Data Resource Guide
Fiscal Year 2021

Successful Youth, Strong Leaders, Safer Communities

Maryland Department of Juvenile Services
Data Resource Guide
Fiscal Year 2021

Maryland
Department of Juvenile Services

State of Maryland
Larry Hogan, Governor
Sam Abed, Secretary
December 2021

This guide fulfills the statutory reporting requirements set forth in Md. Human Services Code Ann. §9-204 regarding the agency’s comprehensive juvenile services plan as well as reporting juvenile recidivism rates.

This Data Resource Guide as well as previous editions can be found on the DJS website:
djs.maryland.gov/Pages/Data-Resource-Guides.aspx
The DJS Executive Staff and Project Leaders would like to thank everyone who contributed to this document. Our appreciation goes to the members of the agency who contributed a wealth of information with special thanks to Kara Aanenson, Toni Christian, Michael DiBattista, Laura Estupinan-Kane, Lisa Garry, Yolanda Kennard, Dave Phillips, Nic Ryan, and Denise Victory. We would also like to thank Jill Farrell at the University of Maryland, School of Social Work, The Institute for Innovation and Implementation, and Boyce Williams at the Department of Public Safety and Correctional Services. We are especially grateful to the field staff who gather the data necessary to complete the Data Resource Guide.
Table of Contents

INTRODUCTION
Letter from the Governor ................................................................. iv
A Word from the Secretary ............................................................... v
DJS COVID-19 Pandemic Response .................................................... vi
Commonly Used Acronyms ............................................................. viii
Terms and Concepts .................................................................... ix

SECTION I: AN OVERVIEW OF THE MARYLAND DEPARTMENT OF JUVENILE SERVICES
Introduction to the Maryland Department of Juvenile Services (DJS) ........................................ 3
Organizational Chart ....................................................................... 6
DJS Operating Expenditures, FY 2021 ................................................... 7
Special Tribute to Judge George B. Rasin ........................................... 8
Juvenile Justice in Maryland - A Historical Evolution ................................................. 10
Flow of FY 2021 Case Referrals ........................................................ 14
Department of Juvenile Services Historical Evolution Highlights (pullout) ....................... 15
Maryland Juvenile Justice System Process Flowchart (pullout) ............................................ 16
Steps in the Juvenile Justice System .......................................................................... 17
Professional Training and Education Unit (PTEU) ..................................................... 18

SECTION II: INTAKE AND COMMUNITY SUPERVISION
Introduction to Intake and Community Supervision .................................................. 23
Statewide, Regional, and County Activity ...................................................... 28
Pre-Court Supervision ........................................................................ 94
Regional, County, and Long-Term Trends ....................................................... 97

SECTION III: DETENTION
Introduction to Detention ..................................................................... 117
Statewide Activity for Detention Centers .................................................. 122
Youth Charged as Adults Pending Transfer ................................................ 130
Specific Detention Facility Information ..................................................... 132
Alternatives to Detention (ATD) ........................................................... 146

SECTION IV: TREATMENT PROGRAMS FOR COMMITTED YOUTH
Introduction to Treatment Programs for Committed Youth .............................. 153
Committed Statewide and by Type ........................................................ 158
State-Operated Treatment Programs for Committed Youth ......................... 174
Community-Based Family Therapy Programs ........................................... 186

SECTION V: RECIDIVISM RATES
Measuring Recidivism Rates .................................................................. 191
Recidivism Rates for Treatment Program Releases ........................................ 193
Recidivism Rates for Youth with Probation Dispositions ............................. 204

APPENDICES
Appendix A: Community Services Staffing Distribution as of June 30, 2021 .................. 209
Appendix B: Detention Center Staffing (Filled Positions) as of June 30, 2021 ................ 210
Appendix C: Treatment Program Staffing (Filled Positions) as of June 30, 2021 .............. 210
Appendix D: State-Operated Facility Expenditures, FY 2021 ................................. 211
Appendix E: State-Operated Facility and Treatment Program Per Diem Rates, FY 2021 .... 212
Appendix F: Detention Risk Assessment Instrument (DRAI) .................................. 213
Appendix G: DJS Housing Classification Assessment/Reassessment for Youth ......... 217
Appendix H: Accountability Incentives Management (AIM) .................................. 219
Appendix I: DJS Youth Vulnerability Assessment Tool ........................................ 221
Appendix J: Racial Impact Assessment Lens .................................................... 225
Appendix K: Crimes of Violence .................................................................. 226
Appendix L: Maryland Citations Pertaining to DJS and Juvenile Jurisdiction ............. 226
Appendix M: Intake Decision Tool .................................................................. 229
Appendix N: Questions from the DJS MCASP Needs Assessment ......................... 236
Appendix O: Relative Rate Index (RRI) ................................................................ 240
Appendix P: Census Information, 2020 Population Estimates by Race (Age 11-17) ........ 243
Appendix Q: Number and Ratio of Youth, Cases, and Placements by County, FY 2021 .... 244
Appendix R: Classification of Offenses ................................................................ 245
Appendix S: Offenses Under Original Adult Court Jurisdiction for Youth Under 18 .... 252
Appendix T: Human Trafficking Tier One Screening Tool .................................... 253
Appendix U: Re-Entry Pre- and Post-Discharge Checklists .................................... 256
Appendix V: New Regional Breakdown as of July 1, 2021 ....................................... 261

DJS STATISTICAL SUMMARY INFORMATION SHEET (PULLOUT) .................. 263
Letter from the Governor...

Dear Fellow Marylanders:

It is my pleasure to present Maryland’s Department of Juvenile Services’ (DJS) FY 2021 Data Resource Guide.

Over the last seven years, it has been an honor to work with Secretary Sam Abed. His leadership and contributions have been invaluable to the State of Maryland and to the youth and families his agency serves. Thank you to the extraordinary team at DJS.

As we look back at the last 19 months, our nation has witnessed great challenges related to the COVID-19 pandemic. I am pleased to say that Maryland continues to be one of the most vaccinated states in America. By continuing to mask up and socially distance, we can continue to safely navigate through these challenging times while keeping the state open for business.

DJS plays an important role in improving the quality of life of young people and families living throughout our great state. Throughout the pandemic, DJS has adapted its operations and continued to successfully treat and supervise youth in the juvenile justice system. In particular, DJS’ dedicated medical and nursing teams have worked tirelessly to keep youth and staff in DJS facilities as safe as possible to mitigate the impact of the COVID-19 virus. Under Secretary Abed’s leadership, I have no doubt that DJS will continue to use all available resources to keep Maryland’s youth, families, and communities safe.

As DJS works to treat, supervise, and support youth in the juvenile justice system, our administration continues to invest in the public safety of our communities. We have implemented our “Re-Fund the Police” initiative to ensure law enforcement officers get the resources they need to fight crime and keep our communities safe. Additionally, I have supported tougher sentences for those who commit crimes with guns and increased accountability for prosecutors and judges.

To enhance our efforts to support law enforcement, our administration has passed critical legislation to ensure that our criminal and juvenile justice systems are held accountable and that youth and victims are treated fairly. In 2016, we passed and enacted the Justice Reinvestment Act, which represents the most comprehensive criminal justice reform in a generation. The Juvenile Justice and Reform Council has recommended several key improvements to the juvenile justice system over the last two years. I am a firm believer in second chances and understand that individuals who get into trouble with the law, especially as juveniles, are capable of rehabilitation.

Over the last seven years, our administration has invested $1 billion in Baltimore City where many youth under DJS supervision reside. I am happy to see that DJS continues to collaborate with the city by partnering with law enforcement and enhancing critical resources to support youth and families.

The DJS Data Resource Guide is a valuable tool as we continue our work to strengthen resources for DJS youth and families in Maryland. This important annual data compilation allows DJS to efficiently and objectively allocate resources, hold stakeholders and localities accountable and improve the juvenile justice system in Maryland.

Our administration remains committed to keeping Maryland’s communities safe and giving youth and families the resources they need to succeed. With the help of the Department of Juvenile Services and other executive agencies, we can continue to improve the lives of all citizens and change Maryland for the better.

Sincerely,

Larry Hogan
Governor
A Word from the Secretary...

Welcome to the 11th edition of the Department of Juvenile Services’ Data Resource Guide (DRG). Our Department is a data-driven agency and the data we collect not only impact our decision-making process, but also decisions made by many of our stakeholders related to policy and practice. The information contained in the DRG provides a detailed look at our system and the ongoing trends in recent years. We publish the DRG every year to meet statutory obligations and provide transparency to our partners, both on the local and state level as well as the general public. I hope that the DRG provides the information you need, as well as insight into Maryland’s juvenile justice system.

This year, as we continue to work towards normalcy, the Department remained strong in its response to the COVID-19 pandemic. Our entire team is full of incredible heroes. We have been under tremendous pressure to balance our infection mitigation strategies with providing our youth the best treatment and care. We continue to implement guidance from the Maryland Department of Health and the Centers for Disease Control, as well as our own medical and nursing teams. Our detention and treatment programs regularly test the youth and staff, hold vaccination clinics, and promote masking and social distancing. I am proud of my entire staff, as they have remained resilient and consistent throughout this pandemic.

DJS remains transparent with the information it shares related to COVID-19. The COVID-19 webpage and hotline are updated regularly with the latest statistics and protocols. In addition, the agency is now reporting numbers of vaccinated staff weekly.

We have learned so much over the last year and continue to come up with new and effective approaches to serving our youth. DJS continues to view all actions and policies through a race equity lens. I also welcomed a new Deputy Secretary of Operations to assist in a reorganization of Community staff. This move will create smaller regions that directly align with the Maryland Judicial Circuits, focus on collaboration, expand community connections, and equitably distribute leadership teams. DJS has moved from six operational regions to eight operational regions. Regional Directors will oversee the intake, community supervision, and community detention operations in each region.

Another important action, resulting from the 2021 legislative session, was the passing of Senate Bill 497, which transfers the responsibility of implementing educational programming in DJS facilities from the Maryland State Department of Education to a newly formed Juvenile Services Education Board. This Board, which includes a new Superintendent, will oversee and provide educational services to all youth placed in DJS-operated detention and residential treatment facilities. In accordance with the statute, the official transfer of education operations to the Board will occur on July 1, 2022.

