Activity 3: By October 2005, provide judges with	<b>Ongoing</b>	<b>NCR</b>

	ADJC orientation and training.		
<b>A3 O4</b>	Activity 4: By October 2005, increase the number of providers who meet youth behind the fence for both out-of-home placements and out-patient services.		<b>NCR</b>

**Outcomes:**

- Providers begin involvement with youth behind the fence
- Judges trained

**Objective 5: Restorative Justice**

By October 2005, continue restorative justice from Secure Care into the community.

<b>A3 O5</b>	<b>Activity 1: By June 2005, provide methods/programs for youth to pay restitution.</b>	<b>Completed</b>	<b>NCR</b>
<b>A3 O5</b>	<b>Activity 2: By July 2005, create a Wild Land Fire Crew Program.</b>	<b>Completed</b>	<b>NCR</b>
<b>A3 O5</b>	Activity 3: By October 2005, educate ADJC staff, youth and community in the goal and purpose of Restorative Justice.		<b>NCR</b>

**Outcomes:**

- Restitution paid

**A.4. Safe and Therapeutic Environment: Through clear expectations, expert behavior management, safe practices, and an appropriate physical plant, provide a safe and therapeutic environment for youth and staff.**

**Jim Hillyard**

**Objective 1: Youth Expectations**

By January 2005, establish, implement and manage clear youth norms and expectations.

<b>A4 O1</b>	<b>Activity 1: By August 2004, establish clear behavioral expectations for youth in all settings including classrooms.</b>	<b>Completed</b>	<b>4.2 esp. 4.2.6</b>
<b>A4 O1</b>	<b>Activity 2: By April 2005, create a quality control system to measure youth compliance with behavioral expectations.</b>	<b>Completed</b>	<b>4.2 4.4 esp. 4.4.4.1.5</b>
<b>A4 O1</b>	Activity 3: Design systems for youth to support peer		<b>NCR</b>

	compliance with behavioral expectations: <ul style="list-style-type: none"> <li>• Group Behavior Management Techniques, by September 2005</li> <li>• <b>Level System, by August 2005</b></li> </ul>	<b>Completed</b>	
<b>A4 O1</b>	Activity 4: By October 2005, Implement systems for youth to support peer compliance with behavioral expectations.		<b>NCR</b>

**Outcomes:**

- 78% of youth feel safe within ADJC’s facilities.
- 77% of staff feel safe within ADJC’s facilities.

**Objective 2: Youth Behavior**

By April 2005, establish, implement and manage an integrated system for managing youth behavior through constructive confrontation, crisis de-escalation and rewards and consequences.

<b>A4 O2</b>	Activity 1: Ensure ADJC’s behavior management system provides effective techniques for: <ul style="list-style-type: none"> <li>• <b>Individual behavior management by March 2005</b></li> <li>• <b>Incentives through an integrated level system by April 2005</b></li> <li>• Group behavior management by June 2005</li> </ul>	<b>Completed</b>  <b>Completed</b>	<b>4.2, esp. 4.2.6</b>
<b>A4 O2</b>	<b>Activity 2: By July 2005, establish clear process standards for all behavior management processes.</b>	<b>Completed</b>	<b>4.2, esp. 4.2.6</b>
<b>A4 O2</b>	Activity 3: By October 2005, train all youth contact staff on and implement the use of behavior management techniques.		<b>4.2, esp. 4.2.6</b>
<b>A4 O2</b>	Activity 4: By November 2005, audit compliance with the behavior management system’s process standards.		<b>4.2, esp. 4.2.6</b>
<b>A4 O2</b>	Activity 5: By December 2005, establish corrective action plans based on audit findings.		<b>4.4, esp. 4.4.4.1.5</b>

**Outcomes:**

- Security calls per 100 youth-days
- Youth on Youth assaults per 100 youth-days
- Mutual fights per 100 youth-days

**Objective 3: Safe, Therapeutic Environment**

By March 2005, establish, implement and manage clear and consistent practices to create a clean, safe therapeutic and enriching environment for youth.

