

Regency County Barrelville Barton Belton Bier Bowling Green Bowmans Addition Carlos Clarysville Corriganville Cresaptown Cumberland Danville Dawson
Detmold Eckhart Mines Ellerslie Flintstone Franklin Frostburg Gilmore Grahamamtown Klondike La Vale Little Orleans Lonaconing Lonaconing Lake McCoolie Midland Midlothian
Dorchester County Ocean Pines Pleasant Grove Potomac Park Rawlings South Cumberlands Spring Gap Vale Summit Westernport Woodlawn
Zihlman **Anne Arundel County** Admiral Heights Annapolis Arden on the Severn Arnold Brooklyn Park Cape Saint Claire Crofton Crownsville Deale Eastport
Edgewater Ferndale Forest Villa Friendship Galesville Gambrills Germantown Glen Burnie Green Haven Herald Harbor Highland Beach Hillsmere Shores Jessup
Lake Shore Linthicum Londontowne Maryland City Mayo Odenton Parole Pasadena Primrose Acres Pumphrey Riva Riviera Beach Selby-on-the-Bay Severn Severna
Park Shady Side South Gate Truxton Heights Victor Haven Wardour West Annapolis **Baltimore County** Arbutus Baltimore Beltsville Beltsville Bowleys Quarters
Carney Catonsville Cockeysville Dundalk Edgemoor Essex Garrison Hampton Kingsville Lansdowne Lutherville Mays Chapel Middle River Milford Mill
Overlea Owings Mills Parkville Perry Hall Pikesville Ranchleigh Randallstown Reisterstown Rosedale Rossville Timonium Towson White Marsh Woodlawn **Baltimore**
City Arlington Armistead Gardens Belgravia Brooklyn Canton Carroll Cedarcroft Cherry Hill Cheswolde Clifford Curtis Bay Dickeyville Dixon Hill Dorchester Heights
Fairfield County Fallstaff Forest Park Gardenville Glenmore Park Guilford Gwynn Oak Hamilton Hampden Highlandtown Homeland Howard Park Union Heights Hunting
Ridge Irvington Kenilworth Park Lakeland Lauraville Leahigh Melvale Montebello Park Morrell Park Mount Hope Mount Washington Mount Winans Norwood
Heights Orangeville Ramblewood Rognel Heights Roland Park Ten Hills Violetville Walbrook Waverly West Baltimore West Forest Park Westport Wethersville
Woodberry Woodhome Heights **Calvert County** Broomes Island Calvert Beach Chesapeake Beach Chesapeake Ranch Estates Drum Point Dunkirk Huntingtown
Long Beach Lusby North Beach Owings Prince Frederick Saint Leonard Solomons West Beach **Caroline County** Choptank Denton Federalsburg Goldsboro
Greensboro Henderson Hillsboro Maryland Preston Ridgely Templeville West Denton Williston **Carroll County** Eldersburg Hampstead Manchester Mount Airy New
Windsor Ridgeville Sykesville Taneytown Union Bridge Westminster **Cecil County** Cecilton Charlestown Chesapeake City Elkton Elkton Heights Elkton Landing
Hollingsworth Manor North East Perryville Port Deposit Rising Sun **Charles County** Benedict Bennsville Bryans Road Bryantown Cobb Island Hughesville Indian
Head La Plata Pomfret Port Tobacco Potomac Heights Riverview Village Rock Point Saint Charles Waldorf Warington Hills **Dorchester County** Algonquin Brookview
Cambridge Church Creek East New Market Eldorado Elliott Fishing Creek Galestown Hurlock Madison Secretary Taylors Island Vienna **Frederick County** Adamstown
Ballenger Creek Bartonsville Braddock Heights Brunswick Buckeystown Burkittsville Clover Hill Discovery Emmitsburg Frederick Jefferson Libertytown Lingular
Middletown Monrovia Myersville New Market Point of Rocks Rosemont Sabillasville Spring Garden Estates Spring Ridge Thurmont Urbana Walkersville Woodsboro
Garrett County Accident Bloomington Crellin Deer Park Finzel Friendsville Gorman Grantsville Hutton Jennings Kitzmiller Loch Lynn Heights Mountain Lake Park Oakland
Oakland Swanton **Harford County** Aberdeen Bel Air Burns Corner Darlington Edgewood Fallston Havre de Grace Hickory Hills Jarrettsville Joppatowne Perryman
Pleasant Hills Pylesville Riverside **Howard County** Columbia Elkridge Ellicott City Fulton Highland Ilchester North Laurel Savage Scaggsville **Kent County** Betterton
Butlertown Chestertown Edesville Fairlee Galena Georgetown Kennedyville Millington Rock Hall Tolchester Worton **Montgomery County** Ashton Aspen Hill
Barnesville Bethesda Broadwood Manor Brookeville Brookmont Burtonsville Cabin John Carroll Manor Chevy Chase Chevy Chase Section 4 Chevy Chase Section
Five Chevys Falls Church Forest Glen Four Corners Friendship Heights Gaithersburg Garrett Park Germantown Glen Echo Glenmont Glenora Hills
Fairland Fair Lakes Fairview Forest Glen Foxwood Forest Hill
Hillandale Hungerford Towne Kemp Mill Kensington Layhill Laytonsville Martins Additions Montgomery Village North Bethesda North Chevy Chase North Kensington
North Potomac Kinley Poolesville Potomac Potomac Woods Redland Rockcrest Rockland Rockville Rollins Park Rossmore Sandy Spring Silver Rock Silver Spring
Somerset South Kensington Spencerville Takoma Park Travilah Twin Brook Twin Brook Forest Washington Grove West End Park Westmore Wheaton White Oak
Woodley Gardens **Prince George's County** Accokeek Adelphi Aquasco Baden Beltsville Berwyn Berwyn Heights Bladensburg Bowie Boxwood Village Branchville Brandywine Brentwood Brock Hall Calverton Camp Springs Capitol
Heights Cedarville Cherry Hill Chemonly Chillum Clinton College Park College Park Woods Colmar Brandywine Brentwood Brock Hall Calverton Camp Springs Capitol
Eagle Harbor East Riverdale Edgemont Fairmont Heights Forest Heights Forestville Fort Washington Friendly Glassmanor Glenarden Glenn Dale Goddard
Greenbelt Hardesty Hillcrest Heights Hollywood Hyattsville Kaywood Gardens Kettering Lake Arbor Landover Landover Hills Landover Park Langley Park Lanham
Greenbelt Hardesty Hillcrest Heights Hollywood Hyattsville Kaywood Gardens Kettering Lake Arbor Landover Landover Hills Landover Park Langley Park Lanham

Data Resource Guide

Fiscal Year 2019

Successful Youth
Strong Leaders
Safer Communities

Maryland Department of Juvenile Services

Data Resource Guide Fiscal Year 2019

Maryland Department of Juvenile Services

State of Maryland
Larry Hogan, Governor
Sam Abed, Secretary
December 2019

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

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Letter from the Governor...