I am also happy to report that DJS continues to see a downward trend in our youth population numbers. Since January 2020, statewide complaints with DJS have dropped 63.8%. Our average daily population in detention decreased 55%. State-operated commitment numbers dropped 56.0%, which was a significant driver in the 83.0% decline in our out-of-state population. Tracking data is the best way for our Department to improve and that is why the Data Resource Guide is such a valuable tool.

As always, a huge thanks goes out to everyone involved with the production of this year’s DRG, especially the Department’s Research and Evaluation Unit, who analyzed and compiled the data. Without their hard work and dedication, the DRG would not exist. I also need to recognize the amazing staff we have at DJS. They continue to rise to the challenge to serve our youth and families.

Our success is and should be measured by the success of our youth. We are committed to improving the lives of young people, making communities safer, and changing Maryland for the better.

Sincerely,

Sam Abed
In FY 2021, DJS continued its focus on COVID-19 infection control measures in order to keep staff, youth, and families safe, particularly in DJS-operated facilities. The measures implemented at the onset of the pandemic in Maryland in March 2020 largely remained in place throughout FY 2021.

These infection control measures included universal masking, social distancing, stepped-up cleaning and disinfection procedures within DJS facilities, mandatory screening and quarantine for all youth admissions, contact tracing, telework for eligible employees, and increased use of phone and video calls. For a comprehensive description of the Department’s COVID-19 pandemic response, please see the DJS COVID-19 page at: https://djs.maryland.gov/Pages/COVID-19.aspx.

In early 2021, vaccines became available at first to individuals that met specific criteria and, later, to any adult and age-appropriate youth in Maryland. The Department’s Somatic Health unit took the lead to vaccinate staff and age-appropriate youth in DJS facilities on a voluntary basis. As a result of the widespread availability of the vaccine, the restrictions on in-person visitation in DJS facilities were relaxed to provide much-needed and beneficial interactions between DJS youth and their families. Moving forward, facility administrators have the discretion to reimpose those restrictions on visitation in the event of COVID-19 outbreaks in a DJS facility or local community.

DJS continues to closely monitor and report the number of COVID-19 cases among staff and youth in DJS facilities. The DJS COVID-19 page on the DJS website provides helpful information regarding the agency’s infection control measures and other reforms to its operations to reduce the risk among DJS staff and youth. Additionally, data related to COVID-19 positive results among DJS staff, youth, and private providers are provided on a daily basis.

Without question, the COVID-19 pandemic accelerated many changes in departmental operations. Specifically, DJS has now added live streams as a means of communicating in realtime with its staff and families. Additionally, the DJS Therapy Dog Program has boosted the morale at several facilities and helped provide stability and peace during these stressful times.

**DJS Live Streams**

The Department first used live stream technology in FY 2020 and found it to be a successful method of getting information to large groups of people in a relatively quick manner. Through
the format of live streams, DJS executive staff were able to reach out to DJS families and staff to provide updates and reassurance during an uncertain time.

The format of the live streams was straightforward. Secretary Abed, along with a panel of executive leadership and subject matter experts, answered questions from families and staff, respectively, that covered topics ranging from the implementation of infection control measures to personnel and fair practice issues.

All of the Information Sessions for DJS staff and families, respectively, were live streamed and recorded on YouTube. Since July 2020, the Department has held 14 staff live streams and averaged 400 viewers per session. During that same period, DJS held five family live streams and averaged 40 viewers per session. The DJS Family Engagement Unit has since transitioned the Family Live Stream into a virtual support group. Live streams will continue as a valuable method of communication for the agency.

**DJS THERAPY DOG PROGRAM**

The Department’s first therapy dog joined the youth and staff at Western Maryland Children’s Center in 2019. Since then, therapy dogs have been paired with four more DJS-operated facilities throughout the State. The therapy dogs are specially trained to be part of the DJS treatment team at their respective facilities. The response to the DJS Therapy Dog Program has been overwhelmingly positive. Youth report that they feel more calm and content when interacting with the therapy dogs. Facility staff also form an attachment to therapy dogs as they play and care for the dogs throughout the day.

DJS works closely with a breeder who engages in a rigorous selection and training process to determine which dog is most suitable to work with youth in a congregate care environment. Prior to the therapy dog being assigned to a facility, a DJS staff person must volunteer to be a handler and take on the responsibility of taking care of the dog pursuant to DJS policy. Each therapy dog is assigned to a handler who brings the dog to the facility each day and takes the dog to their home each evening.

During the COVID-19 pandemic, therapy dogs have provided much-needed comfort and calming and improved the environment at every facility where the therapy dog program was implemented. Plans are currently under way to expand the Therapy Dog Program to additional DJS facilities and bring all the benefits to more youth and staff. In these challenging times, the joy of a furry, four-legged friend is immeasurable.
## Commonly Used Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACA</td>
<td>American Correctional Association</td>
</tr>
<tr>
<td>ADP</td>
<td>Average Daily Population</td>
</tr>
<tr>
<td>AIM</td>
<td>Accountability Incentives Management</td>
</tr>
<tr>
<td>ALOS</td>
<td>Average Length of Stay</td>
</tr>
<tr>
<td>ARIMA</td>
<td>Autoregressive Integrated Moving Average</td>
</tr>
<tr>
<td>ART®</td>
<td>Aggression Replacement Training</td>
</tr>
<tr>
<td>ASSIST</td>
<td>Automated Statewide System of Information Support Tools</td>
</tr>
<tr>
<td>ATD</td>
<td>Alternatives to Detention</td>
</tr>
<tr>
<td>AWOL</td>
<td>Absent Without Leave</td>
</tr>
<tr>
<td>BCDC</td>
<td>Baltimore City Detention Center</td>
</tr>
<tr>
<td>BCJJC</td>
<td>Baltimore City Juvenile Justice Center</td>
</tr>
<tr>
<td>CBT</td>
<td>Cognitive Behavioral Therapy</td>
</tr>
<tr>
<td>CD</td>
<td>Community Detention</td>
</tr>
<tr>
<td>CDS</td>
<td>Controlled Dangerous Substances</td>
</tr>
<tr>
<td>CHHS</td>
<td>Charles H. Hickey, Jr. School</td>
</tr>
<tr>
<td>CINA</td>
<td>Child in Need of Assistance</td>
</tr>
<tr>
<td>CINS</td>
<td>Child in Need of Supervision</td>
</tr>
<tr>
<td>CJAMS</td>
<td>Child, Juvenile, and Adult Management System</td>
</tr>
<tr>
<td>CJIS</td>
<td>Criminal Justice Information System</td>
</tr>
<tr>
<td>CJJA</td>
<td>Council of Juvenile Justice Administrators</td>
</tr>
<tr>
<td>CMS</td>
<td>Case Management Specialist</td>
</tr>
<tr>
<td>CMSS</td>
<td>Case Management Specialist Supervisor</td>
</tr>
<tr>
<td>COMAR</td>
<td>Code of Maryland Regulations</td>
</tr>
<tr>
<td>COP</td>
<td>Certificate of Placement</td>
</tr>
<tr>
<td>COV</td>
<td>Crime of Violence</td>
</tr>
<tr>
<td>CRC</td>
<td>Central Review Committee</td>
</tr>
<tr>
<td>CYPM</td>
<td>Crossover Youth Practice Model</td>
</tr>
<tr>
<td>DBT</td>
<td>Dialectical Behavioral Therapy</td>
</tr>
<tr>
<td>DDA</td>
<td>Developmental Disabilities Administration</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Human Services (formerly DHR)</td>
</tr>
<tr>
<td>DJS</td>
<td>Department of Juvenile Services</td>
</tr>
<tr>
<td>DMC</td>
<td>Disproportionate Minority Contact</td>
</tr>
<tr>
<td>DPSCS</td>
<td>Department of Public Safety and Correctional Services</td>
</tr>
<tr>
<td>DRAI</td>
<td>Detention Risk Assessment Instrument</td>
</tr>
<tr>
<td>DRG</td>
<td>Data Resource Guide</td>
</tr>
<tr>
<td>EBS</td>
<td>Evidence-Based Services</td>
</tr>
<tr>
<td>EM</td>
<td>Electronic Monitoring</td>
</tr>
<tr>
<td>ERC</td>
<td>Evening Reporting Center</td>
</tr>
<tr>
<td>FAFP</td>
<td>For Authorization of Formal Petition</td>
</tr>
<tr>
<td>FCT</td>
<td>Family Centered Treatment</td>
</tr>
<tr>
<td>FFT</td>
<td>Functional Family Therapy (an EBS)</td>
</tr>
<tr>
<td>FY</td>
<td>Fiscal Year</td>
</tr>
<tr>
<td>GOC</td>
<td>Governor's Office for Children</td>
</tr>
<tr>
<td>GPS</td>
<td>Global Positioning System</td>
</tr>
<tr>
<td>ICFA</td>
<td>Intermediate Care Facilities for Addictions</td>
</tr>
<tr>
<td>IDT</td>
<td>Intake Decision Tool</td>
</tr>
<tr>
<td>IRC</td>
<td>Interagency Rates Committee</td>
</tr>
<tr>
<td>JCR</td>
<td>Joint Chairman's Report</td>
</tr>
<tr>
<td>JDAI</td>
<td>Juvenile Detention Alternatives Initiative</td>
</tr>
<tr>
<td>JMU</td>
<td>Juvenile Justice Monitoring Unit</td>
</tr>
<tr>
<td>JSES</td>
<td>Juvenile Services Education System</td>
</tr>
<tr>
<td>LESC</td>
<td>Lower Eastern Shore Children's Center</td>
</tr>
<tr>
<td>MAST</td>
<td>Multi-Disciplinary Assessment Staffing Team</td>
</tr>
<tr>
<td>MCASP</td>
<td>Maryland Comprehensive Assessment and Service Planning</td>
</tr>
<tr>
<td>MDH</td>
<td>Maryland Department of Health (formerly DHMH)</td>
</tr>
<tr>
<td>METS</td>
<td>Maryland Evaluation &amp; Treatment Services (formerly SMART)</td>
</tr>
<tr>
<td>MHA</td>
<td>Mental Hygiene Administration</td>
</tr>
<tr>
<td>MLDS</td>
<td>Maryland Longitudinal Data System</td>
</tr>
<tr>
<td>MSDE</td>
<td>Maryland State Department of Education</td>
</tr>
<tr>
<td>MST</td>
<td>Multisystemic Therapy (an EBS)</td>
</tr>
<tr>
<td>OEI</td>
<td>Office of Equity and Inclusion</td>
</tr>
<tr>
<td>OJJDP</td>
<td>Office of Juvenile Justice &amp; Delinquency Prevention</td>
</tr>
<tr>
<td>OPD</td>
<td>Office of the Public Defender</td>
</tr>
<tr>
<td>PBIS</td>
<td>Positive Behavioral Interventions and Supports</td>
</tr>
<tr>
<td>PREA</td>
<td>Prison Rape Elimination Act</td>
</tr>
<tr>
<td>QRTP</td>
<td>Qualified Residential Treatment Program</td>
</tr>
<tr>
<td>RA</td>
<td>Resident Advisor</td>
</tr>
<tr>
<td>RAI</td>
<td>Risk Assessment Instrument</td>
</tr>
<tr>
<td>RICA</td>
<td>Regional Institute for Children and Adolescents</td>
</tr>
<tr>
<td>RRI</td>
<td>Relative Rate Index</td>
</tr>
<tr>
<td>RTC</td>
<td>Residential Treatment Center</td>
</tr>
<tr>
<td>RTSP</td>
<td>Residential Treatment Service Plan</td>
</tr>
<tr>
<td>SAB</td>
<td>State Advisory Board (DJS)</td>
</tr>
<tr>
<td>SAO</td>
<td>State's Attorney's Office</td>
</tr>
<tr>
<td>SHI</td>
<td>Social History Investigation</td>
</tr>
<tr>
<td>SOS</td>
<td>Spotlight on Schools Program</td>
</tr>
<tr>
<td>SPI</td>
<td>Safety Planning Initiative</td>
</tr>
<tr>
<td>START</td>
<td>Social Skills Training &amp; Aggression Replacement Techniques</td>
</tr>
<tr>
<td>TAMAR-Y</td>
<td>Trauma, Addiction, Mental Health, and Recovery - Youth</td>
</tr>
<tr>
<td>TFC</td>
<td>Treatment Foster Care</td>
</tr>
<tr>
<td>TGH</td>
<td>Therapeutic Group Home</td>
</tr>
<tr>
<td>TIC</td>
<td>Trauma-Informed Care</td>
</tr>
<tr>
<td>TSP</td>
<td>Treatment Service Plan</td>
</tr>
<tr>
<td>VOP</td>
<td>Violation of Probation</td>
</tr>
<tr>
<td>WMCC</td>
<td>Western Maryland Children's Center</td>
</tr>
</tbody>
</table>
Terms and Concepts

