



Maryland Department of
Juvenile Services
Treating • Supporting • Protecting



FEBRUARY 25, 2009

**DJS COMPREHENSIVE THREE YEAR STRATEGIC PLAN
FY 2009 - 2011**



Anthony G. Brown
Lt. Governor

Martin O'Malley
Governor

Donald W. DeVore
Secretary

**DEPARTMENT OF JUVENILE SERVICES
COMPREHENSIVE THREE YEAR STRATEGIC PLAN
FY 2009 – 2011**

Vision Statement

Every child under the Department of Juvenile Services' (DJS or Department) supervision will become a self-sufficient productive adult.

Mission Statement

The Department of Juvenile Services ensures the safety of the community and the well-being and safety of the youth under DJS care, holds juvenile offenders accountable to victims and communities, and assists youth in developing competency and character to aid them in becoming successful members of society.

Guiding Principles

- Achieve public safety by successfully addressing youth needs.
- Encourage youth success through services closer to home that emphasize youth accountability.
- Promote objective decision-making based on scientific and validated assessment instruments.
- Develop professional staff, best practices and quality assurance processes essential to youth success.
- Incorporate collaboration and integration with other child serving agencies in working towards achieving the Department's goals.

The Maryland Model: DJS Goals

- Treating Maryland's children in Maryland.
- Improving conditions of confinement at all DJS facilities.
- Achieving better outcomes for children and families by becoming a data and results-driven department.
- Reducing juvenile homicides and non-fatal shootings by DJS supervised youth.
- Aligning organizational development with strategic planning goals.

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EXECUTIVE SUMMARY

Over the past year, the Department of Juvenile Services (DJS) has undergone a series of reforms. Under the leadership of Governor Martin O'Malley and Secretary Donald D. DeVore, DJS has been transformed into a data and results driven organization with a focus on achieving successful outcomes for children and families. Efforts to begin this transformation began in early 2007 and the Department has made significant strides in accomplishing its goal. Listed below are 10 of the most significant achievements the Department has accomplished during the current administration.

- Increased data-based management that provides improved transparency and accountability to the public through Quality Assurance processes including RegionStat, CaseStat and Facility coordination meetings.
- Developed new diagnostic assessment and interventions to identify youth under our supervision who are at greatest risk.
- Broke down traditional barriers to information sharing with local jurisdictions and our sister agencies to work collaboratively to improve public safety.
- Developed compliance strategy that allowed DJS to exit from the 2005 Federal Settlement Agreement concerning conditions of confinement at Cheltenham and Hickey.
- Renovated and opened Victor Cullen in 3 months to replace the capacity lost with the closing of Bowling Brook.
- Developed and implemented action plans to comply with critical recommendations from the O'Malley –Brown Transition Committee.
- Developed unprecedented cooperation with Baltimore City Courts, Baltimore Police Department, and Baltimore City Health Department resulting in full utilization of Operation Safe Kids.
- Reduced pending placement backlog and expedited the process for placing youth.
- Developed the first Maryland Compact for evidence-based services to treat youth close to home and avoid unnecessary institutional placements.
- Developed the Juvenile Services Violence Prevention Initiative to reduce fatal and non-fatal shootings of system involved youth.
- Increased opportunities for DJS youth at Backbone Mountain Youth Center to enroll in college courses at Garrett College. In June 2008, 12 youth successfully completed the courses at Garrett Community College. This is the fifth group of youth at Backbone to enroll in classes through Garrett College.

THE MARYLAND MODEL FOR JUVENILE SERVICES

The Department of Juvenile Services (DJS) seeks to ensure public safety, hold juvenile offenders accountable to victims and provide youth with the services needed to assist them in becoming responsible and productive members of society. DJS operates a system of juvenile justice services delivered in communities and facilities to meet the specific needs of youth and their families without compromising public safety.

Under the leadership of Governor Martin O'Malley and Secretary Donald W. DeVore, the Department has launched an ambitious reform effort to develop and implement the Maryland Model of juvenile services. The Model focuses on increasing public safety through the

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rehabilitation of youth. At its core, the Maryland Model provides services to youth in the least restrictive settings closer to their home. The Maryland Model promotes objective decision-making based on scientific and validated assessment instruments to prevent re-offending and to match youth with the appropriate services in order to create an effective and responsive service delivery system. In order to articulate and implement the Maryland Model, the Department is focused on the development of professional staff, the utilization of best practices and quality assurance processes, and the reliance on strong collaboration with law enforcement, service providers and child serving agencies.

The hallmarks of this model are based on the following tenets: *Treating Maryland's Children in Maryland; Improving Conditions of Confinement at all DJS Facilities; Achieving Better Outcomes for Children and Families by Becoming a More Data and Results Driven Agency; Reducing the Number of Homicides and Non-Fatal Shootings of Youth under DJS Supervision; and Aligning Organizational Development with Strategic Planning Goals.*

GOALS TO ACHIEVE THE MARYLAND MODEL

For fiscal years 2009 through 2011, the Department will be implementing the “Maryland Model” for juvenile services. The Maryland Model is a regionalized service delivery model, with an emphasis on evidence-based practices and community collaboration, validated assessment and treatment tools, treatment, and successful reentry for youth requiring residential care.

To ensure the implementation of the Maryland Model, DJS will increase community-based services, build in-state treatment capacity, strengthen interagency and local jurisdiction collaboration, recruit and train professional staff, implement national best practices, and increase departmental accountability through a quality assurance process.

1. Treating Maryland's children in Maryland

The first goal in implementing the Maryland Model is to treat Maryland’s children in Maryland. A dearth of adequate residential treatment programs in Maryland has resulted in many youth under DJS custody being placed out-of-state. To reduce the reliance on out-of-state placements, the Department will expand in-state residential treatment programs. The first step in developing adequate in-state capacity is to complete a Gap Analysis and Facilities Master Plan to analyze gaps in programming and develop recommendations for new construction and renovation. DJS will recommend the construction and renovation of residential facilities within the state in fiscal years 2009 through 2011: construction of one committed treatment center and one detention facility as well as the renovation of one detention facility.

Other critical strategies to treat Maryland’s children in Maryland are to maximize the use of alternatives to placement, to keep youth in their communities and to expand the use of evidence-based services in the State. Within the next three fiscal years, DJS will expand utilization of evidence-based practices. DJS also will identify and integrate national best practices in both facility and field operations, training and program development.

Another important strategy is to reduce the number of youth who are pending placement in detention. Secretary DeVore and members of the Judiciary co-chair a bi-weekly meeting to help

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expedite the placement of youth and reform the placement process. DJS also will continue to streamline and improve its placement process to ensure appropriate and efficient referrals and placements. In addition to internal streamlining, DJS worked with the Governor's Office for Children (GOC) to streamline the statewide placement process. The DJS Deputy Secretary, the former chair of the State Coordinating Council, continues to work in collaboration with the GOC to further streamline the Local Coordinating Council/State Coordinating Councils.

Strengthening and supporting private providers of service to youth is a core strategy in implementing the goal to improve in-state capacity. The Department will collaborate with providers to develop and implement a provider self-assessment process to support continuous improvement, and develop and implement a performance-based program evaluation process of service provision, and establish ongoing methods of communication including DJS/Provider discussion forums. The Department also will provide ongoing technical assistance and training to DJS and service provider staff and integrate best practices and continuous improvement activities in the development of program services.

2. Improving conditions of confinement at all DJS facilities

In June 2005, the State of Maryland and U. S. Department of Justice (DOJ) entered into a written agreement pursuant to which the State agreed to undertake certain improvements at DJS residential facilities and to purchase the services to meet the standards set out in the agreement. Cheltenham Youth Facility (CYF), Charles H. Hickey, Jr. School (CHHS) and the Baltimore City Juvenile Justice Center (BCJJC) are all part of the Settlement Agreement which requires that these facilities be brought into compliance with the Civil Rights of Institutionalized Persons Act (CRIPA).

The Settlement Agreement requires the State to make improvements in several substantive areas related to service delivery, including protection from harm, suicide prevention, mental health, medical care, special education, and fire safety. Conditions of confinement in the three DJS CRIPA facilities were monitored and reported on by DOJ. On June 30, 2008, DJS achieved compliance with CRIPA at the Cheltenham Youth Facility and Charles H. Hickey, Jr. School. The Department continues its commitment to bring Baltimore City Juvenile Justice Center into compliance in fiscal year 2010.