Dear Fellow Marylanders:

It is my pleasure to present the Department of Juvenile Services' (DJS) FY 2019 Data Resource Guide.

Since taking office, our administration has invested tens of millions of dollars in public safety, education, economic development, and the fight against the opioid crisis. We continue to work together to ensure the safety and well-being of our children and the community, and DJS plays an important role in our efforts.

A critical part of our success in creating a safer Maryland is supporting programs that help build up young people, giving them the confidence to lead and reach their full potential.

Through the Governor's Office of Crime Control and Prevention (GOCCP) and DJS, we are working hard every day to improve the lives of young Marylanders. The Data Resource Guide is an invaluable tool to help us properly allocate resources where they are needed and hold system stakeholders in the state and in localities accountable.

In Baltimore City, we continue to invest resources in reducing the number of violent offenders. As part of an aggressive and coordinated surge, federal, state, and local law enforcement contributed 500 officers to investigate and apprehend violent offenders. This surge resulted in 3,300 arrests—including 259 of Baltimore City's most violent offenders—and the seizure of 700 guns with 272 gun cases referred for federal prosecution.

Our administration has also provided more than \$1 billion for public safety and crime control efforts in Baltimore City, including funding for outreach programs like Safe Streets and technology upgrades for the Baltimore Police Department. Since March 2019, nearly \$750,000 in funding from GOCCP has helped support and expand programming for more than 3,000 Boys and Girls Club members in Anne Arundel County, Baltimore City, Carroll County, Frederick County, Harford County, and Washington County.

DJS plays a critical role in public safety and is involved in nearly every stage of the juvenile justice process. The Department continues to lead the way with effective programs to collaborate with families, law enforcement, and community partners.

With the help of DJS and our other state agencies, we can improve the lives of one of our most vulnerable populations and change Maryland for the better.

Sincerely,



Larry Hogan
Governor



Larry Hogan

A Word from the Secretary...

Welcome to the ninth 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 impacts 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.

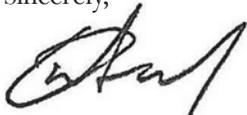
This year's data shows the population detained in DJS detention centers has stabilized over the past three years. Youth awaiting adult court transfer hearings consistently make up about 37% of the population or a little over 100 youth. Furthermore, the average number of youth in committed out-of-home placements fell in FY 2019 to below 400 for the first time in decades. This is an over 50% decline from as recent as FY 2014.

As the agency makes progress in its mission of successful youth, strong leaders, and safer communities, the Department continues to reevaluate and strengthen its programs. During the 2019 session of the Maryland General Assembly the legislature passed and Governor Hogan signed Senate Bill 856/House Bill 606 into law, which established the Juvenile Justice Reform Council (JJRC). The JJRC is comprised of a diverse group of juvenile justice stakeholders and experts, which include legislators, experts on juvenile law and policy, and representatives of law enforcement, the judiciary, advocacy organizations, child serving agencies, and formerly system-involved youth.

The JJRC will provide recommendations to DJS by using a data-driven approach to develop a statewide framework of policies designed to increase public safety and reduce recidivism of youth offenders. Additionally, the JJRC will research best practices on the treatment of juveniles who are subject to the criminal and juvenile justice systems and identify risk factors that contribute to juvenile contact with the criminal and juvenile justice systems. Over the course of the next year, DJS looks forward to engaging with all of the stakeholders on the JJRC to develop an evidence-based treatment model that achieves those goals.

As always, I would like to thank everyone involved in the creation of this year's DRG, especially the Department's Research and Evaluation Unit, who analyzed and compiled the data. Without their tireless efforts, the DRG would not become a reality. I would also like to thank all of the hard-working employees of the Department of Juvenile Services for contributing to the success of the youth in our care. I look forward to building on those successes to improve the lives of youth, making communities safer and changing Maryland for the better.

Sincerely,



Sam Abed



Sam Abed

Commonly Used Acronyms

ACA	American Correctional Association
ADP	Average Daily Population
AIM	Accountability Incentives Management
ALOS	Average Length of Stay
APD	Assistant Public Defender
ARIMA	Autoregressive Integrated Moving Average
ART®	Aggression Replacement Training
ASA	Assistant State's Attorney
ASSIST	Automated Statewide System of Information Support Tools
ATD	Alternatives to Detention
AWOL	Absent Without Leave
BCDC	Baltimore City Detention Center
BCJJC	Baltimore City Juvenile Justice Center
BHDI	Behavioral Health Diversion Initiative
BMHS	Baltimore Mental Health Systems
CD	Community Detention
CDS	Controlled Dangerous Substances
CHHS	Charles H. Hickey, Jr. School
CINA	Child in Need of Assistance
CINS	Child in Need of Supervision
CJAMS	Child, Juvenile, and Adult Management System
CJCA	Council of Juvenile Correctional Administrators
CJIS	Criminal Justice Information System
CMS	Case Management Specialist
CMSS	Case Management Specialist Supervisor
COMAR	Code of Maryland Regulations
COP	Certificate of Placement
COV	Crime of Violence
CRC	Central Review Committee
CYPM	Crossover Youth Practice Model
D/ERC	Day/Evening Reporting Center
DBM	Department of Budget and Management
DDA	Developmental Disabilities Administration
DHS	Department of Human Services (formerly DHR)
DJS	Department of Juvenile Services
DMC	Disproportionate Minority Contact
DPSCS	Department of Public Safety and Correctional Services
DRAI	Detention Risk Assessment Instrument
DRG	Data Resource Guide
EBS	Evidence-Based Services
EM	Electronic Monitoring
FAFP	For Authorization of Formal Petition
FCT	Family Centered Treatment
FFT	Functional Family Therapy (an EBS)