Absent Without Leave (AWOL): A youth who absconds from a non-secure residential program.

Accountability Incentives Management (AIM): A structured statewide system of responses to deter negative behaviors and encourage positive behaviors of youth under court-ordered community supervision. AIM seeks to reduce technical violations of supervision by ensuring certain, fair, and immediate responses to youth behavior to promote successful completion of supervision.

Adjudicatory Hearing: A proceeding before a juvenile judge or magistrate to determine whether allegations made against a youth are true. If the allegations concerning the commitment of a delinquent act are found to be true, the youth may be adjudicated delinquent.

Admission: See definition for “commitment versus admission” and “placement versus admission.”

Aftercare: Supervision and individualized treatment services provided to youth in the community following discharge from a residential program. A youth is assigned an aftercare worker at the time of commitment.

Alternatives to Detention (ATD): Community-based program options that provide structured supervision and accountability of youth who would otherwise be detained pending adjudicatory hearings in the juvenile court.


Average Daily Population (ADP): Daily population of youth averaged over the number of days in a given time period.

Average Length of Stay (ALOS): Average total number of days in residential placement between admission and release. Youth detained in more than one facility during a contiguous stay are counted as a single placement.

Case Management Specialist (CMS): DJS staff who provide case management services to youth in community and residential settings. Case managers provide supervision, develop treatment plans, link youth with necessary resources and services, monitor progress, and modify treatment plans as needed.

Central Review Committee (CRC): A central committee that convenes weekly to hear case reviews of youth at risk of removal from a committed treatment placement, direct changes in the youths’ provision of services, and make youth placement transfer decisions. Members include the Directors of the Behavioral Health and Resource Offices, the Executive Directors of Residential Placements and Community Supervision, and a representative from the Maryland State Department of Education (MSDE).

Certificate of Placement (COP): The document that reflects a youth’s placement location, services, and authorizes service payment.

CHALLENGE: A behavior modification program focused on improving youth behavior and maintaining safety and security for youth in DJS detention facilities. It helps youth develop positive behaviors through a system of rewards and support and teaches youth to take responsibility for their behavior. In DJS treatment programs, CHALLENGE has been updated to incorporate PBIS principles and was renamed STARR in 2018.

Child in Need of Assistance (CINA): A youth who is found by the court to require court intervention, such as removal from the home and placement with a foster family or relative, because of abuse or neglect by a parent, guardian, or other person responsible for their care.

Child in Need of Supervision (CINS): A youth who is found by the court to need guidance, treatment, or rehabilitation because the youth committed an offense applicable only to children, is habitually truant, poses a risk of injury to themselves or others, or who is ungovernable (See definition for “Ungovernable”).

Cognitive Behavioral Therapy (CBT): A psychosocial intervention that aims to improve mental health. CBT focuses on challenging and changing unhelpful cognitive distortions (e.g., thoughts, beliefs, and attitudes) and behaviors, improving emotional regulation, and developing personal coping strategies that help solve current problems.

Commitment versus Admission: A commitment is a court order placing a delinquent youth in the Department’s care, which usually results in placement into an out-of-home program, but in some cases services may instead be provided in home. An admission occurs when a youth physically arrives at a facility and is officially entered onto the facility’s roster, and this normally occurs some weeks after the court order. A single admission to an out-of-home program could be the result of multiple commitments - a youth may be committed by more than one court, or be committed on multiple charges - and a youth may be admitted to several programs under a single commitment order. Thus, the number of commitments will not equal the number of admissions to treatment programs.
Community Detention (CD): A DJS program that monitors a delinquent child or a child alleged to be delinquent who is placed in the home of a parent, guardian, custodian, other fit person, or in shelter care, as a condition of probation or as an alternative to detention (ATD). Community detention often includes electronic monitoring (EM).

Complaint: A written statement made by any person or agency to a DJS intake officer which, if true, would support allegations of a juvenile petition.

Crimes of Violence: Offenses designated as crimes of violence in Maryland’s Annotated Code (see Appendix K for more detail). Includes primarily felony offenses, but some misdemeanors.

Crossover Youth Practice Model (CYPM): A program to coordinate casework of youth who are dually involved in both the juvenile justice system and the child welfare system and foster increased communication and collaboration between the staff members of DJS and local Department of Social Services. DJS partnered with Georgetown University to implement the CYPM in Prince George’s County in 2015. Since then, the model is being slowly rolled out in other Maryland counties.

Delinquent Act: An act which would be a crime if committed by an adult.

Delinquent Child: A child who has committed a delinquent act and requires guidance, treatment, or rehabilitation.

Detention: The temporary care of respondents who, pending court dispositions and other hearings, require secure custody for the protection of themselves or the community, in physically restricting facilities or circumstances. A youth may be detained if a court determines that they might fail to appear for a future hearing, continue to break the law, or pose a threat to the public or themselves. Detention may be utilized pending a court hearing or after disposition. A youth’s detention status is required to be reviewed every 30 days.

Detention Hearing: A court proceeding to determine whether a youth shall be placed in or continue in detention.

Detention Risk Assessment Instrument (DRAI): An assessment of a youth’s risk to reoffend and/or fail to appear for future court dates used to guide whether the youth should be detained, placed in a detention alternative, or released to a parent/guardian.

Dialectical Behavioral Therapy (DBT): A cognitive-behavioral treatment approach with two key characteristics: a behavioral, problem-solving focus blended with acceptance-based strategies, and an emphasis on dialectical processes. “Dialectical” refers to the issues involved in treating patients with multiple disorders and to the type of thought processes and behavioral styles used in the treatment strategies. DBT emphasizes balancing behavioral change, problem-solving, and emotional regulation with validation, mindfulness, and acceptance of patients. Therapists follow a detailed procedural manual.

Direct Care Staff: An employee whose primary duty is to provide direct supervision of youth.

Disposition: The action taken by the juvenile court that outlines whether the youth requires guidance, treatment, or rehabilitation and, if so, the nature of such assistance, e.g., probation terms or commitment. (Note: In adult courts, this is known as a “sentence.”)

Disproportionate Minority Contact (DMC): A rate of contact with the juvenile justice system among youth of a specific minority group that is significantly different from the rate of contact for whites (i.e., non-Hispanic White) or for other minority groups (See RRI definition).

Diversion: A program or practice where the primary goal is to reduce the occurrence of juvenile delinquency by diverting a youth from the traditional juvenile justice system and providing an alternative to formal processing. Diversion programs and practices vary in terms of the juvenile justice contact point at which the youth is diverted and the types of services provided. Youth may be diverted by law enforcement before arrest, during DJS intake, or between adjudication and disposition.

Electronic Monitoring (EM): A statewide program providing close monitoring of youth in the community as an alternative to residential placement/detention. Youth wear an ankle bracelet that electronically monitors their movement and compliance to established location parameters. This may involve the use of global positioning systems (GPS).

Escape: Absconding from a secure DJS residential program (including Youth Centers) or detention facility (including Community Detention).

Evening Reporting Center (ERC): A program that serves youth as an alternative to detention. Youth are required to report daily to ensure the youth are monitored and get back to court for hearings.
**Evidence-Based Services (EBS):** Programs that have been found to be effective based on the results of rigorous evaluations.