<b>A4 O3</b>	Activity 1: Modify ADJC’s incident reporting process to improve:		<b>NCR but implied in</b>
--------------	--	--	---------------------------

	<ul style="list-style-type: none"> <li>• <b>Analysis &amp; PbS compatibility by April 2005</b></li> <li>• <b>Debriefing by July 2005</b></li> <li>• Incident Reporting by October 2005</li> </ul>	Completed Completed	4.2.6 and 4.2.8
A4 O3	<b>Activity 2: By June 2005, enhance communication with I&amp;I regarding youth with pending charges.</b>	Completed	NCR
A4 O3	<b>Activity 3: By July 2005, establish clear maintenance, sanitation, safety, and security standards for housing units, classrooms, and the health unit, including youth hygiene issues such as staff coverage for timely bathroom usage.</b>	Completed	Section 3 (all) esp. 3.1 3.2.3 3.3.1  4.3.2
A4 O3	Activity 4: By September 2005, Clarify the role of separation as a component of ADJC's behavior management system		4.5 (all)
A4 O3	Activity 5: By September 2005, train staff on compliance with maintenance, sanitation, safety, suicide prevention, and security standards, including youth hygiene issues such as staff coverage for timely bathroom usage.		Section 3 (all) esp. 3.1 3.2.3 3.3.1  4.3.2
A4 O3	Activity 6: By October 2005, compliance with maintenance, sanitation, suicide prevention, safety, and security standards, including youth hygiene issues such as staff coverage for timely bathroom usage.		Section 3 (all) esp. 3.1 3.2.3 3.3.1  4.3.2
A4 O3	Activity 7: By November 2005, establish corrective action plans based on review findings.		4.4, esp. 4.4.4.1.5
A4 O3	Activity 8: By December 2005, review the role and use of separation		4.5 (all)
A4 O3	Activity 9: Provide an environment and practices that reduce the risk of suicide by: <ul style="list-style-type: none"> <li>• Modify occupied housing units to provide a suicide resistant environment by December 2005.</li> <li>• <b>Screen and monitor all youth to identify youth at heightened risk for suicide by May 2005.</b></li> <li>• <b>Establish and implement procedures to</b></li> </ul>	Completed  Completed	Section 3 (all)

	<p>supervise youth at-risk for suicide by May 2005.</p> <ul style="list-style-type: none"> <li>• Train 90% of ADJC contact staff in the practices and techniques needed to respond to a suicide attempt by April 2005.</li> </ul>	Completed	
A4 O3	Activity 10: By January 2006, establish a briefing system to effectively share daily information.		Inherent in 3.2.9

**Outcomes:**

- Safety inspection compliance
- Sanitation inspection compliance

**B. Organizational Culture Change**

**Transform the culture of ADJC to one in which all staff and all units of the organization work collaboratively to promote successful youth.**

**Lou Goodman**

**B.1. Collaboration: Transform the culture of ADJC to work collaboratively to promote successful youth.**

**Objective 1: Improve Collaboration with Government Stakeholders.**

By October 2005, ADJC will implement plans to improve collaboration with government stakeholders.

*Objective 1 a:* By March 2005, 25% of legislators will have attended an ADJC orientation or toured an ADJC facility.

B1 O1a	Activity 1: By December 2004, invite all legislators to Orientation Session.	Completed	NCR
B1 O1a	Activity 2: By January, 2005, develop plan for Legislator Orientation.	Completed	NCR
B1 O1a	Activity 3: By January 2005, hold Legislator Orientation Session.	Completed	NCR
B1 O1a	Activity 4: By February 2005, tour invitations will be sent out to all legislators.	Completed	NCR
B1 O1a	Activity 5: By February 2005, tours will be scheduled	Completed	NCR

	for legislators.		
<b>B1 O1a</b>	<b>Activity 6: By February 2005, a plan will be developed for tours.</b>	<b>Completed</b>	<b>NCR</b>
<b>B1 O1a</b>	<b>Activity 7: By March 2005, the first tour will be held for legislators.</b>	<b>Completed</b>	<b>NCR</b>

**Outcomes:**

- 25% of Legislators will attend orientation session.
- 25% of legislators will have toured at least one of the ADJC facilities.

**Objective 1b: Court Relations**

By October 2005, 100% of our youth will have regular progress reports submitted to the courts.

<b>B1 O1b</b>	<b>Activity 1: By April 2005, a report model will be developed using YouthNet.</b>	<b>Completed</b>	<b>NCR</b>
<b>B1 O1b</b>	<b>Activity 2: By May 2005, the report model will be piloted.</b>	<b>Completed</b>	<b>NCR</b>
<b>B1 O1b</b>	<b>Activity 3: By May 2005, all e-mail and physical addresses of the courts and any other recipients will be catalogued.</b>	<b>Completed</b>	<b>NCR</b>
<b>B1 O1b</b>	<b>Activity 4: By July 2005, the program will be implemented statewide.</b>	<b>Completed</b>	<b>NCR</b>
<b>B1 O1b</b>	Activity 5: By August 2005, incorporate 90day case planning document into YouthNet.		<b>NCR</b>
<b>B1 O1b</b>	Activity 6: By August 2005, implement plan for periodic training of court personnel on YouthNet.		<b>NCR</b>

**Outcomes:**

- 100% of youth with monthly progress reports to Courts

**OBJECTIVE 2: External and Internal Communication Plans**

By April of 2006, develop external and internal communication plans.