DJS developed the Office of Quality Assurance and Accountability (OQAA) to further improve conditions of confinement in DJS facilities. This Office is responsible for implementing a continuous quality improvement process that includes self-assessment, monitoring, strategic planning and corrective action of all DJS facilities. To achieve this goal, OQAA develops policy, provides technical assistance, and ensures that programs reflect best practices.

DJS will expand structured programming in facilities in fiscal years 2009 through 2011 in an effort to improve conditions in each facility. The Department will implement a fully structured program day by contracting with community service providers to offer programming in the evenings, after school, and on the weekends. In addition, DJS will provide dedicated recreational staff for each facility to sustain increased programming. Structured programming will reduce idleness, provide a meaningful residential experience, and reduce violence.

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3. *Achieving better outcomes for children and families by becoming a data and results-driven Department*

To achieve successful outcomes, the Department has integrated StateStat, the State's data-driven decision making model, into its management functions through the development of a series of statistical processes: RegionStat, CaseStat, and Facility coordination meetings. These statistical systems routinely analyze data at the Department level, local area level, facility level, and case level to determine the effectiveness of programs and policies. The Department is analyzing objectives, strategies, and indicators to measure success of children and reviewing outcomes and improvement plans to ensure youth achieve success. The Department is enhancing the quality improvement and accountability of its programming by expanding the process to all DJS programs/units and contracts. Each DJS unit has established performance indicators that will be reviewed and corrective actions developed if needed.

DJS also has instituted program reforms and improvements to include the statewide implementation of the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). This nationally replicated initiative involves efforts to streamline and rationalize local detention systems, eliminate inappropriate and unnecessary use of detention, protect public safety by minimizing failures for juveniles to appear in court, and reduce delinquent behavior.

As part of the Child and Family Services Interagency Strategic Planning, DJS initiated, with the Maryland State Department of Education (MSDE), the Department of Human Resources (DHR), the Department of Health and Mental Hygiene (DHMH), and the Governor's Office for Children (GOC) improvement of the delivery of services to children and their families. DJS is now collaborating with these child-serving agencies to implement the eight broad recommendations to improve family and youth partnerships, interagency structures, workforce development and training, information sharing, access to opportunities and care, continuum of opportunities, supports and care (primarily DJS' responsibility), financing, and education. These interagency efforts focus on eliminating duplicated services, removing barriers to communication, and ultimately reducing the number of children entering delinquent pathways.

Following a highly competitive national application process, DJS and DHR were selected to participate in the Juvenile Justice and Child Welfare Integration Certificate Program/Breakthrough Series Collaborative, a new leadership initiative sponsored by the Georgetown University Center for Juvenile Justice Reform and Casey Family Programs. DJS Secretary DeVore and DHR Secretary Donald will lead Maryland's involvement in this year-long national leadership initiative that began in July 2008. Maryland's interagency team will develop and test innovative approaches to improve outcomes for youth involved in juvenile justice and child welfare systems. The necessity for a coordinated cross-agency approach is well documented. Research clearly establishes that child abuse and neglect is associated with an increased risk for delinquency. On completion of the one-year Breakthrough Series Collaborative program, Maryland's interagency team will serve as Fellows of the Center for Juvenile Justice Reform to provide national leadership in support of multi-system reform by public agencies in other states.

DJS is committed to ensuring greater family and youth involvement in treatment planning at the

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facility and community level. Programming is being developed by the DJS Community and Family Partnerships unit (CFPU) to increase structured programming, family involvement and workforce development.

4. Reducing juvenile homicides and non-fatal shootings by DJS supervised youth

Ensuring public safety is a fundamental objective to the Department's mission. The Department is creating and implementing several new programs to support the achievement of this goal.

As part of its violence prevention efforts, the Department, in collaboration with the police and health departments, has implemented a Violence Prevention Initiative (VPI) across the state to provide enhanced community-based case management and increased monitoring of high-risk juvenile offenders. DJS initiated the VPI initially in Baltimore City in January of 2008 and subsequently expanded statewide by December of 2008. The VPI model includes increased programming that targets the needs of high risk youth during non-traditional hours. The VPI will use a Global Positioning System (GPS) as a means to identify youth location and decrease response times in the event of a violation. DJS regularly reviews all juvenile homicides and non-fatal shootings to improve case management practices and identify risk factors for youth violence. Assisting in this review is the DJS Office of Quality Assurance and Accountability (OQAA) and members of the VPI.

The Department is committed to reducing youth involvement in gangs. To bring about this reduction, the Department is participating in a Kaizen group, a Governor's Task Force that is focusing on curbing gang violence by developing a comprehensive and coordinated statewide gang intervention/prevention plan. DJS hired a Director of Gang Intelligence unit to oversee the expansion of the plan and to coordinate efforts to collaborate with local police gang intelligence units to monitor and reduce gang involvement. The Department continues to utilize its state-of-the-art gang database in the collection and distribution of gang intelligence.

5. Aligning organizational development with strategic planning goals

Stemming from the Transition Team recommendations, the Department has undertaken the review of its organizational systems and its resources and has aligned these with its strategic planning goals. Departmental reorganization leads to achievement of its goals and greater efficiencies.

To develop its human resources, the Department has reviewed and implemented strategies to improve the recruitment and retention of personnel. To enhance staff competencies, the Department will review and improve the quality of training and continue to support leadership development.

The Department has regionalized into six geographic regions with the goal of delivering services to youth closest to their homes, families and communities. Regional Services will manage intake, probation, aftercare, alternatives to detention, detention and committed treatment facilities. The DJS Central Office will continue to provide leadership, guidance and oversight.

The Department has developed a Contract Management Council dedicated to monitoring and

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improving contract performance. DJS has implemented internal auditing changes to ensure legal compliance, contract performance and the appropriate and efficient use of resources.

In an effort to maximize revenue, the Department created a Grants unit. The Grants unit will seek and obtain revenue from the application and award of grant opportunities. In addition, the Youth Assistance unit will continue to pursue increased federal reimbursement of eligible services.

FUTURE CHALLENGES

As the Department moves forward to accomplish its goals it continues to face challenges. From the physical plant of DJS facilities, to the lack of resources to provide meaningful community-based programming, these challenges touch all areas of the Department's functions. The Department will work with state agencies, the legislature, and its community partners to overcome its challenges and provide the most responsible services for all youth in DJS care.

A fundamental concern of the Department is its staff. Retention of competent and committed employees has been an historical departmental challenge. The Department competes with local counties and neighboring states that provide more attractive compensation and benefit packages. This competition makes it difficult to attract and retain good employees. In addition to competition with surrounding jurisdictions, the Department competes with the Department of Public Safety and Correctional Services. The Department will continue to seek pay parity for its employees to ensure DJS staff salaries are consistent with its competitors.

The lack of services for older adolescents is a major obstacle to DJS' service delivery. DJS will conduct a thorough analysis of existing programs, placement resources, treatment services, transition services and aftercare planning methods, to develop new programs aimed at servicing this historically underserved population. DJS will partner with other child serving agencies and private providers to create this service delivery system. In addition to the systemic challenges of working with older youth, connection to workforce development programs and meaningful job opportunities for DJS youth continues to be a challenge. The Department will forge new relationships with the Department of Labor, Licensing, and Regulation, and the Department of Business and Economic Development to build state capacity for job training and placement targeted at adolescents in DJS care.

Enhancing transition planning of all DJS youth back to their home community is a major focus of the Department. These services, however, often fail to provide adequate support for youth when they are released from DJS care. The Department is committed to developing the community resources that will assist the youth upon release in receiving services to meet his or her educational, mental health, physical health and substance abuse needs.

The Department continues to face obstacles in aligning the needs of DJS youth with the availability of existing in-state residential resources. The Department plans to review and assess its utilization of residential treatment care and group homes by embarking on a full restructuring of the current placement inventory and system. DJS will identify gaps in treatment services and obstacles to placement and implement appropriate reforms. In addition, OQAA will monitor program utilization to ensure continued appropriateness of available services.