**Family Centered Treatment (FCT):** A trauma treatment model of home-based therapy designed for families who are at risk of dissolution or in need of reunification. It is also designed to serve youth who move between the child welfare, behavioral health, and juvenile justice systems. During treatment, FCT practitioners aim to help families identify their core emotional issues, identify functions of behaviors in a family systems context, change the emotional tone and behavioral interaction patterns among family members, and develop secure relationships by strengthening attachment bonds.

**Family Engagement:** A collaborative relationship between families and DJS throughout the youth’s involvement in the system.

**Family Peer Support Initiative:** A program operated in partnership with Maryland Coalition of Families (MCF) that connects DJS youth and families at any stage of DJS contact with a family peer support specialist who has had previous experience with the juvenile justice system. Family peer support specialists help guide a family through the juvenile justice process, connect families to community-based services, and increase family empowerment. The program began in 2018 in Baltimore City and Anne Arundel, Baltimore, Prince George’s, and Wicomico counties.

**Felony vs. Misdemeanor:** In Maryland a crime is either a felony or a misdemeanor. Generally, felonies are the more serious of these two types of crimes. However, there is no clear line for determining whether a crime is a felony or misdemeanor based on the statutory maximum penalty associated with the offense. Unless specified in a statute or the offense was a felony at common law, a crime is considered a misdemeanor. Most statutes specify whether a crime is a misdemeanor or a felony. Common law crimes retain common law grades as either felonies or misdemeanors unless changed through the legislative process. The General Assembly may choose to label a statutory crime a felony or misdemeanor independent of the amount of punishment the statute provides. The General Assembly may also choose to change the status of a crime from a misdemeanor to a felony or a felony to a misdemeanor.

**Fiscal Year (FY):** The time period measured from July 1 of one year to June 30 of the following year. FY 2021 runs from July 1, 2020 through June 30, 2021.

**For Authorization of Formal Petition (FAFP):** A decision by a DJS intake officer to authorize the State’s Attorney to petition the court for formal processing.

**Functional Family Therapy (FFT - an EBS):** An outcome-driven prevention/intervention program for youth demonstrating the entire range of maladaptive behaviors such as delinquency, violence, substance use, Conduct Disorder, Oppositional Defiant Disorder, or Disruptive Behavior Disorder. Flexible delivery of service is provided by one- or two-person teams to clients in home, clinic, school, juvenile court, community-based programs, and at re-entry from institutional placement.

**Global Positioning System (GPS):** A global navigation satellite system that provides location and time information for youth monitored with a global positioning system receiver.

**Group Home:** A residential program licensed by DHS, DJS, or MHA/MDH to provide 24-hour supervised out-of-home care for 4 or more youth providing a formal program of basic care, social work, and health care services.

**Hardware Secure Facility:** A facility that relies primarily on the use of construction and hardware such as locks, bars, and fences to restrict freedom.

**Informal Supervision:** See definition for “Pre-Court Supervision.”

**Intake:** The process for reviewing a complaint against a youth and determining whether the juvenile court has jurisdiction and whether judicial action is in the best interest of the public and/or the youth. During intake, youth and their family may be offered services. DJS has statutory authority to screen all juvenile complaints referred.

**Juvenile Court:** A division of the Circuit Court in Maryland.

**Juvenile Detention Alternatives Initiative (JDAI):** A best practice model that addresses inappropriate and unnecessary use of detention and reduces the failures of juveniles to appear in court. A primary goal of JDAI is to reduce overcrowding in detention centers by safely maintaining youth in the community in detention alternatives without jeopardizing public safety or increasing the number of youth who fail to appear for court.
Juvenile Justice Monitoring Unit (JJMU): Administratively housed in the Office of the Attorney General, the unit investigates the needs of children under the jurisdiction of DJS and determines whether their needs are being met in compliance with State law. This includes evaluating the conditions of youth housing, reporting on treatment of and services to youth, and investigating allegations of child abuse.

Juvenile Justice Reform Council (JJRC): Established by law in 2019, and currently authorized through 2022, the council has members from all three branches of State government, other key stakeholders, and national experts. It is charged to develop a statewide framework of policies to invest in strategies to increase public safety and reduce recidivism of youth offenders, using a data-driven approach.

Juvenile Services Education System (JSES): A part of the Maryland Department of Education, JSES provides educational services to detained and committed youth in DJS facilities across the state. Services will be operated by DJS beginning in July 2022.

Maryland Comprehensive Assessment and Service Planning (MCASP): MCASP uses integrated case management to assess risks and needs of youth throughout their DJS involvement and develop interventions to accomplish the goals of public safety and youth rehabilitation. MCASP enables DJS to strengthen individualized service plans for youth and families and match them with appropriate services/programs, to track youth progress, and to ensure that each youth receives the level of supervision consistent with his or her risk to public safety.

Maryland Evaluation and Treatment Services (METS - formerly SMART): A web-based platform that provides key case management functions, including assessments, contacts, and treatment service planning in coordination with the DJS ASSIST system.

Maryland Longitudinal Data System (MLDS): A research data center established by State law in 2010 to allow research and policy evaluation using matched, then de-identified data from the State education, workforce, and (as of October 2019) DJS data systems.

Maryland Police and Correctional Training Commissions (MPCTC): Under DPSCS, MPCTC is vested with the authority to set standards of initial selection and training for all governmental law enforcement, correctional, parole and probation, and juvenile services employees in the State of Maryland, and to otherwise upgrade the professionalism of these officers. MPCTC provides certification and ongoing training to DJS staff.

Misdemeanor: See definition for “felony versus misdemeanor.”

Multidisciplinary Assessment Staffing Team (MAST): A specialized regional diagnostic team responsible for assessing and evaluating youth who are detained and at risk of out-of-home placement, prior to disposition. Following the in-depth review, the MAST prepares security and treatment recommendations to the juvenile court. The MAST includes psychologists, social workers, community and facility case managers and supervisors, resource specialists, MSDE representatives, and individuals from other disciplines as needed.

Multisystemic Therapy (MST - an EBS): An intensive family- and community-based treatment program that addresses the serious anti-social behavior of juvenile offenders. The major goal of MST is to empower parents and youth with the skills and resources needed to independently resolve the difficulties that arise in coping with family, peer, school, and neighborhood problems. Intervention strategies include family therapy, structural family therapy, behavioral parent training, and cognitive behavior therapies. MST is a home-based model of service delivery.

Pending Placement: A temporary status for youth who have been committed for placement in an out-of-home residential treatment program and are awaiting placement, including youth removed from a committed placement. Youth may be “pending placement” in a variety of settings including: detention facility, home, home with additional services, home under community detention and/or electronic monitoring, family shelter care, structured shelter care, acute care hospitals, or psychiatric respite care programs.

Petition: A formal written request filed by the State’s Attorney’s Office with the juvenile court alleging that a child is delinquent, in need of supervision (CINS) or in need of assistance (CINA).

Placement versus Admission: A placement is based on a decision made by an intake officer or judge to place a youth into detention or a treatment program. An admission occurs when a youth physically enters a facility either through direct placement or through transfer. Thus, during one placement, a youth may have several admissions.
Positive Behavior Interventions and Supports (PBIS): An implementation framework for maximizing the selection and use of evidence-based prevention and intervention practices along a multi-tiered continuum that supports the academic, social, emotional, and behavioral competence of youth in DJS facilities. PBIS principles guide the provision of medical, behavioral health, education, and recreation services, as well as Trauma-Informed Care (TIC) and the Department’s STARR program. Facility teams use data on youth behavior to evaluate the effectiveness of facility operations, and youth behaviors and progress.

Pre-Adjudication Coordination and Training (PACT): PACT Evening Reporting Center serves youth 14 to 17 years of age in Baltimore City as an alternative to detention. It utilizes a youth development model and collaborates with participants, their families, DJS, and other partners to develop a plan to address the underlying issues which lead to anti-social or delinquent behavior.

Pre-Court Supervision: An agreement consented to by the youth, parent/guardian, and the victim diverting the case from formal court proceedings. The term is up to 90 days and may be extended to 180 days for substance abuse and mental health treatment needs by DJS or as otherwise ordered by the court. Failure to comply with the supervision agreement may result in a formal petition being filed.

Probation: Court-ordered supervision of youth in the community requiring youth to meet court-ordered probation conditions (general and case specific), including, for example, school attendance, employment, community service, restitution, counseling, or participation in substance abuse treatment.

Qualified Residential Treatment Program (QRTP): A residential program that has a trauma-informed treatment model that does the following: a) addresses the needs, including clinical needs as appropriate, of youth with serious emotional or behavioral disorders or disturbances; b) implements the treatment identified for youth within the required 30 calendar day assessment of placement appropriateness; c) has registered or licensed nursing staff and other licensed clinical staff available on-site 24 hours a day, 7 days a week and; d) is accredited by any of the independent, not-for-profit organizations approved by the Health and Human Service Administration.

Racial Equity: A condition that would be achieved if one’s racial or ethnic identity no longer predicted, in a statistical sense, how one fares.

Recidivism: Subsequent juvenile/adult delinquent or criminal involvement of youth released from treatment programs or youth placed on probation.

Relative Rate Index (RRI): A measure of Disproportionate Minority Contact (DMC) with the juvenile justice system. It is a standardized tool used to assess the level of racial disparity introduced at each decision point (detention, court referral, etc.) For example, RRI compares the detention rate for white youth with the detention rate for youth of a specific minority group. (See Appendix O)

Re-entry: A broad term used to refer to the transition from out-of-home committed placement to community supervision. Generally, re-entry involves a plan to ensure youth are connected to school, employment, and continued treatment services when returning to the community.

Removal from Committed Placement (formerly called an ejection): A youth’s removal from an out-of-home placement upon determination that the youth failed to comply with the rules and conditions of the program. Following a removal, a youth may require a new out-of-home placement. A youth may remain in detention pending a new placement.

Resident Advisor: DJS staff member who provides supervision, support, care, and monitoring of youth placed in DJS-operated facilities.