FY	Fiscal Year
GOC	Governor's Office for Children
GOCCP	Governor's Office of Crime Control & Prevention
GPS	Global Positioning System
ICFA	Intermediate Care Facilities for Addictions
IRC	Interagency Rates Committee
JCR	Joint Chairmen's Report
JDAI	Juvenile Detention Alternatives Initiative
JJDPA	Juvenile Justice and Delinquency Prevention Act
JJMU	Juvenile Justice Monitoring Unit
JSES	Juvenile Services Education System
LESCC	Lower Eastern Shore Children's Center
MAST	Multi-Disciplinary Assessment Staffing Team
MCASP	Maryland Comprehensive Assessment and Service Planning
MDH	Maryland Department of Health (formerly DHMH)
METS	Maryland Evaluation & Treatment Services (formerly SMART)
MHA	Mental Hygiene Administration
MLDS	Maryland Longitudinal Data System
MSDE	Maryland State Department of Education
MST	Multisystemic Therapy (an EBS)
MYRC	Maryland Youth Residence Center
NCCD	National Council on Crime and Delinquency
NFS	Non-Fatal Shooting
OJJDP	Office of Juvenile Justice & Delinquency Prevention
OPD	Office of the Public Defender
PBIS	Positive Behavioral Interventions and Supports
PREA	Prison Rape Elimination Act
RA	Resident Advisor
RICA	Regional Institute for Children and Adolescents
RRI	Relative Rate Index
RTC	Residential Treatment Center
RTSP	Residential Treatment Service Plan
SAB	State Advisory Board (DJS)
SAO	State's Attorney's Office
SHI	Social History Investigation
SOS	Spotlight on Schools Program
SPI	Safety Planning Initiative
START	Social Skills Training & Aggression Replacement Techniques
TAMAR-Y	Trauma, Addiction, Mental Health, and Recovery - Youth
TFC	Treatment Foster Care
TGH	Therapeutic Group Home
TIC	Trauma Informed Care
TSP	Treatment Service Plan
VOP	Violation of Probation
WMCC	Western Maryland Children's Center

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 that promote successful completion of supervision.

Adjudicatory Hearing: 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.

Automated Statewide System of Information Support Tools (ASSIST): DJS client database.

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.

Behavioral Health Diversion Initiative (BHDI): An initiative funded by the Annie E. Casey Foundation to screen and divert youth for mental health services.

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 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 which 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 committed facilities the program has been updated to incorporate PBIS principles and was renamed STARR in 2018. It is slated to be modified in detention facilities.

Child in Need of Assistance (CINA): A youth who has been physically, sexually, or emotionally abused or neglected by a parent or other person responsible for the youth’s care.

Child in Need of Supervision (CINS): A youth who is habitually truant, disobedient, ungovernable, or who commits an offense applicable to youth only.

Commitment versus Admission: A commitment is a court order placing a delinquent youth in DJS’ 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 juvenile 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 juvenile 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 committed 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 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): The goal is 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 counties.

Day/Evening Reporting Center (D/ERC): A program that serves youth as an alternative to detention. Youth are required to report daily to ensure the youth is monitored and gets back to court for hearings.

Delinquent: A youth who has been adjudicated for an act which would be a crime if committed by an adult and who 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.

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 than the rate of contact for whites (i.e., non-Hispanic Caucasians) 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. Juveniles may be diverted by law enforcement before arrest, during DJS intake, or between adjudication and disposition.

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

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).

Evidence-Based Services (EBS): Programs that have been found to be effective based on the results of rigorous evaluations.

Family Centered Treatment (FCT): A family preservation model of in-home treatment provided by the Institute for Family Centered Services, Inc. (IFCS). The IFCS team utilizes FCT to help families learn and adopt positive behavioral patterns.

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

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 1st of one year to June 30th of the following year. FY 2019 runs from July 1, 2018 through June 30, 2019.

For Authorization of Formal Petition (FAFP): A case not resolved or diverted through informal pre-court agreement that is referred by a DJS intake officer to a juvenile court for formal processing. All juvenile complaints are referred to intake.

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 (or "Pre-Court") Supervision: An agreement between DJS and a youth and family to complete certain conditions such as entering into counseling and/or DJS monitoring without court involvement. This agreement takes place at the point of intake.

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: Established by law in 2019 for two years, 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.

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 placement status for youth who have been committed for placement in an out-of-home residential facility and are awaiting placement, including youth ejected 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 committed 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, and these counts will not match.

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 DJS’ 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.

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.

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 committed residential 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 issues related 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.

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 symptomatology 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 committed 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 would be disadvantageous to the interests of the youth and to public safety.

SafeMeasures: An analytic service provided by the National Council on Crime & Delinquency that provides timely management reports and indicators to DJS case management, supervisory, and executive staff. SafeMeasures pulls data from DJS' existing databases and creates visual indicators and reports to ensure that 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, including skills streaming, anger control training, and moral reasoning training.

Spotlight on Schools (SOS) Program: An initiative to place case managers on-site 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: An enhanced version of the CHALLENGE behavior modification program that incorporates PBIS principles and is focused on improving youth behavior. It is used throughout each committed facility, as all staff and youth are involved in the program. 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 19 members appointed by the Governor for 3-year terms. 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 co-led by behavioral health clinicians and case managers 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.

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 DJS' 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/PG 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



Youth and staff from Backbone Mountain Youth Center donated their time to help families in the local community by volunteering at the Bruce Outreach Center in Westernport, Maryland. Youth passed out food, boxed up items, and carried items to people's vehicles for those needing assistance. It was a great opportunity for the youth to give back to the community, and they enjoyed talking to the families, knowing they'd made a positive impact.

Introduction to the Maryland Department of Juvenile Services

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.

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.

Vision

Successful Youth, Strong Leaders, Safer Communities

DJS Strategic Plan 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

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 for formal court petitioning. This decision is guided by a risk assessment tool that is part of the Maryland Comprehensive Assessment and Service Planning (MCASP) process. It factors in a youth's history of delinquency, history of social risk factors, and the seriousness of the current offense(s) to identify those cases requiring court action.