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DJS is currently implementing various strategies to improve case management practices. To achieve goals related to case management the Department will increase its reliance on validated assessment decision-making, increase the amount and improve the quality of training for its case management staff, track and assess outcomes.

Another ongoing challenge for DJS is its Information Technology systems. The DJS IT system is constantly challenged by the demand and changing needs of the Department. This high demand limits the existing resources of the DJS IT unit and its ability to maintain existing services while meeting the demands of changing priorities of the Department. To support its reform agenda, DJS will need adequate resources. The Department must modernize and improve its information technology system to ensure the installment of up-to-date systems in all facilities and area offices, and the development of data systems to track data needed to support management decisions. These functions are critical to reform and must be supported by the Department's challenged budget.

The Department is committed to realizing its vision of every child under its supervision becoming a self-sufficient productive adult. With the goals and strategies outlined in the attached DJS Comprehensive Three Year Strategic Plan for fiscal years 2009 through 2011, the Department is confident it has developed a clear design and message for accomplishing its vision.

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OFFICE OF THE SECRETARY

The Office of the Secretary provides leadership, direction and coordination to the Department's Regional Operations and Support Services Divisions. The Office establishes policies and practices, initiates legislation, approves the allocation of resources, ensures accountability, and guides the implementation of departmental goals driven by the Maryland Model for juvenile services.

The Office of the Secretary is comprised of the following units: Communications, Legislative Affairs, Equal Opportunity and Fair Practices, and Community and Family Partnerships. In addition the Office of the Secretary oversees the following initiatives: CaseStat, the Juvenile Detention Alternatives Initiative, CRIPA, and Gender Responsive Services.

COMMUNICATIONS

The Communications unit is responsible for promoting the Department's vision both internally and externally. The unit is responsible for fielding all media inquiries, providing accurate and timely public information, and coordinating media relations, public information, press conferences, as well as events for DJS. The unit also is responsible for managing all information contained in the Department's website and intranet site. In addition to this general information, the unit is responsible for maintaining regular communication between the Office of the Secretary and the entire staff. To accomplish this task, a weekly newsletter, the I-Bulletin, is internally published and circulated to all DJS staff and all members of all DJS' advisory boards. The unit works closely with the Secretary to ensure that the Department's message is consistent with the Department's goals and overall vision.

In fiscal year 2009 the unit will execute a communication plan that will articulate the Maryland Model, highlight the Department's goals and accomplishments, and advocate for the increased funding being proposed for the DJS Capital and Operating budgets. For the first time, the Department will have a comprehensive communication strategy to preserve and maintain consistency in the delivery of the Department's message. During fiscal years 2009 through 2011 the Communications unit will continue to ensure its message and the goals of the Department are responsibly conveyed to the public.

***INDICATORS:** number of published I-Bulletins, number of positive press stories focusing on Departmental functions, and completion and implementation of the communication plan by the end of fiscal year 2009.*

LEGISLATIVE AFFAIRS

The Legislative Affairs unit reviews all legislation being considered by the Maryland General Assembly, county or local councils for any direct or indirect impact on the Department of Juvenile Services; advocates the Department's positions on proposed legislation, budgets and other governmental action; formulates position papers with input from staff; prepares testimony and briefing materials for presentation to the various committees of the Maryland General Assembly (MGA), county or local councils; attends all legislative hearings, briefings, and meetings of interest to the Department during the legislative session and the interim; guides all Departmental legislation through the legislative process to ensure its successful passage; and

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coordinates submission of all responses to Joint Chairmen Report requests.

During the 2009 through 2011 sessions of the Maryland General Assembly, the Legislative Affairs unit will advocate for the passage of DJS Capital and Operating budget proposals. In fiscal years 2009- 2011 the unit will continue to develop and support legislation that helps achieve the Department's goals and that support the Maryland Model.

INDICATORS: passage of the proposed budget; passage of legislation in support of Departmental goals.

FAIR PRACTICES AND EQUAL EMPLOYMENT OPPORTUNITY

The goal of the Fair Practices and Equal Employment Opportunity unit is to ensure fair practices and equal employment opportunity by prohibiting unfair and discriminatory employment practices on any illegal basis. Because of its importance, Secretary DeVore, in one of his first acts as Secretary, elevated this unit to the Office of the Secretary. Under Maryland State Law, in Title 5, State Personnel and Pensions Article, Annotated Code of Maryland §5-208, Title 17, Subtitle.04 and Maryland Executive Order 01.01.2007.09, Code of Fair Employment Practices, the unit must ensure that all personnel actions concerning any employee or applicant will be taken on the basis of merit and fitness, without regard to age, race, sex or creed, and without regard to political affiliation, belief or opinion.

The Fair Practices and Equal Employment Opportunity unit develops and implements policies that promote equal employment opportunities and workforce diversification for women, minorities and persons with disabilities. The unit provides employees with a means to file a complaint for discrimination or other unfair employment practice without fear of harassment or retaliation, as well as provisions for informally resolving complaints whenever possible.

As part of the review of its culturally competent services, an additional goal of the Fair Practices and Equal Employment Opportunity unit is to develop policies and data that enable DJS and staff to work effectively in cross-cultural situations. As a result, the unit implements the policy for the provisions of language services for DJS staff, youth and families. This policy reduces language barriers that can preclude meaningful access to services to youth and parents of youth under its jurisdiction with limited English proficiency.

In fiscal years 2009 through 2011 the Fair Practices and Equal Employment Opportunity unit will continue to provide training to managers and supervisors on the Governor's Code of Fair Employment Practices issued in 2007; provide ongoing training of managers and supervisors on Fair Practices and Equal Employment Opportunity within DJS; provide accommodations for staff and persons from the public with disabilities; complete annual report to Maryland Department of Disabilities (MDOD) to reflect accommodations provided to staff; implement and train staff on the delivery of language services for youth and families; develop cross-cultural competencies in programs, policies and data; ensure ongoing compliance with U.S. Department of Justice Settlement Agreement on youth with hearing impairments; and complete monthly tracking of youth identified as having a hearing impairment.

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INDICATORS: number of supervisors who have reported training data to PDTU; numbers of internal and external complaints filed; completed state annual report on fair practice, and equal employment opportunity; report of monthly accommodations provided to staff and public; number of monthly trainings provided with the state vendor on language service delivery.

COMMUNITY AND FAMILY PARTNERSHIPS

The Community and Family Partnerships unit (CFP) was created in 2007 on the recommendation of the Governor's DJS Transition Team, which called for greater participation from families and enhanced community-based services. The CFP unit collaborates with DJS units to create and implement strategies to support the Department's efforts to expand the hours of daily structured programming for youth in detention centers and through community re-entry programming, enhance effective partnerships with community-based providers, maximize volunteers, interns and mentors, establish and further enhance workforce development programs, and increase the involvement and respect of families.

The CFP unit is creating a new paradigm for facility programming by funding community-based vendors to provide youth development programming with family involvement and community re-entry components at DJS detention centers and other DJS facilities. In fiscal year 2008, the Department funded community-based vendors to provide facility programming at the Baltimore City Juvenile Justice Center (BCJJC), Cheltenham Youth Facility (Cheltenham), J. Carter DeWeese Children's Center (Carter), Charles H. Hickey, Jr. School (Hickey), Alfred D. Noyes Center (Noyes) and Thomas J.S. Waxter Center (Waxter) detention centers. The CFP will expand the duration of these programs for these six facilities, and initiate similar programming in other detention centers and committed treatment programs operated by DJS in fiscal year 2009. The Department will increase youth development programming based on arts, life skills, self-esteem, empowerment, social skills, and job readiness, and will ensure the integration of family involvement and community re-entry components in the funded programs. In fiscal years 2010 through 2011, the CFP unit will sustain this initiative and expand it to all DJS detention and committed treatment facilities.

To support programming for youth by community-based vendors, the CFP unit created Staff Advisory Teams (SAT) and Point Teams at the BCJJC, Cheltenham, Hickey, Noyes, Carter, and Waxter detention centers. Comprised of staff from direct care, behavioral health, education and both facility and field case management, the SAT allow staff who work directly with youth to have input in the programming needed, the vendors who are selected, and the scheduling of skills-based trainings and activities. In fiscal year 2009, the SAT and Point Team roles will continue to receive with training and more opportunities for input. In the next two fiscal years, SAT will be expanded to all detention centers.