Residential Treatment Center (RTC): A mental health facility for children and adolescents with long-term serious emotional, behavioral, and psychological problems. RTCs provide intensive services and should only be considered when therapeutic services available in the community are insufficient to address a youth’s needs. In addition to Maryland RTCs, DJS uses a variety of out-of-state providers, including RTCs funded through Medical Assistance, with rates set by the Maryland Interagency Rates Committee, and facilities that are not RTCs and serve moderate-to-high-risk multi-problem youth. These are youth who may be exhibiting moderate psychiatric symptoms and aggressive behavior, or who have histories of unsuccessful/repeated placements and/or hospitalizations. Treatment models vary depending on the client focus of the program, but all provide individualized treatment plans, are comprehensive in services, highly structured, treatment oriented, and behaviorally focused.

Residential Treatment Service Plan (RTSP): A structured treatment planning tool to guide treatment services for youth placed in DJS-operated treatment programs.
Resolved at Intake: A determination by the DJS Intake officer that furthering the case by forwarding it to the State’s Attorney’s Office for formal processing or informal pre-court supervision would be disadvantageous to the interests of the youth and to public safety.

Restorative Justice: Seeks to repair the harm caused by criminal behavior by involving the community in rehabilitating youth and holding them accountable for their behavior. Includes victim-offender mediation, conferencing, dialogue circles, victim assistance, restitution, and community service.

SafeMeasures: An analytic service provided by Evident Change that provides timely management reports and indicators to DJS case management, supervisory, and executive staff. SafeMeasures pulls data from existing DJS databases and creates visual indicators and reports to ensure that the agency’s requirements for effective facility operations, case management, and supervision are tracked and met.

Safety Planning Initiative (SPI): An intense supervision initiative for youth in DJS care who are witnesses to, or victims of violent acts, or otherwise at risk of violence.

Shelter Care: Temporary, short-term (1-30 days), non-secure housing of youth who are awaiting court disposition. Shelter beds serve as an alternative to detention or other short-term circumstance where family or other housing is not available.

Social History Investigation (SHI - formerly PDI): The written study of a youth and his/her family that is presented to the juvenile court. A SHI emphasizes social and legal histories as well as the domain areas of: family functioning, substance abuse, mental health, somatic health, education, employment, and life skills.

Social Skills Training and Aggression Replacement Techniques (START): Based on Aggression Replacement Training (ART), which is an evidence-based, cognitive behavioral, group intervention for committed youth with chronic aggression, START focuses on developing youth’s social skills, anger control, and moral reasoning.

Spotlight on Schools (SOS) Program: An initiative to place case managers onsite at certain key schools across the state. DJS Spotlight workers monitor and respond immediately to attendance issues, referrals for disruptive behavior, suspensions, and drop-out issues for youth under DJS supervision, and offer prevention and early intervention services to other at-risk students. In addition, SOS workers provide immediate, on-site intake services for students involved in delinquent activity.

Staff Secure: Residential programs where youth movement is controlled by staff supervision rather than by restrictive architectural features.

STARR Program: A behavior motivation program that incorporates PBIS principles and is focused on improving youth behavior. It is used throughout each treatment program and involves youth and staff. The STARR program teaches youth skills to address negative behaviors and emotions and develop positive behaviors through a structured reinforcement system that includes rewards, supports, and levels. Youth are taught to take responsibility for their behavior, and a safe, predictable, and positive environment is maintained within facilities. It accomplishes these goals by focusing on the following positive behaviors that are captured in the STARR acronym: Solve Problems in a Mature and Responsible Manner; Task Focused; Act as a Role Model; Respect Self, Others, Facility Property, and Rules; Responsible for my Behavior.

State Advisory Board: The Board consists of 21 members appointed by the Governor for 3-year terms. By law, it includes at least one youth member who was under the Department’s jurisdiction and also a parent or guardian of a youth who was under the Department’s supervision. The Board recommends to the Secretary of Juvenile Services policies and programs to improve State juvenile services. The Board helps plan development, use of resources, and helps inform the public of the Department’s work.

Trauma, Addictions, Mental Health, and Recovery for Youth (TAMAR-Y): A structured trauma education group that teaches youth to identify stress and trauma triggers. Youth also learn skills such as deep breathing and mindfulness techniques to address their reactions to stress and trauma triggers. TAMAR-Y uses a multimedia approach that includes videos to stimulate discussion, and incorporates expressive arts therapies that involve writing and drawing activities to engage youth and help them develop a better understanding of their experiences. Some of the topics covered in groups include: Understanding Trauma’s Impact, Dealing with Triggers, Trauma and Addiction - How We Cope, Keeping It Together - Containment, Who I Am, and Connections.
Trauma-Informed Care (TIC): A service delivery approach that takes into account past trauma and the resulting coping mechanisms when attempting to understand behaviors and provide services. Trauma-informed care is a framework or a lens through which we recognize the prevalence of early adversity in the lives of youth, view presenting problems as symptoms of maladaptive coping, and understand how early trauma shapes a youth’s fundamental beliefs about the world and affects his or her behavior. In trauma-informed counseling clinicians apply the principles of trauma-informed care by identifying youth’s strengths and positive coping strategies in order to assist the youth in managing stress.

Trauma Specific Treatment (TST): Treatment services that address traumatic stress as well as any co-occurring disorders (including substance use and mental disorders) that developed during or after trauma. Trauma Specific Treatments directly address trauma related symptoms and Posttraumatic Stress Disorder (PTSD). Trauma Focused-Cognitive Behavioral Therapy (TF-CBT) is an example of a trauma specific treatment.

Treatment Service Plan (TSP): A written document identifying treatment objectives, services, and service linkages that address the needs of the youth and family. It also examines the safety and appropriateness of the youth’s placement, guides agency recommendations to the juvenile court for permanency planning (where appropriate), and monitors level of supervision and services required.

Under 13 (U-13) Initiative: A school-based intervention designed to provide support and services for juvenile offenders ages 12 years and younger through collaborative partnerships between DJS, Baltimore City/Prince George’s County Public Schools, the local Department of Social Services, and other child-serving stakeholders.

Ungovernable: Being beyond the control of parents, guardians, or custodians or being disobedient of parental authority.

Violation of Probation (VOP): A hearing conducted by the court to determine if the conditions of community supervision have been violated. A VOP is considered a technical violation if it does not involve a new delinquent offense.

Youth: The preferred term for individuals under 18 years of age as used by DJS.
Section I: An Overview of the Maryland Department of Juvenile Services

For the DJS Day to Serve initiative, DJS staff, families, and youth from the Prince Frederick/Calvert County office made 108 uplifting cards, drawings, and letters to send joy to the residents at the Calvert County Nursing Center.
Introduction to the Maryland Department of Juvenile Services

The Department of Juvenile Services (DJS) is an executive agency charged with the responsibility of appropriately managing, supervising and treating youth who are involved in the juvenile justice system in Maryland. DJS provides individualized care and treatment to youth who have violated the law or who pose a safety risk to themselves or others. Objective screening and assessment tools are utilized to manage youth with the guidance of the data collected. DJS works with partners in the community to achieve meaningful improvements to the outcomes of the youth served.

Objective Assessment Tools

Objective screening and assessment tools guide key decisions. For example, DJS Intake Officers are statutorily empowered to screen juvenile offenses and determine which complaints should be referred to the State’s Attorney’s Office (SAO) for formal court petitioning. This decision is guided by the validated and objective Intake Decision Tool (IDT) that identifies a youth’s risk of recidivism, strengths, and service needs. Implemented in July 2020, and a part of the Maryland Comprehensive Assessment and Service Planning (MCASP) process, the tool is intended to ensure fair and equitable decisions that are developmentally appropriate, culturally proficient, and tailored to the risks, needs, and strengths of youth (See Appendix N).

The Detention Risk Assessment Instrument (DRAI) evaluates whether a youth should be held in secure detention, placed in a supervised detention alternative, or released while awaiting a hearing on the merits of a juvenile complaint. This tool helps the Department improve its detention practices by taking subjectivity out of the critical detention decision, with a goal of detaining only those youth who pose a risk to public safety, to themselves, or who would not otherwise appear in court (See Appendix F).

If a youth has been adjudicated delinquent, the Department utilizes the MCASP Needs Assessment to identify the youth’s treatment and security needs, which serve as the basis for the Treatment Service Plan (TSP) development. Using an objective instrument allows the Department to make better matches between youth and the course of treatment available within the continuum of care. The continuum of care spans in-home probation supervision with services, community-based out-of-home treatment, and state- and privately-operated secure programs, all designed to address youth needs and the factors that led the youth to delinquent behavior.

Managing with Data

The information developed from assessment tools, as well as information collected by caseworkers, investigators, auditors, and facility staff, is used at all levels of DJS management. Data reports are available to field staff and managers through the Automated Statewide System of Information Support Tools (ASSIST), the Maryland Evaluation and Treatment Services (METS), and SafeMeasures reporting systems. Research and Evaluation staff regularly analyze data, generating reports for agency decision makers, the Governor’s Office, and reports to the Maryland General Assembly. This Data Resource Guide represents the most comprehensive report of the Department’s aggregated data. County- and program-level data are readily available to all. This is crucial for practitioners because statewide trends could mask local trends. As innovative new ways of examining information are uncovered, these will be incorporated into this publication. In FY 2022, DJS will be transitioning to a new case management system called CJAMS (Child, Juvenile, and Adult Management System). This application has been developed in partnership with the Maryland Department of Human Services (DHS) and is securely hosted on a state government shared platform. This will provide current technology to collect, analyze, and share data to improve business intelligence and better support our staff, fellow agencies, and Maryland communities.

Community Partnerships

The Department’s partnerships start in the community. Throughout the State, the Department works with local government, law enforcement, courts, health departments, attorneys, and other stakeholders to keep youth in the Department safe and supported. Field staff make referrals to community-based providers who help meet the treatment needs of youth under supervision in the community. State partners, such as the Maryland State Department of Education (MSDE), DHS, and the Maryland Department of Health (MDH), collaborate at many levels to deliver services in the most effective manner. DJS also works closely with the Maryland State Police (MSP) and the Governor’s Office of Crime Prevention, Youth, and Victim Services to ensure information is shared across agencies and public safety goals are met.