The Detention Risk Assessment Instrument (DRAI) evaluates whether a youth should be held in secure detention or placed in a supervised detention alternative 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.

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 in 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.

COMMUNITY PARTNERSHIPS

The Department's partnerships start in the community. Throughout the State, the Department works with local law enforcement, courts, health departments, attorneys, and other stakeholders to keep Department youth 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), the Maryland Department of Human Services (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 Control and Prevention (GOCCP) to ensure information is shared across agencies and public safety goals are met.

EQUITY

The DJS Racial Equity Framework is 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 youth of color data collection and reporting 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 Reform, 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 detention, 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.

Re-Entry Strategic Plan Goals

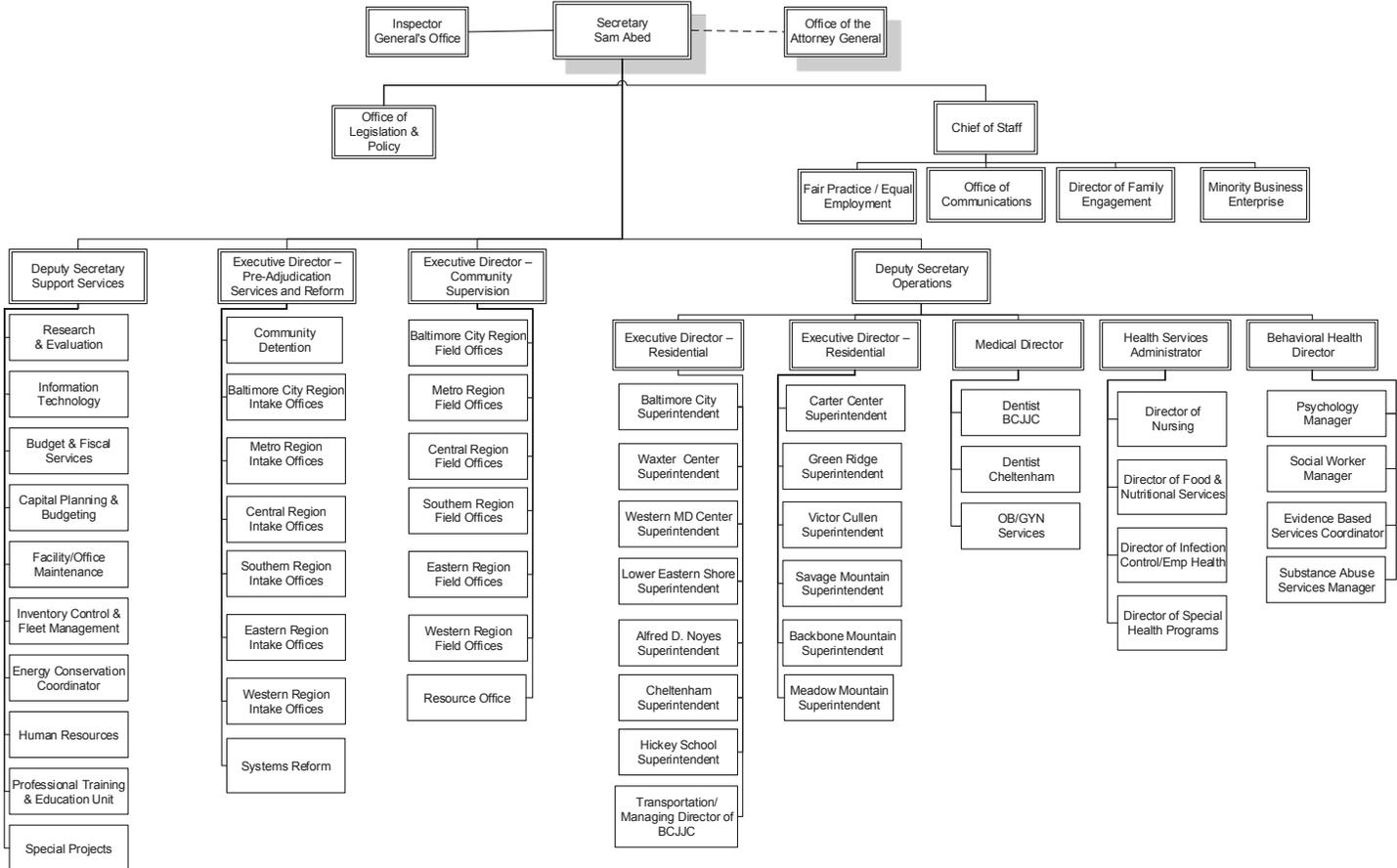
DJS' Strategic Re-Entry Plan was developed and implemented in FY 2016 in collaboration with agency stakeholders. Representatives from the Judiciary, Office of the Public Defender, State's Attorney's Office, service providers, the advocacy community, and many levels of DJS staff were all included. The 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 creation of regional re-entry specialist and family engagement positions, checklists to ensure comprehensive discharge planning, and to collect key performance data both prior to and after release, and 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.



Changing Habits and Making Progressive Strides (CHAMPS) held a drawing contest for National Youth Art Month where youth had to take a picture from a magazine, study it, fold it in half, and then draw the missing half. A youth from Savage Mountain Youth Center chose to draw the Maryland flag.

Organizational Chart As of OCTOBER, 2019



Agency Organization

The Department of Juvenile Services serves the entire state by providing support for community programs and services, community supervision and case management, and custody and care of committed juveniles.