The CFP unit is expanding programming for youth by training DJS staff, creating new partnerships with community-based groups and agencies, and enhancing its volunteer and mentoring programs. These efforts have already produced a ceramic arts studio at Cheltenham, and a Book Club for Noyes that will be expanded to Hickey and BCJJC, a mentoring partnership with Johns Hopkins University, and the training of DJS staff in jobs skills that resulted in programs at Hickey and the Western Maryland Children's Center (WMDCC). In fiscal year

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2009, the CFP will increase partnerships and expand the training of DJS staff and volunteers to provide programming in other detention facilities. The unit also will work collaboratively with the Office of Quality Assurance and Accountability to develop a comprehensive protocol for the training and certification of DJS staff to provide youth development programming and workforce development support in facilities and communities. In fiscal year 2010, the CFP unit expects to pilot this certification process and see it fully implemented in fiscal year 2011.

The CFP unit plans to develop a family liaison function that employs legacy or veteran parents of the juvenile justice system or those with comparable insight and experience who have good communication and intrapersonal skills and can impart successful strategies for families. In fiscal year 2010, family liaisons positions will be created with initial primary responsibility for Baltimore City. Positions and programming will be expanded to Baltimore County, Montgomery County and Prince George's County in fiscal year 2011. These family liaisons will be instrumental in furthering parent and adult caregiver trainings, and leading focus and support groups. In collaboration with the Maryland State Department of Education, the CFP unit piloted training at Hickey on special education issues for parents. The unit will develop additional trainings for families, including sessions on navigating the juvenile justice and child-serving systems, healthy youth and family development, and productive child advocacy. Family liaisons also will help develop strength-based protocols to provide a balanced view of youth to prospective community-based and residential providers. In fiscal year 2009, the CFP unit will be working with the Placement, Professional Development and Training, and Behavioral Health units to develop checklists for balanced placement packets and to ensure productive family involvement.

In fiscal year 2009, the CFP unit will launch a new initiative to find volunteer opportunities for DJS youth in the community that will build their self-esteem and sense of accomplishment. In fiscal year 2008, the unit initiated a mentoring program with Johns Hopkins University that is a combination of one-on-one and group mentoring programs. The students were introduced to youth mentees in facilities to build relationships, and once youth were returned home, mentors continued assisting youth with academics and homework and served as positive role models. In fiscal year 2009, with outreach to Maryland's Mentoring Partnership and Baltimore Rising, the CFP unit will continue to operate the program for the full academic year and add more students. The CFP unit also will explore opportunities to expand this program to other Maryland colleges and universities. With available funding, the CFP will work with the Regions to fully implement the "Moving to Independence Mentoring Initiative" that began in 2006. The unit will further implement the goal, as defined in 2007 by the Maryland General Assembly through Senate Bill 175, to establish "Maryland Rising," a mentoring program to target youth who are returning from committed placements. Throughout fiscal year 2009, the CFP unit will explore how to establish a statewide mentoring program with community agencies, volunteer organizations and other groups with existing and expanded new resources, and then implement the program in the ensuing two years.

Working in conjunction with both the DJS Support Services and Regional Operation Divisions, the CFP unit is spearheading the Department's job readiness program for youth, and three workforce development initiatives as a way to promote effective prevention and intervention

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strategies for youth. The first initiative is to launch a pre-apprenticeship program, a partnership with the Department of Labor and Licensing Regulations (DLLR), to introduce youth to particular trade employment opportunities, support them to earn a high school diploma or GED, and prepare them to enter full apprenticeship programs at the appropriate age. This program currently is being developed and will be fully implemented in fiscal year 2009 at the Victor Cullen Center. A similar program will be offered to DJS youth who remain in their homes or communities in fiscal year 2010 with more program sites established throughout the state in the following two years.

The second initiative involves supporting the Civic Justice Corps pilot programming launched with \$1 million funding by the Governor to the Department of Natural Resources (DNR), and in partnership with Baltimore City Public Schools (BCPSS). The CFP unit was instrumental in recruiting and signing up 100 Baltimore youth from BCPSS and supporting the effort to recruit and support 100 DJS youth in this pilot program. The unit additionally will provide technical assistance support and training for seasonal staff in this program. In fiscal year 2009, the CFP unit will work with the Office of the Secretary and DNR to make the DJS role more direct in selecting and orienting youth and supervisory staff. CFP unit will provide ongoing support to youth in the summer program.

In its third initiative, the CFP unit will serve as the Department's liaison for an innovative United States Department of Labor (DOL) workforce and education initiative designed to reduce violence and gang activities. Baltimore City Public Schools serves as the lead agency in partnership with DJS, the Mayor's Office of Employment Development (MOED) and Baltimore Mental Health Systems (BMHS). Youth at-risk, on probation, or previously incarcerated who reside in certain areas of Baltimore will be eligible for job readiness trainings, stipend internships and subsidized employment as part of a plan to have youth commit to staying in school, returning to school, or obtaining their GED. In fiscal year 2009, three workforce development specialists hired with DOL funding will identify, recruit, train, support and retain youth in job readiness and employment opportunities.

***INDICATORS:** number of hours from funded facility programs contributing to meeting 4 hours per day of programming, number of youth involved with community re-entry strategies associated with facility programming, number of families involved with trainings and other involvement initiatives, number of staff participating in Staff Advisory Teams, number of staff trained to facilitate skills trainings, number of staff conducting skills trainings in facilities and communities, percentage of DJS case managers and resource specialists regularly utilizing strength and asset-based balances in resource packet, number of committed youth trained in positive interviewing techniques, percentage of community-based providers involved in the Community-based Vendor program, number of youth involved in the workforce development programs, number of youth assigned a mentor, number of volunteers, foster grandparents and interns working in the Department, and number of families engaged in trainings and support groups .*

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CASESTAT

In fiscal year 2009, the Office of the Secretary will fully implement the CaseStat initiative, an agency-wide accountability and technical assistance system, to support data-based measurement and continuous improvement of community case practice. DJS will design and implement a framework for systematic evaluation of probation and aftercare services and non-residential programs. This community services evaluation framework will incorporate quantitative and qualitative components. Through CaseStat, and in collaboration with the Office of Strategic Analysis, the Department will develop, measure, and track process and outcome standards for effective and efficient case processing. Working with Regional Directors, Program Directors, and Deputy/Assistant Secretaries, the departmental staff assigned to this initiative will provide technical assistance to facilitate the effective implementation of best practice standards for community supervision.

INDICATORS: number of case reviews completed, number of cases meeting established best practice standards.

JUVENILE DETENTION ALTERNATIVES INITIATIVE

DJS started statewide participation in the Juvenile Detention Alternatives Initiative (JDAI) in 2007. The goals of JDAI are to reduce overcrowding in juvenile detention centers by safely maintaining the youth in the community in detention alternatives without jeopardizing public safety or increasing the number of youth who fail to appear for court. The best practices of the JDAI will be expanded and implemented in all twenty-four jurisdictions in fiscal years 2009 through 2011.

Expanded statewide participation in JDAI began in the fall of 2007 with the development and planned implementation of the Detention Risk Assessment Instrument (DRAI) in five local jurisdictions. The Department will use a standardized DRAI template statewide that allows for variation in scoring that reflects region-specific differences. DJS decided to develop locally validated instruments for the five largest jurisdictions (Anne Arundel, Baltimore, Montgomery and Prince George's Counties and Baltimore City) and a separate instrument for the remaining nineteen counties, resulting in six locally validated DRAI. The local DRAI have been completed with the assistance of the University of Maryland's Institute for Governmental Service and Research (IGSR). For the first time in DJS history, the decision to detain a youth will be based on a validated assessment of a youth's risk to the community and the potential of the youth failing to appear for future court dates. Each of the five largest local jurisdictions was given the opportunity to have input into the development of the final version of the DRAI for their respective jurisdiction. Presentations were organized and given throughout the state to local stakeholders and were used as a forum to explain the tools, purpose and validation process. The final versions of the DRAI are automated and DJS staff have been trained to use the automated tool. The Department will complete a re-validation study by the end of fiscal year 2010.