Equity

The DJS Racial Equity Framework involves a series of actions taken to examine and develop solutions to agency policy and practices that may directly or indirectly yield racially disparate outcomes for youth and families of color. DJS actions for race equity include: extensive staff capacity-building to engage in race equity dialogue and solutions; routine data collection and reporting on youth of color to help better understand the problem and to monitor progress of implemented equity reforms; use of a specialized equity lens to vet agency policy and practice for specific impact on youth of color; and adoption of model practices that are proven or promoted to be effective for
youth and families of color. This work is led by the DJS Office of Equity and Inclusion (OEI), which is a dedicated unit of agency staff who focus on youth outcomes and targeted reforms for specific youth populations distinguished by race, ethnicity, gender, sex, and sexuality.

**Family Engagement**

DJS recognizes that family engagement is critical to positive outcomes for youth involved in the juvenile justice system. Keeping families engaged and informed throughout the legal process is a priority for the Department. The Office of Family Engagement works to ensure family members are knowledgeable about their loved one’s detainment, court orders, treatment, supervision, and re-entry into their communities and schools. It also promotes the active participation of families in the process to support youth and reduce their risks for recidivism.

---

**DJS Strategic Plan (May, 2017)**

**Mission of the Maryland Department of Juvenile Services (DJS)**

*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.*

**Vision**

Successful Youth, Strong Leaders, 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**

- The safety of the citizens of Maryland and the fair, safe, and humane treatment for all youth in our care
- The families, communities, stakeholders, and staff who support positive change in our youth
- The experience, expertise, diversity, and integrity of our staff
- Fairness and cultural competence regardless of race, ethnicity, gender, sexual identity, or religion
- Creating opportunities for youth and families to promote positive growth and development
- A community-based approach with the least restrictive appropriate interventions
- Continuous improvement and learning in all individuals
- Excellence, innovation, and quality practices based on data and research
- Change for the growth opportunities it brings
- Accountability
- Collaboration and teamwork
Re-Entry Strategic Plan Goals

The Department’s Strategic Re-Entry Plan was developed and implemented in FY 2016 in collaboration with agency stakeholders. Representatives from the Judiciary, Office of the Public Defender, State’s Attorney’s Office, service providers, the advocacy community, and many levels of DJS staff were all included. The plan provides a framework of goals, objectives, performance measures, and strategic activities to ensure that youth released from committed placement can successfully transition to life in their home communities. Key plan objectives focus on transition planning, family engagement, school re-enrollment, and connecting youth to community service providers and work opportunities. Many of the planned initiatives have been implemented including the following: creating regional re-entry specialist and family engagement positions, ensuring comprehensive discharge planning through the use of checklists, collecting key performance data both prior to and after release, and using performance reports to ensure accountability and measure success.

• Goal 1: Reduce recidivism by providing supervision to all youth returning home from committed care.
• Goal 2: Engage families of committed youth at all key case planning decision points.
• Goal 3: Connect all committed youth needing educational services to local education resources.
• Goal 4: Connect all youth to local employment services and resources.
• Goal 5: Connect all youth in need of behavioral or somatic health services to local resources to provide continuity of care.

For a detailed description of the DJS COVID-19 response and reforms see page vi.
Organizational Chart

As of July, 2021

Section I: Overview
DJS Operating Expenditures, FY 2021

During the fiscal year ending June 30, 2021, the Department expended a total of $255.0 million. The first pie chart reflects the major cost centers for which these funds were expended, and the second shows the expenditures by major object group. See Appendices D and E for additional information on facility costs.

Percentages may not add to 100% due to rounding.
Special Tribute

Judge George B. Rasin: A Champion for Maryland’s Children

Throughout his life, George B. Rasin worked tirelessly to build a better world for youth and families in Maryland. This was no more apparent than his passion to improve the juvenile justice system. Appointed to the Circuit Court of Kent County in 1960 as the youngest circuit court judge at the time, Judge Rasin’s work laid the foundations of today’s juvenile justice system in Maryland. Even in his later years, Judge Rasin continued to advocate for his vision that a separate and specialized system of justice for youth benefits not only the youth involved in the system but all of society.

In the first half of the 20th century, youth accused of wrong-doing in Maryland were addressed informally by the Department of Public Welfare and/or a local justice of the peace. The first juvenile court in Maryland was created by the General Assembly in 1943 in Baltimore City. Over the course of the next two decades, juvenile courts spread to all of the counties in Maryland with jurisdiction over young people up to age 18. In the landmark case of “In Re Gault,” the Supreme Court held that youth deserved full constitutional protections in juvenile court. Despite these major court reforms, youth in the juvenile justice system lacked consistent access to support and services throughout the State.

In 1963, Judge Rasin was appointed to serve on the State Advisory Council on Child Welfare (“Council”). The Council focused on how Maryland’s system of juvenile justice had no standard practices and procedures that applied consistently throughout the State. In essence, Maryland lacked a single administrative agency outside of the juvenile courts that could uniformly manage, supervise, and support youth in the juvenile system.

In 1964 and 1965, Judge Rasin as the Chair of the Legislative Council Committee on Juvenile Courts (“Committee”) sought to convince the General Assembly that Maryland’s juvenile justice system needed significant reforms. In 1967, the “Rasin Report” issued by the Committee led to the passage of legislation that created the Department of Juvenile Services. The new agency would have authority over State-operated detention and treatment facilities and would manage activities such as probation and supervision in the community.

The creation of the Department of Juvenile Services, which officially began its operations in 1969, was a major success. But Judge Rasin, fueled by his passion,
continued his efforts to reform juvenile justice in Maryland and beyond. He served as the first Chair of the State Advisory Board for Juvenile Services and later chaired the Commission on Youth Offenders in 1970. Judge Rasin also chaired the Juvenile Justice Advisory Council for 14 years. Under Judge Rasin’s leadership, the JJAC allocated federal funds to numerous delinquency prevention and treatment programs to benefit youth in Maryland. Judge Rasin’s expertise in both criminal and juvenile justice garnered national attention as he was named to the President’s Commission on Crime in the late 1960’s. That Commission later created the federal Office of Juvenile Justice and Delinquency Prevention.

After a distinguished career on the bench, Judge Rasin retired in 1987, although he continued to serve in a limited capacity as a settlement judge until 2006. Even in his semi-retirement and later years, Judge Rasin never stopped being an advocate for youth in the juvenile justice system. During the 1990’s when policy makers both in Maryland and United States began to take a more punitive approach with adult and youth offenders, Judge Rasin spoke out in opposition. In a Kent County News newspaper article, Judge Rasin lamented that by placing juvenile offenders with adult criminals in jail settings, juveniles would be at high risk for being abused and assaulted. He concluded that those policies were “taking us back to the Dark Ages of prison policy.” Judge Rasin continued to be a fierce advocate for youth for the remainder of his life.

George Rasin died on December 23, 2011 at the age of 94. He was a World War II veteran, distinguished attorney and judge, father, grandfather and a lifelong champion for Maryland’s youth. The existence of the Department of Juvenile Services represents a part of the amazing legacy of Judge Rasin and his work to improve the juvenile justice system in Maryland. Irrespective of the political climate, Judge Rasin never wavered in his vision of a juvenile justice system that was uniquely focused on improving the lives of youth and, ultimately, benefiting all of society. Today, DJS carries the legacy of Judge Rasin forward with its vision that embodies his ideals: “Successful Youth. Strong Leaders. Safer Communities.”

In every youth and family served by DJS, Judge Rasin’s incredible legacy lives on.

DJS would like to thank Judge Gary Bair and Judge Rasin’s daughter, Judge Gale Rasin, for their respective contributions to this tribute.
Juvenile Justice in Maryland – A Historical Evolution

1800s

- 1830: Maryland Legislature passed “An Act to Establish a House of Refuge for Juvenile Delinquents” that created for the first time an authority to provide “troubled children” with homes, education, and job training.
- 1850: House of Refuge opened.
- 1850-1882: Maryland built four “reform schools” for young people, governed by private boards and segregated by race and sex.
- 1866: Maryland Industrial School for Girls opened, operated under various names, finally as the Montrose School, and closed in 1988.
- 1870: House of Reformation & Instruction for Colored Children opened. It operated under various names, was renamed to the Cheltenham Youth Facility in 1992 and became Cheltenham Youth Detention Center in 2016.

1910-1918

- House of Refuge (opened in 1850) became Maryland School for Boys (1910) and in 1918 became the Maryland Training School for Boys.

1922

- State Department of Education operated the training schools.

1943

- State Department of Public Welfare, Bureau of Child Welfare, Division of Institutions operated the training schools.

1960s

- 1966-1969: State Department of Juvenile Services became the central coordinating agency for juvenile investigation, probation and aftercare services, and for State juvenile, diagnostic, training, detention, and rehabilitation institutions.
- 1967: State Department of Juvenile Services assumed administrative responsibilities for all State children’s centers and boys’ forestry camps.
- 1969: Department of Health and Mental Hygiene organized the Juvenile Services Administration to administer all schools, youth detention centers, forestry camps, and probation/aftercare programs.

1970s


1980s

- 1985: Maryland Training School for Boys became the Charles H. Hickey, Jr. School (CHHS).
- 1987: Juvenile Services Administration became an independent agency.
- 1989: The Department of Juvenile Services became a cabinet-level department.

1990s

- 1992: Victor Cullen Academy, which was a former tuberculosis sanatorium, opened.
- 1992: Boys’ Village of Maryland was renamed to Cheltenham Youth Facility (CYF).
- 1999: In November, DJS replaced its existing mainframe application, Information System for Youth Services (ISYS), with a client-server system referred to as the Automated Statewide System of Information Support Tools (ASSIST).
2002
• Victor Cullen Academy closed. (It reopened as the Victor Cullen Center in 2007.)
• HB 1081 - Required the establishment of a community detention program.
• HB 1011 - Required the Department to operate the Baltimore City Juvenile Justice Center (BCJJC) as a centralized regional juvenile justice intake, assessment, court, and detention facility for Baltimore City and specified the powers and duties related to the Center.
• HB 962 - Authorized the juvenile court to adopt a treatment service plan recommended by the Department in making a disposition on a specified petition, and required DJS to ensure that a plan adopted by the court was implemented within 25 days after disposition.