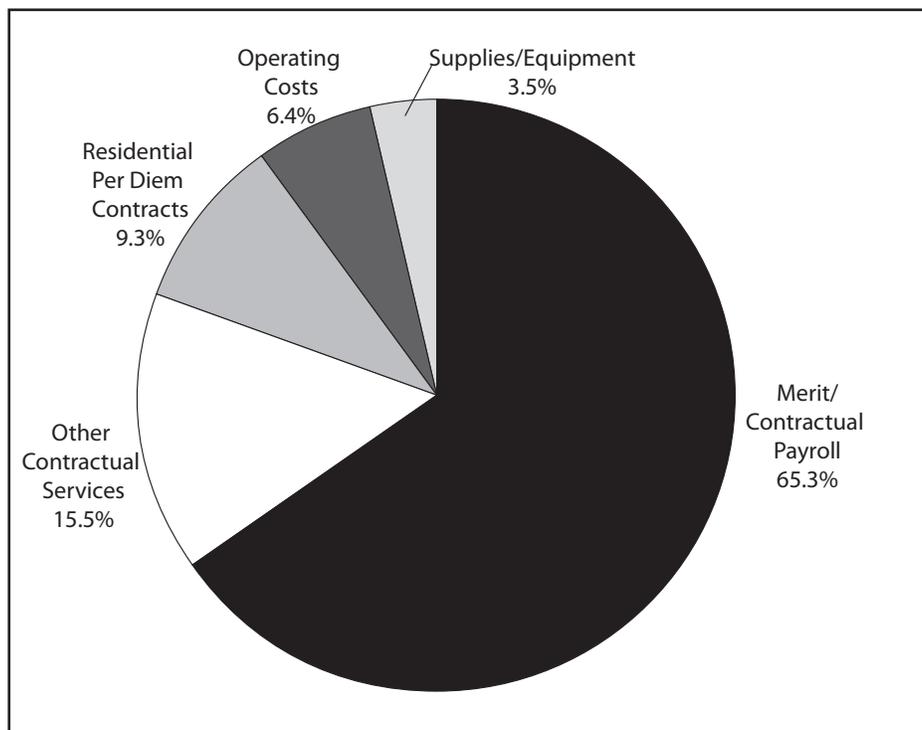
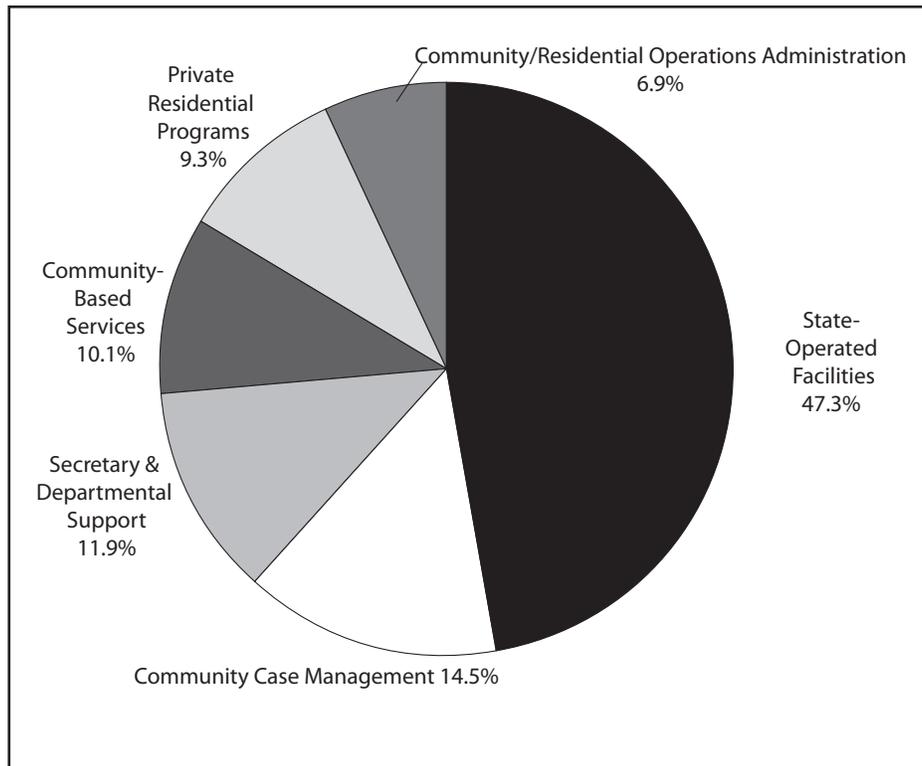
Headquarters, located in Baltimore City, houses the Office of the Secretary and functions as the hub for all support services.

Agency functions are divided among the following:

- The Secretary oversees the Chief of Staff, Deputy Secretaries, Executive Directors of Community Supervision, Pre-Adjudication Services & Reform, Office of the Inspector General, and the Office of Legislation & Policy.
- The Chief of Staff oversees the Office of Fair Practice/Equal Employment, the Office of Communications/Special Projects, the Office of Family Engagement, and the Office of Minority Business Enterprise.
- The Deputy Secretary for Support Services manages the following offices: Research and Evaluation, Budget and Fiscal Services, Capital Planning and Budgeting, Information Technology, General Services, Human Resources, Professional Training and Education, and Inventory Control and Fleet Management.
- The Deputy Secretary for Operations oversees residential operations including the managing director of the Baltimore City Juvenile Justice Center (BCJJC)/transportation services, as well as Somatic Health, Behavioral Health/Substance Abuse, and Mental Health Services.

DJS Operating Expenditures, FY 2019

During the fiscal year ending June 30, 2019, the Department expended a total of \$269.1 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.



Percentages may not add to 100% due to rounding.

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, and 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, renamed to the Cheltenham Youth Facility in 1992 and became Cheltenham Youth Detention Center in 2016.
- 1882: Industrial Home for Colored Girls opened. It merged with Montrose School for Girls in 1962.

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.
- 1968: Patterson House (Group Home for Girls) opened. It closed in 1992.
- 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

- 1970: Alfred D. Noyes Children’s Center opened in Montgomery County.
- 1972: Group Home for Boys opened; it became the William Donald Schaefer House in 1992.
- 1972: Maryland Youth Residence Center (MYRC) opened.

1980s

- 1982: J. DeWeese Carter Center opened.
- 1985: Maryland Training School for Boys became the Charles H. Hickey Jr. School (CHHS).
- 1987: Juvenile Services Administration became an independent agency.
- 1988: The Montrose School closed.
- 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 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.
- 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. It also required DJS to ensure that a treatment service 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 juveniles in DJS facilities.

2004

- Day/Evening 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 - Required the Secretary of Juvenile Services to establish 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.
- Thomas O'Farrell Youth Center closed in December.