In fiscal year 2009, the Best Practice/JDAI unit in the Office of Quality Assurance and Accountability will determine and document current regional alternatives to detention. In the next two fiscal years, the unit will develop a desired continuum of regional alternatives, finalizing the model in fiscal year 2011. The unit also will evaluate the localized DRAI results,

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conduct a revalidation of the DRAI and ensure appropriate data collection, reporting and analysis of the DRAI data in fiscal year 2009. In fiscal year 2009, the Best Practice/JDAI unit also will be working to reduce racial disparities in the Juvenile Justice system and will determine the Disproportionate Minority Contact (DMC) rates for regional sites and educate local sites about how to implement JDAI strategies through a racial lens and address DMC issues in the regions.

INDICATORS: number of youth placed in detention, number of youth placed in detention alternatives, percentage of detention decisions based on DRAI, Relative Rate Index (DMC rate).

CRIPA

In August 2002, the Department of Justice (DOJ) notified State of Maryland officials of its intent to investigate conditions of confinement at the Cheltenham Youth Facility and the Charles H. Hickey, Jr. School as part of the Civil Rights of Institutionalized Persons Act (CRIPA). CRIPA authorizes the Attorney General of the United States Department of Justice (DOJ) to conduct investigations and litigation relating to conditions of confinement in government operated institutions such as prisons, jails, residential mental health facilities, residential facilities for the developmentally disabled, and juvenile correctional facilities.

In June 2005, the State and DOJ entered into a written agreement (Settlement Agreement) pursuant to which the State agreed to undertake certain improvements at the facilities and to purchase the services to meet the standards set out in the agreement. The Settlement Agreement requires the State to make improvements in several substantive areas related to service provision, including Protection from Harm, Suicide Prevention, Mental Health, Medical Care, Special Education, and Fire Safety. The Agreement also contains certain procedural elements for State compliance with the Agreement, including Policy Development and Review, the creation of Quality Assurance Programs in each of the substantive areas, and the development of Corrective Action Plans.

In July 2006, the Department hired a CRIPA coordinator to oversee compliance and effective communication with DOJ. The Settlement Agreement allows DOJ federal monitors to visit both facilities at specified monthly intervals to inspect the facilities and facility documentation and to report to the DOJ on their findings.

In August 2006, the Department received the letter of findings from DOJ regarding conditions of confinement at BCJJC. In May 2007, DJS agreed to incorporate the Baltimore City Juvenile Justice Center (BCJJC) into the existing settlement involving Hickey and Cheltenham. DJS agreed to make safety improvements to the physical structure at BCJJC by making units suicide proof and to improve the mental health and education services and behavior management.

In fiscal year 2008, strategic plans were developed by DJS and facility staff for Hickey, Cheltenham and BCJJC to guide activities aimed at achieving compliance with the Settlement Agreement. These plans are based on best practice standards and detail how the facilities will accomplish full compliance.

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On June 30, 2008, DJS achieved full compliance with the CRIPA Settlement Agreement at the Cheltenham Youth Facility and Charles H. Hickey, Jr. School. The Department continues its commitment to bring BCJJC into compliance in fiscal year 2010. Specific strategies to enhance suicide watch and seclusion procedures as well as efforts to improve Individualized Education Plans (IEP) have been the priority and further improvements in incident reporting, senior management reviews and behavior management programs are a part of a longer term plan. As of December 2008, 20 of the original 29 provisions for BCJJC have come into substantial compliance. For further information concerning CRIPA and the Department's responses, see the Departmental website at <http://www.djs.state.md.us/cripa.html>.

ADVISORY BOARD SUPPORT

The State Advisory Board (SAB) for Juvenile Services was reconstituted in 2006 exclusively as a 19 member advisory board to the Secretary of DJS. The State Advisory Board is committed to supporting the vision set forth by Governor O'Malley and Secretary DeVore to reform the juvenile justice system in Maryland. The overarching vision of the board includes:

- emphasizing its advisory role to DJS leadership by posing recommendations and by having input into key DJS discussion around programming and budgeting;
- instituting a supportive role for facility advisory board chairs and facility superintendents;
- establishing an advocacy role and stressing public awareness around the progress of DJS by delegating authority to four subcommittees: Finance and Administration; Residential Facilities; Behavioral and Health Services; and Community Supervision.
- creating an Executive Committee comprised of the subcommittee chairs responsible for governing functions of the SAB and its subcommittees; and
- identifying effective strategies and programs that support DJS functions.

Key responsibilities of the SAB specified in Human Services Article § 9-215 include:

- providing consultation and advice to the Secretary of the DJS around each aspects of juvenile justice, educational programs and services, programs to divert children from the juvenile justice system;
- recommending policies to the Secretary to improve services in the State;
- interpreting for the public; and
- participating in planning development and use of available resources to meet Departmental needs.

Additionally, Human Services Article § 9-215 permits the SAB to approve establishment of statewide facilities advisory boards and consent membership on each of the facility boards. The SAB provides oversight to the facility advisory boards that relate to the effective operation and improvement of the facility. The Department has established Facility Advisory Boards for all state-operated detention centers and committed facilities, which are overseen by the Advisory Boards Support unit. The unit is responsible for organizing, planning, and staffing all advisory board meetings, and recruiting board members from the community, local agencies, and business establishments where the facility is located. The unit also serves as the liaison between the board members and DJS, and attends events hosted by the board members for youth in DJS care.

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The Department is committed to having community members and concerned citizens who make up the Facility Advisory Boards join national experts in juvenile justice to bring in diverse and needed voices to assist the Department in achieving the Maryland Model. The Advisory Board members also help to advise the Secretary, Deputy Secretaries, Assistant Secretaries, and the Facility Superintendents in matters that relate to the effective operation and improvement of DJS facilities. The Facility Advisory Boards are valued partners in educating the greater community of DJS' efforts.

During fiscal year 2009 through 2011, the Advisory Boards will foster partnerships with local juvenile justice advocates, encouraging their involvement along with community members who support the improvement of juvenile services. The unit also will develop relationships with experts and organizations related to serving juveniles across the state and the nation; issue Public Service Announcements (PSA) for use in community news and print media; coordinate networking opportunities to establish forums for members and non- members to interact and disseminate program resources; create marketing materials designed specifically for use by the Advisory Board leadership for recruitment purposes to target audiences; and establish electronic correspondence for dissemination to fraternal, social, faith-based organizations, local clergy, local politicians, business communities, academic communities, the legal community (both public and private and family members of children under the supervision of DJS.

INDICATORS:: number of meetings held, retention of membership, number of subcommittee ad hoc activities, number of recommendations adopted by DJS leadership, percent increase in membership of Advisory Boards, percent of Advisory Boards with vacancies, percent increase in volunteers, percent increase in donations, and percentage increase in grant fund.

GENDER RESPONSIVE SERVICES

In 2007, Secretary DeVore made gender responsive services a priority by establishing a Gender Responsive Services initiative. A comprehensive evaluation of existing Gender Responsive Services conducted by the Department in fiscal year 2007 yielded several recommendations that the Department is implementing. These recommendations include the creation of a Trauma Informed Care treatment model for female youth in state operated residential care, the creation of a gender responsive certification training program for all staff and vendors who are working with female youth in both residential and community settings and the establishment of gender responsive community based programming in every region.

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DIVISION OF REGIONAL OPERATIONS

The Division of Regional Operations provides direction and support to six service regions that provide community, residential, community detention/electronic monitoring, victim and violence prevention services.

Historically, the Department has been centrally operated with five service areas. Legislation passed in 2007, SB 359, however, requires DJS to deliver services on a regional basis. The Department regionalized and integrated residential and community functions into six regions. The Department regionalized its intake, probation, aftercare, community detention and treatment operations, and is in the process of decentralizing its support services. Regionalization and decentralization will result in a more efficient provision and administration of departmental services and resources by allowing each region to independently manage its allocated services and resources and customize these based on the specific needs of the region.