**B.2. Model Juvenile Justice Organization: Transform the culture of ADJC to become a model juvenile justice organization.**

**Objective 1: Multiple Training Tracks**

By December 2006, design, develop and implement multiple training tracks.

<b>B2 O1</b>	Activity 1: By September 2005, revive and implement agency-wide training curriculum committee.		<b>NCR but implied throughout the Agreement</b>
<b>B2 O1</b>	Activity 2: By January 2006, outline training program.		<b>NCR but implied throughout the Agreement</b>
<b>B2 O1</b>	Activity 3: By June 2006, develop a plan to re-tool training delivery to include progressive individualized tracks for all staff and provide for continuing education and licensure requirements for professional staff.		<b>NCR</b>
<b>B2 O1</b>	Activity 4: By June 2006, develop an on-line education program.		<b>NCR</b>

**Outcomes:**

- Number of training tracks developed

**Objective 2: Meet All Adopted Standards**

By December 2006, meet all adopted standards (e.g. CRIPA, PbS, NCCHC, NCA, ACA)

<b>B2 O2</b>	<b>Activity 1: By June 2005, compile baseline data and reporting mechanism for standards.</b>	<b>Completed</b>	<b>NCR</b>
<b>B2 O2</b>	Activity 2: By October 2005, identify standards to be used by each area of Agency.		<b>NCR</b>
<b>B2 O2</b>	Activity 3: By November 2005, review policy/procedure to incorporate adopted standards.	<b>Ongoing</b>	<b>NCR</b>

**Outcomes:**

- Meet all adopted upon standards

**Objective 3: Quality Assurance Program**

By December 2005, establish and implement agency-wide Quality Assurance Program.

	<b>Activity 1: By May 2005, clarify relationship between</b>	<b>Completed</b>	<b>4.4 (All)</b>
--	--	------------------	------------------

	<b>Quality Assurance, I&amp;I, and CRIPA.</b>		esp. 4.4.2 4.4.3.1
	<b>Activity 2: By May 2005, identify and train auditors and inspectors.</b>	<b>Completed</b>	<b>Inherent in 4.4</b>
	<b>Activity 3: By May 2005, define role of cross-facility QA teams.</b>	<b>Completed</b>	<b>NCR but would be Best Practice throughout 4.4</b>
	<b>Activity 4: By May 2005, Players identify needed information and get with teams.</b>	<b>Completed</b>	<b>Inherent in 4.4</b>
	<b>Activity 5: By May 2005, design Quality Assurance process.</b>	<b>Completed</b>	<b>Inherent in 4.4, esp. 4.4.3 and 4.4.4</b>
	<b>Activity 7: By July 2005 develop master schedule of audits and inspections.</b>	<b>Completed</b>	<b>4.4.4.1</b>
	Activity 6: By October 2005, develop internal quality assurance plans for each area.		<b>4.4.4</b>
	Activity 8: By December 2005, develop procedures to make timely management decisions based on data. Develop procedures, including correction action plan formats.	<b>Ongoing</b>	<b>Inherent in 4.4, esp. 4.4.4.6</b>
	Activity 9: By December 2005, build in a technology component that will ensure managers respond with accountability to the data.		<b>NCR</b>

**Outcomes:**

- *Substantial compliance with CRIPA*

**B.3. Clear Expectations: Establish clear expectations for staff.**

**Objective 1: Clear Expectations for Staff**

*By October 2005, reinforce agency mission, vision and values for all staff.*

<b>B3 O1</b>	<b>Activity 1: By June 2005, review mission, vision and values with administrators and staff.</b>	<b>Completed</b>	<b>NCR but Implied in</b>
--------------	---	------------------	---------------------------

			<b>4.2.8</b>
<b>B3 O1</b>	Activity 2: By August 2005, complete any revisions to mission, vision and values.		<b>NCR but Implied in 4.2.8</b>
<b>B3 O1</b>	Activity 3: By August 2005, develop plan to publicize and discuss mission, vision and values with all staff.		<b>NCR but Implied in 4.2.8</b>
<b>B3 O1</b>	Activity 4: By September 2005, implement plan to publicize mission, vision and values.		<b>NCR but Implied in 4.2.8</b>
<b>B3 O1</b>	Activity 5: By January 2006, revise PDQs to reflect agency mission, vision and values.		<b>NCR but Implied in 4.2.8</b>
<b>B3 O1</b>	Activity 6: By January 2006, revise PASEs to reflect mission, vision and values.		<b>NCR but Implied in 4.2.8</b>
<b>B3 O1</b>	Activity 7: By January 2006, integrate mission, vision and values into pre-service training and training tracks.		<b>NCR but Implied in 4.2.8</b>

**Outcomes:**

- Basic expectations for all employees will be posted throughout the agency in area readily accessible to staff and stakeholders

**B.4. Positive Treatment-Oriented Culture: Develop and maintain a positive treatment-oriented culture among youth, their families and staff.**

**Objective 1: Employee Turnover**

By July 2006, reduce ADJC employee turnover rate from 28% to 26%.