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 Waxter Facility to J. DeWeese Carter Center in November.
- CHALLENGE behavioral management program implemented at 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.
- CHALLENGE implemented at Victor Cullen Center in March, the Youth Centers in August, and William Donald Schaefer House in October.
- 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 DJS' ability to share juvenile information and collaborate with juvenile justice agencies in Delaware, Pennsylvania, and West Virginia.
- Silver Oak Academy received approval to increase their treatment capacity from 48 beds to 96 beds.
- MSDE completed assumption of responsibility for educating juveniles in all DJS facilities.
- Under-13 (U-13) Initiative commenced in Baltimore City in May.
- From March to May, over 56 training sessions were held where approximately 1,100 Department employees learned to recognize the signs of possible human sex trafficking victimization among youth involved in the juvenile justice system and apply appropriate responses to support possible victims.

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 implemented in Prince George's County in April.
- Accountability Incentives Management (AIM) - DJS Graduated Responses Initiative implemented statewide in July.
- SB 172 - Required eligible youth who were charged as adults and required detention to be held in juvenile detention facilities.
- Seven of the thirteen DJS-operated facilities were audited and earned 100% compliance with federal Prison Rape Elimination Act (PREA) standards.

2016

- DJS Re-entry Strategic Plan approved in January.
- Offices of Family Engagement and Equity and Systems Reform created in February.
- William Donald Schaefer House closed on May 26, 2016.
- SB 245 - Continuum of Care Legislation expired in June.
- 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.
- The remaining six DJS-operated facilities not audited in 2015 were audited and earned 100% compliance with federal Prison Rape Elimination Act (PREA) standards.

2017

- CYPM Initiative implemented in Montgomery County in April.
- Behavioral Health Diversion Initiative (BHDI) pilot implemented in Baltimore City and Wicomico County.

2018

- Positive Behavior Interventions and Supports (PBIS) implemented in DJS committed facilities in January. The CHALLENGE behavioral management program modified to be consistent with PBIS principles, and renamed to STARR.

- Family Peer Support Program 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.
- CYPM kick-off meeting is held in February for Harford, Howard, and Carroll counties to begin implementing the program.

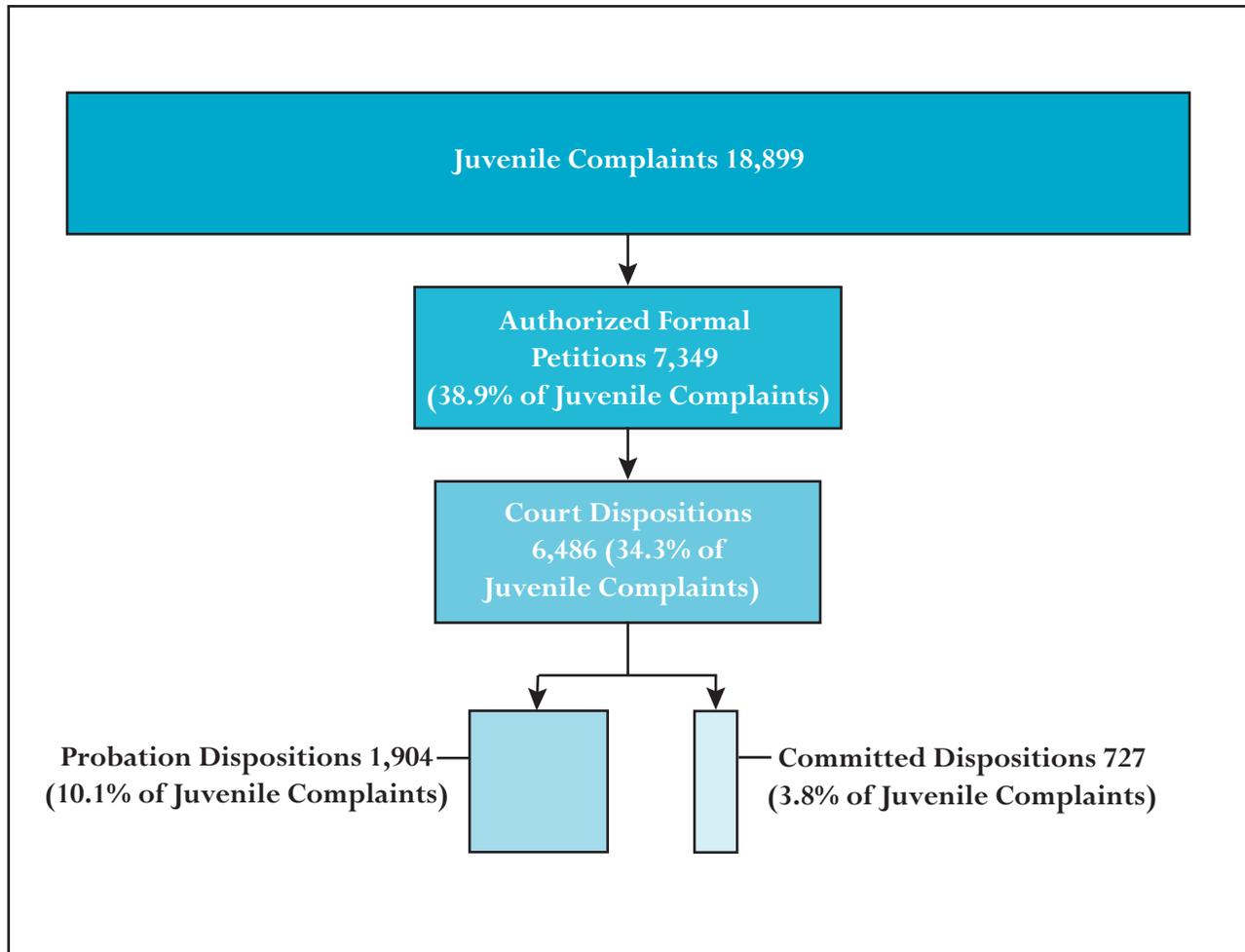
2019

- American Correctional Association (ACA) national accreditation 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.
- CYPM kick-off meeting was held in April for Allegany, Frederick, and Washington counties to begin implementing the program.