The Department is deploying new Regional Directors who will be responsible for the management of all services and resources in each region. The Regional Director will maintain oversight of intake, probation, and aftercare and assume oversight of community detention and all residential programs. Professional services (Behavioral Health, Medical, Education and Placement) and business services (Human Resources, IT, Procurement, and Maintenance) will be decentralized with key staff embedded in the regions but reporting to the Central Office. The DJS Central Office in Baltimore will continue to provide core support to the Regions and oversight of business and professional functions to ensure provision of quality services as well as compliance with policy, procedure and law, and the Department's strategic goals.

REGIONS

Regionalization is central to DJS' goal of treating Maryland's children in Maryland. Each Region provides community and residential services to youth under DJS supervision and is responsible for developing a continuum of care by strengthening service capacity within each region. Regions will provide a full spectrum of evidence-based services in a local setting that will range from community-based services to secure treatment services. Regionalization will allow DJS to provide all services close to a youth's community and will lead to better coordination with local public safety, city, and county agencies, as well as community-based providers.

The newly configured regions are as follows:

- Baltimore Region: Baltimore City
- Central Region: Baltimore, Carroll, Harford, and Howard Counties
- Metro Region: Montgomery and Prince George's Counties
- Southern Region: Anne Arundel Counties, Calvert, Charles, and St. Mary's Counties
- Western Region: Allegany, Frederick, Garrett, and Washington Counties
- Eastern Region: Caroline, Cecil, Dorchester, Kent, Queen Anne's, Somerset, Talbot, Wicomico, and Worcester Counties

The Western Region has served as the Department's regionalization pilot for the past two years.

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The pilot has enabled the Department to treat the region's youth by utilizing a system of residential placements that include foster care, detention, impact, long term residential, group home, and secure treatment. The Western Region collaborates with private vendor facilities to successfully treat youth regionally. This effort has generated shortened detention length of stay, higher rates of placement within the region, minimal out-of-state placements and will serve as a model as the rest of the Department regionalizes its services. Based on the success of the Western Region, in fiscal year 2009, the Department plans to expand joint private vendor/local DJS meetings to all Regions.

To support departmental efforts, all Regions are committed to achieving better outcomes for children and families by becoming a results-driven Department by implementing the StateStat process, JDAI, and integrated assessment, treatment planning, and tracking system statewide. The Regions are dedicated to improving the life of youth, their families, and communities through analyzing the effectiveness of programs in its facilities and regional offices which provide services to Maryland youth. This analysis comes about through internal reviews and review of data gathered at all DJS facilities.

Regional staff have developed a case management process modeled on StateStat and have begun to incorporate this statistical process into the daily management of each region. The Regions have incorporated the RegionStat process in order to examine cases and DJS case management practice. Each month a type of offender is highlighted. In the past, DJS has reviewed sex offenders, repeat offenders, violent offenders, and female offenders. Regional staff review the case file along with ASSIST data to determine how the case has progressed through the system, what case management efforts were provided, and what services were provided. From this it can be determined where the Department needs to strengthen case management, where DJS is lacking services in the community as well as within residential placements, where communication between DJS field and community staff is lacking when youth transition from placement, and DJS' ability to collaborate with stakeholders and sister agencies.

Regional Directors also hold monthly management meetings as a forum to discuss general information and accomplishments, review employee evaluations (Performance Planning Evaluation Program), discuss completed staff training hours, review caseload ratios per case manager, examine caseload data (i.e., number of youth referred, number of youth served, number of current Treatment Service Plans, number of violations of supervision), and review reports of community-based service linkages.

Starting in fiscal year 2009, regional staff also will be trained to track and analyze performance indicators established through the RegionStat and Facility coordination process. The Regional Operations Division will develop management strategies for integration of Quality Assurance into daily operations.

Beginning in fiscal year 2009, the Regions will implement an internal quality assurance (QA) process at all DJS offices. The Regions will collaborate with the Quality Improvement unit to develop and institutionalize an internal quality assurance process that will regularly monitor the case management process and implementation of policies in DJS offices.

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To ensure staff development includes opportunities to develop leadership competency skills, in fiscal year 2009 the Regions will identify staff with leadership qualities, interpersonal skills, and demonstrated planning skills to attend supervisory training and will cultivate staff for the DJS Leadership Institute training program. Along with these staff development programs, the Regions will support existing leadership programs designed to enhance skill sets.

COMMUNITY SERVICES

In fiscal year 2009, DJS will undertake an intensive reform of its community case management system currently in place. The goal is to provide the Department's Community Case Management Specialists the current accepted tools and best practice, advanced training, and a strengthened oversight to effectively and accurately perform their duties. Coupled with this intensified case management, the Department will develop a more defined supervisory approach to support the roles and responsibilities of the Case Management Specialist Supervisor, Case Management Program Supervisor, Assistant Regional Director and Regional Director in an effort to provide seamless supervision of youth throughout the State for a more effective community case management system. Case management reform is a necessary step to ensure that the Department is providing supervision, quality contacts, and referrals and linkages to services to youth and their families.

To accomplish the reform of case management practices, the Regions will focus on improving the quality of community supervision for children placed on probation with an emphasis on family focused interventions by increasing the number of contacts between youth and the case management staff, improving the quality of those contacts, reviewing current case practice and developing and implementing a new case management manual.

Contacts will be increased through the use of field contacts, school contacts, office visits, and telephone contacts as well as through contacts at community-based programs. Community-based programs, such as the Violence Prevention Initiative (see below) are being developed to properly identify the youth who require increased supervision. Supervisors will review all cases every 90 days to ensure that staff are attempting to make the required contacts with the youth.

To provide meaningful face to face contacts, the Regions will research existing best practices in community justice for case manager and client contacts, and in family focused interventions to bolster DJS efforts to serve youth and families. As part of the ongoing staff development efforts the Regions will conduct a staffing analysis to ensure that caseload sizes mirror the national best practice to allow case managers the appropriate time to serve each client. Staff will complete mandatory training on effective case management practice and in engaging families in supervision and treatment of youth.

The Department conducted a case review in May 2008 of all 2,300 cases in Baltimore City to better understand the level of case management efforts. The cases were reviewed based on the following criteria: date of most current classification and placement tool; level of required supervision; number of required contacts; number of actual contacts; date of last supervisory review; if the case met the requirements of the Violence Prevention Initiative; and if the case

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could be recommended for termination. In fiscal year 2008, the Department conducted case reviews in all Maryland Counties and will continue to review cases throughout fiscal year 2009.

The findings from the case reviews will be used to identify areas in which case management is lacking. Efforts to strengthen DJS ability to provide meaningful contacts and services that are directly related to the needs of the youth and families are paramount. The Department will take aggressive steps in implementing a corrective action plan that includes training, increased resources, and best practices in case management. Where appropriate, DJS will turn to experts in the field of juvenile services that have undergone this review process to provide feedback on our progress. Reform efforts also will include implementing increased contacts for youth under our supervision, addressing blended case loads, establishing case load ratios, and identifying youth who are eligible for VPI services and other critical work that case managers are expected to perform. Training will also be given to the supervisors to ensure that they have the tools and resources to provide support to the case management staff.

The Department will create a Case Management manual in fiscal year 2009 for Regional staff to improve the competency of the community case managers. All Community Services policy, standard operating procedures, and Secretary's Directives will be reviewed to determine current effectiveness and revised in early fiscal year 2009. The review team will carefully examine each policy to ensure that policies are in line with the current goals of the Department and that the policies encompass planned components of regionalization, new risk and assessment tools, as well as new programming and increased supervision efforts. The review of these directives will then be streamlined into one detailed training document that will increase the Department's effectiveness in providing services to children and families. With this increased training, specialization, and accountability for service implementation, the Department can further the principles of a more balanced and restorative justice system that will support increased public safety, stronger offender accountability to victims and communities, and increased offender competency development. By improving the Department's community case management effectiveness, youth will have a greater chance to receive treatment in their communities.

Training on the Case Management Manual will begin in Baltimore City in fiscal year 2009 followed by the rest of the state's urban areas. The goal is to increase the knowledge of the Community Case Managers responsibilities. Standardization of the roles and responsibilities of the community case management system will occur state-wide beginning in July 2008. The Department will create a concrete plan for implementation of the training which will be completed by the end of calendar year 2008 and followed by an internal review of the case practice. This review will determine the Department's capacity of service. Each level of management will be trained in conjunction with the case managers to further enhance the system of review to develop accountability at every level of supervision. Standards of oversight will be included in the manual which in turn will be reviewed upon completion of training. All case practices will be analyzed using reported data to ensure the integrity and accountability of the services provided.