2003
• Baltimore City Juvenile Justice Center opened in October.
• Under Education Article §22-305, the Maryland State Department of Education (MSDE) began to assume responsibility for educating youth in DJS facilities.

2004
• Day/Evening Reporting Center in Baltimore City opened in December.
• SB 767 - Required a child discharged from a committed residential placement to receive step-down aftercare according to specified parameters.

2005
• Charles H. Hickey, Jr. School Committed and Impact Programs closed in July.
• HB 1339 - Established a Child in Need of Supervision Pilot Program in Baltimore City and County.

2007
• Victor Cullen Center reopened in July.
• Maryland Youth Residence Center closed in October.
• SB 359 - Reorganization and Regionalization required DJS to serve youth with specified programming that delivered services on a regional basis.

2008
• Group Home Reform - Keeping Maryland Youth in Maryland Per Diem Reduction Initiative.
• Violence Prevention Initiative (VPI) began in Baltimore City in January and statewide in November.
• Day/Evening Reporting Center opened in Prince George’s County in November.
• SB 742 - Provided that all contracted residential child care programs must post a “Residents’ Bill of Rights” in the facility and provide residents and their parents/guardians a handbook of the policies of the provider.

2009
• Collaboration with Operation Safe Kids (OSK) to serve VPI youth in Baltimore City and Prince George’s County.
• Silver Oak Academy opened as a private provider serving only DJS youth.

2010
• Child Safety Net Dashboard launched in February.
• HB 1382 - Allowed DJS to share juvenile information and collaborate with juvenile justice agencies in the District of Columbia and Virginia.

2011
• SB 62 - Authorized the State Department of Education and the Department of Juvenile Services to share educational records when necessary to ensure the appropriate delivery of services.
• HB 1190 - Expanded the Child in Need of Supervision Pilot Program to include Cecil, Montgomery, and Prince George’s Counties.
• The committed female population moved from Thomas J.S. Waxter Facility to J. DeWeese Carter Center in November.
Juvenile Justice in Maryland – A Historical Evolution (continued)

2012
• SB 245 - Allowed DJS to begin to develop a continuum of care by granting the agency the ability to move youth between committed placements.
• Central Review Committee was formed to implement the terms of SB 245 and commenced its operation in July. Legislation expired in 2016, but the committee maintained the function of reviewing cases.
• The Tier I Human Sex Trafficking Screening Tool was adopted at the Thomas J.S. Waxter Children’s Center in March to screen for victims of human sex trafficking and was expanded to the Alfred D. Noyes Children’s Center in December.

2013
• HB 245 - Expanded the Department’s ability to share juvenile information and collaborate with juvenile justice agencies in Delaware, Pennsylvania, and West Virginia.
• MSDE completed assumption of responsibility for educating youth in all DJS facilities.
• Under-13 (U-13) Initiative commenced in Baltimore City in May.
• DJS employees received training on recognizing the signs of human sex trafficking victimization among youth involved in the juvenile justice system.

2014
• The Department began screening for victims of human sex trafficking at the Charles H. Hickey, Jr. School in March.
• The U-13 Initiative expanded to Prince George’s County in May.

2015
• Crossover Youth Practice Model (CYPM) Initiative began in Prince George’s County in April with the intention of expanding statewide over a multi-year implementation.
• Accountability Incentives Management (AIM) - DJS Graduated Responses Initiative was implemented statewide in July.
• SB 172 - Required eligible youth who were charged as adults and required detention to be held in juvenile detention facilities.

2016
• DJS Re-entry Strategic Plan was approved in January.
• Offices of Family Engagement and Equity and Systems Reform were created in February.
• William Donald Schaefer House was closed on May 26, 2016.
• VPI ended at the close of FY 2016.
• On November 17, 2016 the new Cheltenham Youth Detention Center opened with a capacity of 72 beds, replacing the 115-bed Cheltenham Youth Facility.
• Federal Prison Rape Elimination Act (PREA) audits were completed, and all DJS-operated facilities were found 100% compliant with standards.

2017
• Behavioral Health Diversion Initiative (BHDI) pilot was implemented in Baltimore City and Wicomico County.

2018
• Positive Behavior Interventions and Supports (PBIS) was implemented in DJS committed facilities in January. The CHALLENGE behavioral management program was modified to be consistent with PBIS principles and renamed to STARR.
• Family Peer Support Program was implemented in September in Baltimore City and Prince George’s, Baltimore, Anne Arundel, and Wicomico Counties to link youth and families involved in the juvenile justice system to community resources.
• After several months of construction, Savage Mountain Youth Center reopened as a hardware secure facility with enhanced educational and therapeutic programming.
• DJS began screening for victims of human sex trafficking at Baltimore City Juvenile Justice Center and Cheltenham Youth Detention Center.
2019
• American Correctional Association (ACA) national accreditation was awarded to Victor Cullen Center on January 12 and J. DeWeese Carter Center on August 3.
• HB 606 - Established the Juvenile Justice Reform Council for two years.
• SB 704 - Added DJS data and research and evaluation opportunities to the Maryland Longitudinal Data System.

2020
• J. DeWeese Carter Youth Facility for females was closed on June 30, 2020. The population was moved to the new Mountain View program for females on the grounds of Backbone Mountain Youth Center. Mountain View officially opened on June 19, 2020.
• Meadow Mountain Youth Center closed on June 30, 2020.
• Savage Mountain Youth Center was renamed Garrett Children’s Center on June 3, 2020.
• COVID-19 Overview (see pages vi-vii for additional COVID information):
  • Governor Hogan declared a state of emergency and the existence of a catastrophic health emergency on March 3, 2020.
  • Governor Hogan moved Maryland to Elevated Level 2 pandemic response, which included telework for state employees on March 12, 2020.
  • On March 14, 2020, Savage Mountain Youth Center closed, youth were moved to Victor Cullen Center, and staff were reassigned to Victor Cullen and other youth centers. Savage Mountain Youth Center reopened in June under new name (noted above).
  • On March 16, 2020, Maryland courts suspended normal operations, with courthouses closed to the public and juvenile court operations limited to detention hearings and certain emergency matters.
  • On March 20, 2020 J. DeWeese Carter Center temporarily closed, and youth were moved to the Lower Eastern Shore Children’s Center. Carter Center was reopened in May (prior to its permanent closure on June 30, 2020 as noted above).
  • On June 5, 2020, the courts entered the first phase of a gradual return to full operations. This initial step added arrangements, hearings without witnesses, treatment plan reviews, and non-contested hearings to the list of authorized juvenile court matters. Contested matters including adjudications and transfer/waiver hearings resumed on July 20, with the juvenile court reaching fully operational status on August 31.

2021
• The Juvenile Justice Reform Council submitted its report to the Governor and General Assembly in January, and authorization was extended through June, 2022.
• COVID-19 vaccination clinics were held for staff and eligible youth.
• SB 497 - Transferred the responsibility of implementing educational programming from the Maryland State Department of Education (MSDE) to the Juvenile Services Education Board within DJS.
• DJS realigned its regional community structure to directly align with the Maryland Judicial Circuits, moving from six to eight operational regions on July 1, 2021.
• The Department participated in a Length Of Stay (LOS) Policy Academy, where national experts and practitioners worked to develop clear policies to link risk, treatment dosage, and length of stay for committed youth.
In FY 2021:

- There were a total of 7,129 juvenile complaints processed by DJS.
  - 41.3% (2,941) of those juvenile complaints were referred to the State’s Attorney for the authorization of a formal petition (as opposed to being resolved at intake or youth receiving pre-court supervision).
- Of the 2,941 juvenile complaints referred to the State’s Attorney, 88.8% (2,611) were petitioned and resulted in a court disposition. The remaining 11.2% includes 7.6% not petitioned (223), 3.2% denied by State’s Attorney (95), 0.4% initial petition withdrawn (12).
- Of the 2,611 court dispositions:
  - 21.3% (555) were pending disposition as of October 2021.
  - 27.6% (720) received probation and 13.0% (339) were committed to DJS.
  - The remaining 38.2% (997) included stet, jurisdiction waived to adult court, dismissed, closed, nolle prosequi, services not ordered, committed to other agency or “other”. (See Intake & Community Supervision, Case Forwarding Decision and Court Action table for more detail.)
- Of the 339 committed court dispositions, there were 74.0% (251) committed admissions (158 distinct youth). The remaining 26.0% (88) include community commitments and youth who had already been in a committed placement prior to the new intake.
- Of the 251 committed admissions, 43.8% (110) were placed into DJS-operated facilities, while 56.2% (141) were placed into non-DJS operated facilities.
- Of the 141 committed admissions to non-DJS operated facilities:
  - 61.7% (87) were group home admissions (including ICFA and Silver Oak Academy) and 31.9% (45) were RTC admissions.
  - The remaining 6.4% (9) were out-of-state admissions.