Historical photo from Cheltenham Youth Detention Center

Flow of FY 2019 Case Referrals*

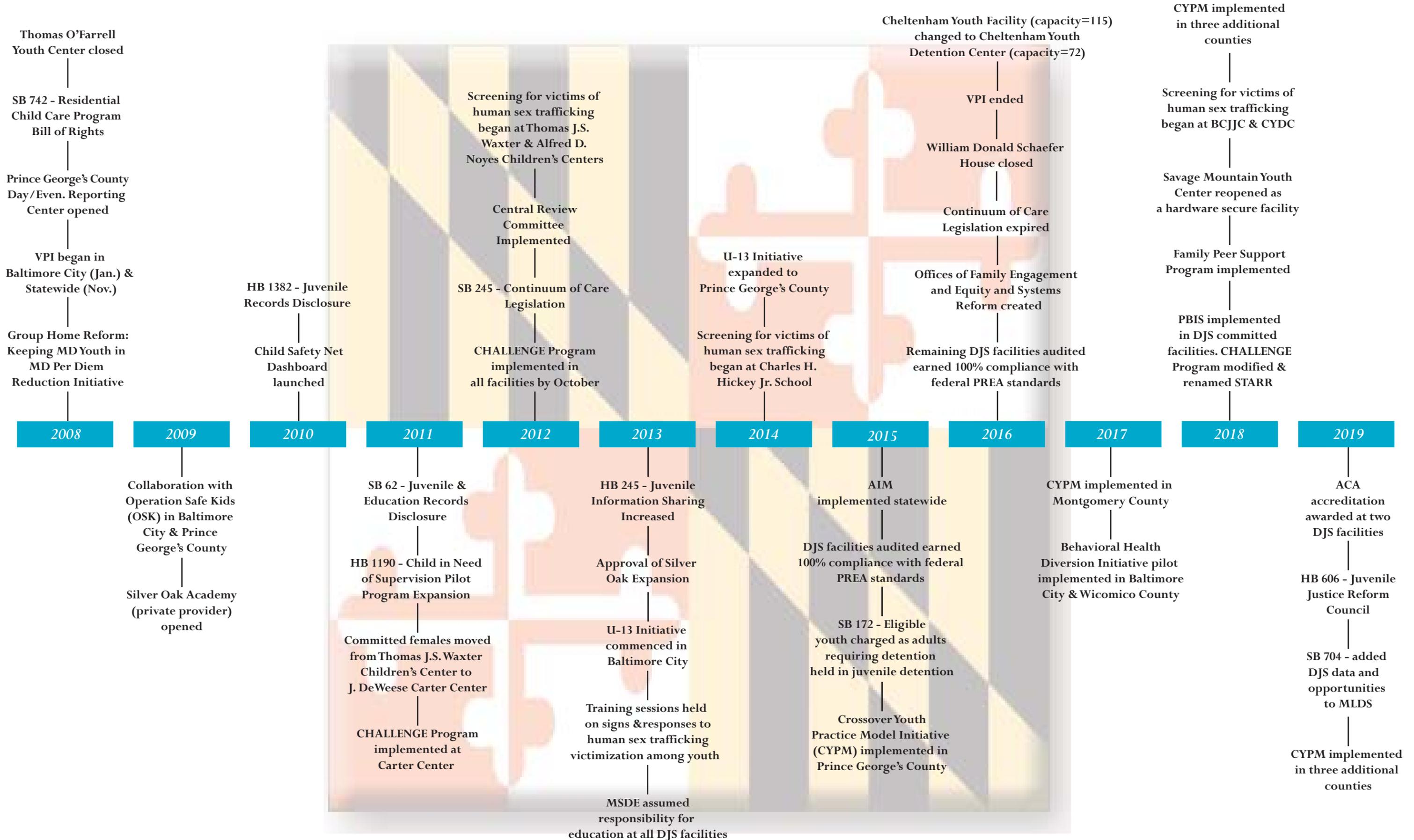


In FY 2019:

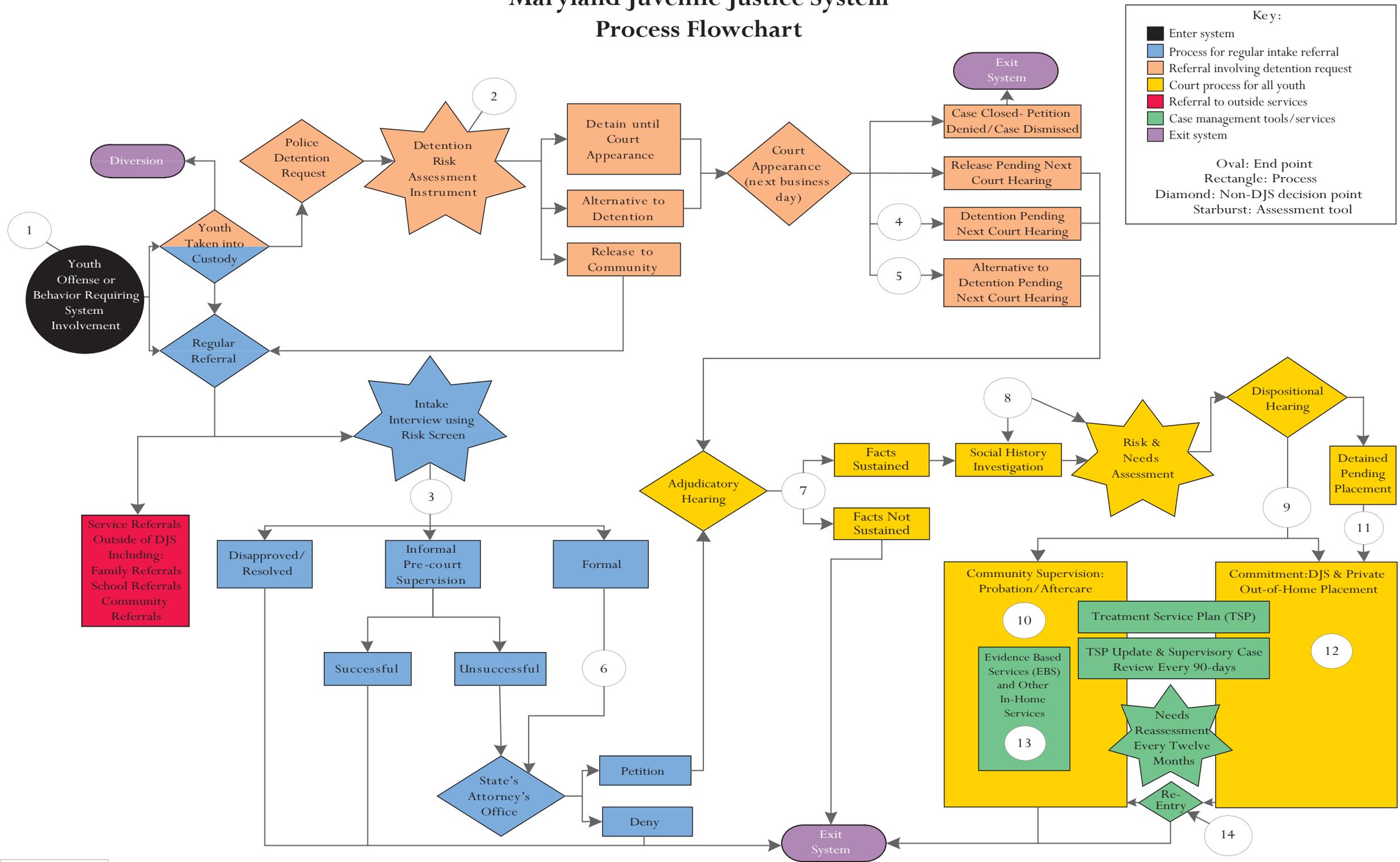
- There were a total of 18,899 juvenile complaints processed by DJS.
 - 38.9% (7,349) of those juvenile complaints were referred to the State’s Attorney for the authorization of a formal petition (as opposed to being resolved at intake or juvenile receiving pre-court supervision).
- Of the 7,349 juvenile complaints referred to the State’s Attorney, 88.3% (6,486) were petitioned and resulted in a court disposition. The remaining 11.7% includes 6.2% not petitioned (459), 4.8% denied by State’s Attorney (355), and 0.7% initial petition withdrawn (49).
- Of the 6,486 court dispositions:
 - 29.4% (1,904) received probation and 11.2% (727) were committed to DJS.
 - The remaining 59.4% (3,855) were dismissed/closed, continued, transferred, nolle pros., pending disposition, jurisdiction waived, writ pending, inter-region/state, or other.
- Of the 727 committed court dispositions, there were 76.3% (555) committed admissions (359 distinct youth). The remaining 23.7% (172) include community commitments and youth who had already been in a committed placement prior to the new intake.
 - Of the 555 committed admissions, 51.4% (285) were placed into DJS operated facilities while 48.6% (270) were placed into non-DJS operated facilities. Of those placed into non-DJS operated facilities:
 - 41.9% (113) went to a group home including ICFA, 24.4% (66) went to a RTC and 17.0% (46) went to Silver Oak Academy.
 - The remaining 16.7% (45) were placed out-of-state, in foster care, or in independent living facilities.