The DJS Division of Regional Operations has made public safety its highest priority, particularly in reducing the number of juvenile homicides and shootings in which the

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Department supervises either the victim or the perpetrator. The Department developed an innovative approach to reduce the number of juvenile homicides and non-fatal shootings for the youth under DJS supervision through the creation of the Violence Prevention Initiative (VPI). This initiative in collaboration with the Governor's Office of Crime Control and Prevention, the Baltimore City Mayor's Office of Criminal Justice, the Baltimore City Police Department and the Baltimore City Health Department seeks to reduce the likelihood of violent victimization and offending among program participants, thereby increasing public safety. The VPI will provide intensive supervision and community-based services to youth under DJS supervision who have been identified as being at high-risk for violence. The VPI will focus on increased monitoring and services to those youth who are most at risk of committing or being victims of violent crime. Through increased monitoring and services, the program will better address the issues of protecting public safety and improving outcomes for program participants.

In fiscal years 2009 and 2010, the unit in collaboration with the Best Practices unit will research best practices programming and other evidence-based programs for implementation. During the same period, the Regions will work in collaboration with the central Office of Professional Services to increase the availability of evidence-based programs (EBP). In order to support this expansion, Regional Case Managers will receive training on integrating the use of these evidenced-based services into their case management services to provide the most effective treatment of youth under their supervision. The Regions will have an array of nationally-recognized evidence-based services including Functional Family Therapy (FFT), Multisystemic Therapy (MST) and Multidimensional Treatment Foster Care (MTFC) to which to refer children and families.

To engage families in the planning and treatment of youth, the Regions have developed plans to expand FFT and MST to effectively work with youth and families in addressing their needs. All Regions also are extending their office hours to 8:00 p.m. at least one day a week which allows youth to be seen after school hours, allows parents to attend meetings after work hours, and allows for extended groups and cognitive awareness programming for youth and families. In fiscal year 2009, invitations will be extended to parents to attend all DJS treatment planning meetings. Parents who can not attend can participate in the meeting via conference call.

In 2007, the Department began its statewide participation in the Juvenile Detention Alternatives Initiative (JDAI) and full implementation was completed in September 2008. The goals of JDAI are to reduce overcrowding in juvenile detention centers by safely maintaining the youth in the community in detention alternatives without jeopardizing public safety or increasing the number of youth who fail to appear for court.

A significant step towards the implementation of the JDAI principles will begin with the revalidation study of the Detention Risk Assessment Instrument (DRAI). With the data received from the revalidation each region will be able to review its outcomes and determine the next steps.

Currently in Baltimore City, JDAI efforts include a weekly detention reduction meeting. This meeting is attended by the local stakeholders and its purpose is to review the facility detention

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population to identify youth who may be eligible for release to an alternative program such as Day and Evening Reporting Center, PACT, and Community Detention/Electronic Monitoring. In fiscal year 2009, Baltimore City will develop a JDAI manual that will clearly outline the local JDAI position descriptions, collaborative efforts underway, program goals, outcomes and objectives.

During the fiscal years 2009 through 2011, regional community case management staff will establish monthly meetings with the facility superintendents and staff. This will ensure that DJS community case managers are involving facility case managers, youth, and families in the treatment planning process. This increased communication and involvement will lead to better outcomes for youth and families.

Regional Resource staff will be trained in the appropriate facilitation of a seamless, efficient placement process. Case review meetings will be held regularly to assess the evolving needs of the youth. Beginning with fiscal year 2010, all regions will expand their placement Resource units to include a full time social worker, a family advocate, and a resource expediter, to accelerate the provision of services to its youth. In fiscal year 2011, the Resource units will include educational consultants. In addition, the delivery of services will be closely monitored through the CaseStat process.

In fiscal year 2008, DJS completed an evaluation which yielded recommendations for the integration of enhanced assessments and evaluations into case management practices. These enhancements will better prepare case managers for decision making related to the referral of youth to appropriate treatment services. In fiscal year 2010, Regions will continue to evaluate and strengthen current case management practices through the reform of its case management process and the implementation of Maryland Comprehensive Assessment and Service Planning (MCASP) tool.

In fiscal years 2009 through 2011, DJS will expand its assessment capacity by developing and institutionalizing the MCASP tool. The MCASP tool focuses on the risk and protective factors to ensure public safety, to reduce the likelihood of youths risk to re-offend, and to identify and provide appropriate service to youth as well as ensure family involvement. DJS staff will continue to meet with the workgroup to validate the current instrument and address feedback from the staff. Regions will implement an integrated assessment, the treatment planning and tracking system to develop individual service plans for all youth under community supervision or in a DJS facility. Staff will utilize the risk/need assessment tool as an outline for the individual service plans to identify the needs of the youth and then ensure all parties responsible for meeting those identified needs collaborate to provide treatment planning and services. All staff will receive appropriate training to ensure the proper implementation of this tool statewide.

In fiscal year 2009, the Department implemented a Truancy Initiative. Truancy is a significant risk factor for delinquency. Using a multi-component approach to reduce truancy, DJS will partner closely with the Baltimore City Public School System (BCPSS) to intervene with truant youth under the Department's supervision. Through the receipt of daily attendance data from the BCPSS and the alerts from the departmental database, ASSIST, the DJS community case

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management staff is immediately notified of unexcused absences for youth under the Department's supervision. With this real-time information, community case managers are able to reinforce expectations and address problems interfering with consistent school attendance.

Beginning in fiscal year 2009 and continuing through 2011, DJS has adopted the following strategies to reduce truancy of youth under the Department's supervision.

- DJS will expand Spotlight on Schools, a program that places community case managers in the public schools throughout the State, to additional Baltimore City schools that have high truancy rates as well as other similar schools statewide.
- DJS community case managers will refer to and participate in BCPSS School Support Teams, which provide a multidisciplinary forum for meeting with youth and their parents to resolve the causes of truancy, including as appropriate placement in an alternative school program.
- The University of Baltimore's Truancy Court will serve DJS involved youth at a Baltimore City high school.
- DJS and DSS will collaborate with the BCPSS to co-locate services in schools to address multiple correlates of delinquency and risk for school failure.
- DJS will continue to identify and utilize best practices to guide and expand the truancy initiative within Baltimore City and to assess its applicability to other areas of the state.

INDICATORS: Number of youth in VPI, percent of VPI youth who re-offend, percent reduction of juvenile homicides and non-fatal shootings for youth under DJS supervision, staff to youth ratio, percent increase of youth receiving EBP, percent reduction of youth place in detention, out-of-home placements and out-of state residential programs, percent increase of youth released to detention alternatives.

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FACILITY OPERATIONS

Currently, DJS operates the following detention and committed treatment residential facilities: Baltimore City Juvenile Justice Center (BCJJC), Charles H. Hickey, Jr. School (Hickey), William Donald Schaefer House (Schaefer House), J. DeWeese Carter Center (Carter), Lower Eastern Shore Children's Center (LESCC), Alfred D. Noyes Children's Center (Noyes), Cheltenham Youth Facility (Cheltenham), Western Maryland Children's Center (WMDCC), four Youth Centers, Victor Cullen Center (Cullen), and Thomas J. S. Waxter Children's Center (Waxter). DJS contractually operates Mt. Clare House and the Thomas O'Farrell Youth Center.

DJS operated the Maryland Youth Residential Center (MYRC) until early fiscal year 2008 when the Department suspended operations at the facility. In November 2008, DJS closed the Thomas O'Farrell Youth Center.

DJS Facility Operations has made treating Maryland children in Maryland its highest priority. In fiscal year 2008, the Department increased its capacity for state operated residential services with the opening of 48 beds at the Victor Cullen Center. In fiscal years 2009 through 2015, the Department plans to increase residential committed treatment bed capacity by 96 beds with the opening of a 48 bed facility in Baltimore City and another 48 bed facility on the grounds of Cheltenham. By fiscal year 2013, DJS will have a total of 144 secure committed treatment beds within the state to regionally serve boys. Regional staff will work closely with the Office of Professional Services and other stakeholders in the development of these facilities and their programming.