<b>B4 O1</b>	<b>Activity 1: By June 2005, review and revise exit interview process and the use of data obtained.</b>	<b>Completed</b>	<b>4.3 (All)</b>
<b>B4 O1</b>	<b>Activity 2: By June 2005, conduct annual employee climate survey and evaluate data.</b>	<b>Completed</b>	<b>4.3.1</b>
<b>B4 O1</b>	Activity 3: By January 2006, create “a day in the life” video of new YCO Is, YCO IIs on the job 2 years, teachers, psych associates, and other identified entry positions and post on Internet.		<b>4.3.1</b>
<b>B4 O1</b>	Activity 4: By January 2006, establish and implement employee incentive program.		<b>4.3.1</b>

--	--	--	--

**Outcomes:**

- Reduction in employee turnover from 28% to 26%

**Objective 2: Recruiting**

By June 2005, identify five new recruiting sources.

<b>B4 O2</b>	<b>Activity 1: By June 2005, identify five new multi-cultural recruiting sources.</b>	<b>Completed</b>	<b>4.3.1</b>
<b>B4 O2</b>	Activity 2: By June 2005, plan recruiting efforts for each newly identified source.		<b>4.3.1</b>
<b>B4 O2</b>	<b>Activity 3: By June 2005, conduct recruiting with each newly identified source.</b>	<b>Completed</b>	<b>4.3.1</b>
<b>B4 O2</b>	<b>Activity 4: By July 2005, obtain current HR recruitment plan.</b>	<b>Completed</b>	<b>4.3.1</b>
<b>B4 O2</b>	Activity 5: By July 2006, develop FY '06 recruitment plan.		<b>4.3.1</b>

**Outcomes:**

- Identify and utilize five new recruiting sources.

**Objective 3: Field Training Officers (FTOs) Mentoring Program**

By October 2005, develop and implement the FTO mentoring program.

<b>B4 O3</b>	<b>Activity 1: By May 2005, develop a curriculum for the YCO FTO program.</b>	<b>Completed</b>	<b>NCR</b>
<b>B4 O3</b>	<b>Activity 2: By May 2005, identify YCO Field Training Officers (FTOs).</b>	<b>Completed</b>	<b>NCR</b>
<b>B4 O3</b>	<b>Activity 3: By June 2005, train YCO FTOs.</b>	<b>Completed</b>	<b>NCR</b>
<b>B4 O3</b>	<b>Activity 4: By June 2005, recognize YCO FTOs.</b>	<b>Completed</b>	<b>NCR</b>
<b>B4 O3</b>	<b>Activity 5: By July 2005, implement FTO program.</b>	<b>Completed</b>	<b>NCR</b>
<b>B4 O3</b>	Activity 6: By January 2006, select 3 other classifications for FTO programs.		<b>NCR</b>
<b>B4 O3</b>	Activity 7: By May 2006, develop curricula for additional FTO programs.		<b>NCR</b>
<b>B4 O3</b>	Activity 8: By May 2006, identify FTOs for additional		<b>NCR</b>

	programs.		
<b>B4 O3</b>	Activity 9: By June 2006, recognize FTOs in additional programs.		<b>NCR</b>
<b>B4 O3</b>	Activity 10: By July 2006, implement additional FTO programs.		<b>NCR</b>

**Outcomes:**

- Number of mentors and mentees
- Successful feedback from all parties

**Objective 4: Leadership Training Program**

By July 2006, revise, develop and implement a leadership training program.

<b>B4 O4</b>	Activity 1: By October 2005, develop an outline of leadership training curriculum.		<b>NCR, but management issues are addressed in 4.4.12</b>
<b>B4 O4</b>	Activity 2: By December 2005, identify resources needed.		<b>NCR, but management issues are addressed in 4.4.12</b>
<b>B4 O4</b>	Activity 3: By March 2006, develop leadership training curriculum.		<b>NCR, but management issues are addressed in 4.4.12</b>
<b>B4 O4</b>	Activity 4: By July 2006, implement training.		<b>NCR, but management issues are addressed in 4.4.12</b>

Abbreviations:

Ed..... Education  
Esp.....Especially  
IAW.....In Accordance With  
MH.....Mental Health  
NCR.....No CRIPA Requirement  
SP.....Suicide Prevention