*Many FY 2021 cases were pending court action at the time of final data collection for this Data Resource Guide.*
Department of Juvenile Services Historical Evolution Highlights Since 2010

2010
- SB 62 - Juvenile & Education Records Disclosure
- Child Safety Net Dashboard launched
- HB 1382 - Juvenile Records Disclosure
- Central Review Committee Implemented
- SB 245 - Continuum of Care Legislation

2011
- HB 1190 - Child in Need of Supervision Pilot Program Expansion
- UB 13 Initiative expanded to Prince George’s County
- Screening for victims of human sex trafficking began at Charles H. Hickey Jr. School

2012
- UB 245 - Juvenile Information Sharing Increased
- UB 113 Initiative commenced in Baltimore City
- Training sessions held on signs & responses to human sex trafficking victimization among youth
- MSDE assumed responsibility for education at all DJS facilities

2013
- SB 245 - Continuum of Care Legislation
- UB 113 Initiative ended
- William Donald Schaefer House closed
- Continuum of Care Legislation expired
- Offices of Family Engagement and Equity and Systems Reform created
- DJS facilities audited earned 100% compliance with federal PREA standards

2014
- AIM implemented statewide
- SB 172 - Eligible youth charged as adults requiring detention held in juvenile detention
- Crossover Youth Practice Model Initiative (CYPM) implemented
- Screening for victims of human sex trafficking began at BCJJC & CYDC

2015
- U-13 Initiative ended
- William Donald Schaefer House closed
- Continuum of Care Legislation expired
- Offices of Family Engagement and Equity and Systems Reform created
- DJS facilities audited earned 100% compliance with federal PREA standards
- Behavioral Health Diversion Initiative pilot implemented in Baltimore City & Wicomico County
- PBIS implemented in DJS committed facilities. CHALLENGE Program modified & renamed STARR

2016
- JAIS implemented statewide
- SB 172 - Eligible youth charged as adults requiring detention held in juvenile detention
- Crossover Youth Practice Model Initiative (CYPM) implemented
- Screening for victims of human sex trafficking began at BCJJC & CYDC

2017
- Behavioral Health Diversion Initiative pilot implemented in Baltimore City & Wicomico County
- MSDE assumed responsibility for education at all DJS facilities
- Savage Mountain Youth Center reopened as a hardware secure facility
- Family Peer Support Program implemented
- PBIS implemented in DJS committed facilities. CHALLENGE Program modified & renamed STARR

2018
- Behavioral Health Diversion Initiative pilot implemented in Baltimore City & Wicomico County
- MSDE assumed responsibility for education at all DJS facilities
- Savage Mountain Youth Center reopened as a hardware secure facility
- Family Peer Support Program implemented
- PBIS implemented in DJS committed facilities. CHALLENGE Program modified & renamed STARR
- Continuation of Care Legislation expired
- William Donald Schaefer House closed
- Mountain View program at Backbone opened

2019
- ACA accreditation awarded at two DJS facilities
- SB 497 - transferred educational programming responsibility from MSDE to DJS

2020
- HB 606 - Juvenile Justice Reform Council
- MSDE assumed responsibility for education at all DJS facilities
- J. DeWeese Carter Center closed
- Meadow Mountain Youth Center closed
- Mountain View program at Backbone opened
- DJS COVID-19 Response Activities

2021
- Behavioral Health Diversion Initiative pilot implemented in Baltimore City & Wicomico County
- MSDE assumed responsibility for education at all DJS facilities
- Savage Mountain Youth Center renamed Garrett Children's Center
- J. DeWeese Carter Center closed
- Mountain View program at Backbone opened
- DJS COVID-19 Response Activities
- Continued COVID-19 response, including vaccinations
**Steps in the Juvenile Justice System (See Process Flowchart)**

1. **Youth can be referred to DJS by law enforcement, schools, citizens, and parents. Some police departments run diversion programs, and only those youth who fail out of the program would be referred to DJS. Youth may also be apprehended by law enforcement agencies (on a writ or warrant) for failing to appear in court or violating the conditions of supervision while in an alternative to detention program, for example.**

2. **If requested by law enforcement, DJS makes an emergency detention decision to determine if a youth requires secure detention until the next court day. This decision is guided by the Detention Risk Assessment Instrument (DRAI).**

3. **Guided by the Intake Decision Tool (IDT), the intake complaint is assessed by an intake officer, who has statutory authority to determine how the case should be handled. The options are:**
   - Disapprove as legally insufficient - refer to services as appropriate;
   - Resolve, when it is determined that furthering the case would be disadvantageous to the interests of the youth and to public safety. Refer to services as appropriate;
   - Enter into a pre-court supervision agreement where the family agrees to certain conditions, including participation in treatment services as appropriate, without court involvement. This is the main DJS court diversion program; or
   - Formally authorize the State’s Attorney to petition the juvenile court for a hearing.

4. **At the detention hearing, the juvenile court determines if detention is required until the adjudicatory or dispositional hearing. Youth may also be detained directly by the juvenile court in cases where the youth is presented during court hours, either on a new charge, a writ or warrant, or due to a violation or sanction of a supervision order (probation, community detention, drug court, etc.). DJS operates all secure juvenile detention centers.**

5. **Youth who present a lower risk may also be supervised in programs providing alternatives to secure detention. These programs ensure that the youth is available to attend the adjudicatory hearing. Youth must comply with certain restrictions, which may include house arrest, electronic monitoring, or day and/or evening reporting centers. Structured shelter is also used for cases where the youth cannot return home after arrest but otherwise represents a lower risk.**

6. **DJS formally authorizes the State’s Attorney to petition the juvenile court. The State’s Attorney then reviews the complaint and may dismiss it, file a petition to the juvenile court, or return the case to DJS Intake for pre-court diversion.**

7. **At the adjudicatory hearing (a fact-finding hearing), the juvenile court determines the outcome of the petitioned charges, which can be sustained or not sustained.**

8. **While a youth is awaiting disposition and/or supervision or placement, DJS conducts a series of assessments and investigations which will guide the DJS recommendation to the court on how the case should be handled.**

9. **For cases where a charge is sustained, a disposition hearing is held to determine if the youth is delinquent. If the youth is found delinquent, the court determines whether the youth requires DJS supervision and treatment under a probation order or a commitment order. A commitment order usually indicates an out-of-home placement.**

10. **Youth with a court-ordered disposition of probation receive supervision and services while they reside at home. Supervision intensity varies depending on the risk level of youth. Standard community supervision levels include low, moderate, high, and intensive supervision.**

11. **Youth with a court-ordered disposition of commitment who require placement in an out-of-home program may continue to wait in detention (pending placement) until an appropriate placement becomes available.**

12. **Youth who are committed to an out-of-home placement may be placed in a broad variety of programs (state-run or private, secure or non-secure) depending on the risk level and treatment needs of the youth.**

13. **DJS has committed diversion programs for youth who might otherwise be placed out of home. These in-home programs provide services and treatment to the youth and family, and include Functional Family Therapy (FFT), Multisystemic Therapy (MST), and Family Centered Treatment (FCT).**

14. **Youth returning home from a committed placement are supervised on aftercare by DJS case managers who ensure that youth are connected in the community with required services including education, employment, and health services.**
**Professional Training and Education Unit (PTEU)**

The PTEU supports DJS by providing in-person and virtual training opportunities for staff to enhance their skills so that they are well equipped to deliver services to youth in juvenile justice settings effectively. The PTEU contributes to the agency’s goal to build, value, and retain a diverse, competent, and professional workforce. PTEU delivers training for staff at all levels of the agency, including Entry Level Training (ELT) for its newest employees, professional development for existing staff, as well as supervisor and management training for its emerging leaders. Training programs are designed to provide learning environments that encourage upward mobility within the Department.

The **PTEU Certification Unit** is specialized in and familiar with the various certification processes under the Maryland Police and Correctional Training Commissions (MPCTC) and has a comprehensive understanding of the Code of Maryland Regulations (COMAR) as well as American Correctional Association (ACA) training practices and performance-based standards. The Certification Unit ensures that all mandated DJS employees acquire and retain required certifications, tracks instructor certifications, maintains training records, and plays a critical role in the audit process to ensure the Department’s compliance with COMAR, MPCTC, and ACA requirements.

The **Entry Level Training Academy (ELT)** is the first training experience for mandated DJS employees. This 5-week program includes a 12-hour grammar class taught by Carroll Community College that awards five college credits to students who successfully complete ELT. This provides a good foundation to support and encourage staff to pursue career aspirations with higher education.

**On-the-Job Training (OJT)** provides 90 hours of personal coaching and hands-on learning experiences from experienced staff after ELT is successfully completed. Through OJT, staff build confidence and proficiency in their ability to perform their job duties.

**In-service Training** offers annual professional development opportunities that enhance staff knowledge, skills, and abilities while ensuring that mandated staff maintain their MPCTC certification to work directly with youth. Through in-service training, staff also receive special certifications in Crisis Prevention Management (CPM), First Aid/CPR, and Youth Mental Health First Aid (YMHFA).

Beginning in FY 2022, the **Supervisor Training Program** is taking on a new format. PTEU partnered with Virginia Commonwealth University (VCU) Performance Management Group to develop a three-tiered training curriculum:

- **Tier 1 – Aspiring Supervisor Program** – is designed for staff that do not currently supervise others but desire to build skills to become a supervisor.
- **Tier 2 – First Line Supervisor Training (FLST)** – is for staff that are promoted or hired into a supervisor position and fulfills the COMAR requirement of completion within one year of entering this position.
- **Tier 3 – Emerging Leaders Program** – fills the gap in training between FLST and First Line Administrator Training (FLAT). FLAT is also a COMAR requirement for any staff that is promoted or hired into an administrator position and must be completed within one year of starting the position.

**Training highlights during FY 2021:**

- PTEU added a Curriculum Team within its Certification Unit and developed a streamlined curriculum request form to track all requests to determine the relevance of the request. This will help improve the Department’s training offerings and its instructional activities and practices in order to increase participant engagement in the learning process. The development of curriculum is a multi-step, ongoing, and cyclical process that progresses from conducting an analysis, to designing and implementing a program, and then finally to evaluating the program for effectiveness. PTEU sees curriculum development as a participatory process utilizing subject matter experts (SMEs), Curriculum Design and Development Teams (CDDTs), and a project team charter to help ensure agreement of both goals and processes in reviewing and/or developing curriculums.
• The PTEU continues its seven-year partnership with the Mental Health Association of Maryland to offer the 3-year certification course for Youth Mental Health First Aid (YMHFA) and Adult Mental Health First Aid (AMHFA), which prepares staff to be the first responders of mental health crises in DJS facilities and community offices. To determine the effectiveness of this initiative, DJS surveyed its staff in 2017. Staff who responded to the survey noted using these techniques in a situation that was growing into a crisis 56% of the time as well as during a crisis situation 25% of the time. Many staff noted using YMHFA in their personal lives as well as in work including responding to individuals who were actively suicidal. The results of the survey were published in 2020 in the *Juvenile and Family Court Journal* 71, No. 1.

• Collaborating with the Behavioral Health (BH) Unit allows the PTEU to bring cutting edge behavioral management programs to DJS. For 2021, PTEU and BH teamed up to provide a new 16-hour training initiative for 2021 – Think Trauma: A Training for Working with Justice Involved Youth, while continuing to support implementation of Trauma-Informed Care (TIC), Positive Behavioral Interventions & Supports (PBIS), CHALLENGE and STARR training, and the Dialectical Behavior Therapy (DBT) program.