* Many FY 2019 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 2008



Maryland Juvenile Justice System Process Flowchart



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 a Detention Risk Assessment Instrument (DRAI).
3. 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;
 - Resolve, when it is determined that furthering the case would be disadvantageous to the interests of the youth and to public safety;
 - Informal pre-court supervision, where the family signs a 90-day agreement to certain conditions 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 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 or file a petition to the juvenile court.
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, which 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, along with regional re-entry specialists, 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 engaging its employees in innovative training opportunities around the policies that ensure the use of effective procedures and practices in juvenile justice. PTEU manages and guides a spectrum of tactical professional development opportunities that help to sustain the strategic direction of DJS leadership. PTEU plans, designs, and implements professional training opportunities for managers, supervisors, and staff along a continuum ranging from Entry Level Training (ELT) for its newest employees to Executive Training for its leaders.



PTEU plays a critical role in the Department's ability to attract and retain skilled and talented employees. Upon initial recruitment, all staff already possess personal attributes that are assets to the agency. PTEU's aim is to increase knowledge, enhance skills, and enrich staff attributes so that they are equipped and motivated to achieve DJS' vision, mission, and goals. In its training delivery, PTEU strives to uphold DJS core values and contribute to an optimistic organizational culture by delivering:

- **Entry-Level Training** is the first training experience that new staff members have once they successfully complete the hiring process. Each year, PTEU conducts several 6-week ELT sessions for newly hired employees. ELT embraces the core value of continuous improvement and learning for all individuals by collaborating with Carroll Community College to offer a 12-hour grammar class and awarding 5 college credits for students who successfully complete ELT and OJT.
- **On-the-Job Training (OJT)** continues to build proficiency and confidence by providing more individualized hands-on learning.
- **In-Service Training** is coordinated by training administrators within each region. Administrators ensure 100% compliance with in-service training requirements set forth by the Maryland Police and Correctional Training Commission's (MPCTC) regulations for mandated staff within their purview. In addition, they manage and coordinate annual in-service training programs to comply with state and national standards for juvenile justice training.
- **Aspiring Supervisor Training** is a four-day program offered to staff seeking to build their knowledge, skills, and abilities around supervisor duties.
- **Supervisor Training** sessions offered each quarter so that employees who have been promoted to supervisory positions can fulfill the requirement within one year as required by COMAR.
- **Specialized Training/Initiatives** offered as appropriate. Examples of specialized training include:
 - Collaborating with the Mental Health Association of MD to offer a 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 date, all staff receive YMHFA during their ELT, AMHFA as an in-service offering, as well as re-certification classes every three years through in-service training.
 - Conducting semi-annual MPCTC approved Basic Instructor Train the Trainer (T for T) courses that certified 29 new adjunct instructors in 2019.
 - Collaborating with national experts from The Moss Group to achieve PTEU's goal of building capacity to meet federal standards for the delivery of mandated PREA refresher training for facility staff and authorized providers. In 2019, PREA 2.0 training delivery focused on sexual safety, including Trauma, Effective Communication Strategies, Implicit Bias and Organizational Culture, and Professional Boundaries.
 - Continuing to be an active participant in Trauma Informed Care (TIC) and Positive Behavioral Interventions & Supports (PBIS) by delivering Behavior Management training to staff and collaborating with the Behavioral Health Unit to enhance its training opportunities related to PBIS and CHALLENGE training.

The **PTEU Certification Unit** is responsible for maintaining the accuracy of the Skills Manager training database. Skills Manager is a robust system used for collecting, managing, and reporting of records related to professional development, education, and training of all employees for the length of their careers. The Unit reports duty, training, and certification status of mandated employees to the MPCTC on a continuous basis. The Unit also submits requests for training program approvals, instructor certifications, and the year-end training compliance report for mandated employees.



Entry Level Training Graduating Class of February 2019