In addition, to increasing committed treatment bed capacity, the Department plans to replace the existing detention centers at Cheltenham in fiscal years 2012 and 2013 and Hickey in fiscal year 2013 and 2014 with two 48-bed state-of-the-art facilities upon approval of funding replace Waxter with a new 30 bed detention center for girls. The Department will rely on the increase in community services and the increase in in-state capacity as a means to decrease the overall bed capacity for these two facilities and the length of stay for youth who are pending placement. State-run Detention and Committed Treatment facilities will be regionalized as indicated in the chart below. When regional plans are operational, the detention and committed treatment facilities will primarily serve youth from the region.

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DJS Regionalized Detention and Committed Treatment Facilities

Facility	Region	Primary Counties Served	Gender
Cheltenham Youth Facility	Southern and Metro	Anne Arundel Calvert Charles Prince George's St. Mary's	Male
Alfred D. Noyes Children's Center	Metro	Montgomery	Male and Female
Western Maryland Children's Center Green Ridge Youth Center	Western	Allegany Garrett Frederick Washington	Male
Lower Eastern Shore Children's Center	Eastern	Dorchester Somerset Wicomico Worcester Statewide (female)	Male and Female
J. DeWeese Carter Center	Eastern	Caroline Cecil Kent Talbot Queen Anne's	Male
Baltimore City Juvenile Justice Center Maryland Youth Residence Center - (operations suspended)	Baltimore City	Baltimore City	Male
Thomas J. S. Waxter Children's Center (Detention)	Southern, Central, and Baltimore City	Anne Arundel Calvert Charles St. Mary's Baltimore Carroll Harford Howard Baltimore City	Female
Thomas J. S. Waxter Children's Center (Treatment)	Statewide	Statewide	Female
Charles H. Hickey, Jr. School	Central	Baltimore Carroll Harford Howard	Male
Victor Cullen Center (Treatment) Backbone Mountain Youth Center Meadow Mountain Youth Center Savage Mountain Youth Center William Donald Schaefer House	Statewide	Statewide	Male

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As DJS implements a regional model, all regions will continue to focus on improving the conditions of confinement and enhancing services for juveniles in residential facilities. Regional Directors will be responsible for ensuring that each facility maintains compliance with federally mandated civil rights protections. The core areas include protection from harm, suicide prevention, provision of mental health, education, and behavior management services, and fire safety in every DJS residential facility. In fiscal years 2009 through 2011, reforms instituted to enhance services at the Hickey, Cheltenham and BCJJC will be expanded to and maintained in all state operated facilities to meet minimal standards.

The programs administered under the Regions provide a wide range of services in facilities that include screening, counseling, transportation, education, career and technology development, health services and recreational activities. For fiscal year 2009, DJS will expand structured programming to meet the needs of all youth in DJS custody and will collaborate with providers to ensure continuity of care for all youth.

DJS routinely completes self-assessments at each facility to identify areas in need of improvement. Regional staff will be responsible for developing corrective action plans to address deficiencies found during the self assessment. The Regions also conduct facility coordination meetings with each detention facility to discuss staffing needs, capital issues, renovations, populations, pending placement and upcoming events. Follow-up is then provided to ensure that any deficiencies or matters discussed at the meetings are rectified. Regional staff collaborate with the Quality Improvement unit to develop and institutionalize an internal quality assurance process that will regularly monitor residential facilities, and integrate the standards for juvenile facilities.

As part of the Department's efforts to treat Maryland's children in Maryland the Department is taking a closer look at the pending placement population. At each detention facility, the Regions implemented a "stuck kids" review. The case managers, facility staff, supervisors, resource coordinators, and behavioral health staff complete a bi-weekly review of cases where youth have been pending placement over 45 days and other problematic cases. This review process enables the Department to comprehensively address the needs of the youth and exhaust all resources in order to promptly place youth in a setting that best meets their needs. Systemic issues that are causing a delay in placement are either resolved or relayed back to the proper division to address immediately. The information gathered at the staffing review is tracked on a comprehensive statewide chart. Youth who fail placements are then reviewed immediately once they are placed back into detention. The information and outcomes of the "stuck kids" reviews are reported monthly at the DJS pending placement meeting. This review process, along with the increase in state treatment capacity, will help reduce the number of youth in detention who are committed and pending placement. These processes will continue to be updated between fiscal years 2011 through 2013 as new committed treatment facilities are opened and assessment tools are implemented.

Regional staff also will work collaboratively with the JDAI unit and Judiciary to reduce the population in detention which will result in increased utilization of detention alternatives statewide. At the end of fiscal year 2008, the Department began the Detention Liaison Project in

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the Baltimore Region. The Baltimore Regional Director in conjunction with the JDAI Coordinator is developing standard operating procedures for transitioning youth from detention to the community. The goal is to ensure that when a youth is released from a detention facility, he or she is linked immediately to community resources which will assist the youth in his or her educational, mental health, physical health, and substance abuse needs. Case managers are held accountable through a regional statistical process to maintain contacts with detained youth in accordance to policy. Case Managers and Resource staff will continue to complete reviews of youth detained over 45 days, treatment service plans, and “stuck kids.” Additionally, the use of detention alternatives through effective JDAI planning will further improve the appropriate placement of youth. Regional staff will continue to ensure the use of available Alternatives to Detention (ATD). Staff will then analyze utilization to determine if a need exists to expand ATD statewide. This analysis will take into consideration JDAI efforts as well as special projects such as the Violence Prevention Initiative.

The Maryland State Department of Education (MSDE) has assumed responsibility for the education component at Hickey, LESCC, BCJJC, Carter and Victor Cullen. To assume complete responsibility for educational programs within Departmental facilities, DJS and MSDE propose the continuous expansion of MSDE education services to all DJS facilities by 2012.

DJS staff receives continuous training in various areas to address the immediate needs of our youth. In collaboration with the Professional Development and Training unit, the Regions have created a cadre of staff who serve as adjunct instructors providing training to facility staff. In fiscal year 2009, this cadre of adjunct instructors will be assigned to each region with at least two members in each of the six regions.

INDICATORS: number of incidents of youth on youth assault, number of incidents of seclusion, number of hours per incidence of seclusion, number of restraints, average daily hours of structured programming, percent of youth completing ART and PPC, percent of youth placed in ATD, number of youth pending placement, and the average length of stay for youth pending placement.

CD/EM CENTRAL CONTROL

In fiscal year 2009, Community Detention and Electronic Monitoring (CD/EM) will be regionalized and the CD/EM Command Center will continue to be centrally operated. Each Region will ensure that youth on CD/EM are appropriately supervised. DJS is utilizing the service to support the JDAI initiative. Having CD/EM staff report to Regional Directors will increase communication and ensure that issues within the program, such as violations of CD/EM provisions, are swiftly reported and youth are held accountable. Staff can better communicate issues such as violations and equipment needs in order to swiftly implement a corrective action plan. The close proximity of youth to their homes enhances the ability of CD/EM to include parents/families in their service delivery. Based on the homogeneity of the regions, staff can address the similar needs of their clients in a more thorough manner.

Community Detention will remain a seven-day a week program with Community Detention monitors responsible for face-to-face and telephone contact. The frequency of the contact

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depends on the assessed supervision needs of each youth. Random unannounced visits will be made at home, school, work, and appointments regardless of a youth's supervision phase. The team of Community Detention monitors is carefully trained to detect violations of the court ordered release conditions or potential threats to public safety. Monitors report any changes in a youth's home or school situation. If a youth engages in any activity that places the public at risk, he/she may be withdrawn from the program and held in secure detention. The Community Detention Program has created an avenue in which youth can continue with school or work and maintain their community ties, support systems, or alternative care. In addition, youth are closely supervised, held accountable and are returning to court as required.

Electronic Monitoring will continue to ensure an additional level of supervision of youth on CD who need enhanced supervision and structure. Without EM, these youth would remain in secure detention. The youth's compliance is monitored electronically through an ankle bracelet that is placed on the youth by a court employee. A transmitting unit is attached to the family phone. A daily report for each youth is generated by the central computer and transmitted to the Electronic Monitor Coordinator. This information is examined and any violations of the authorized schedule are transmitted for further consideration and action as necessary.

The CD/EM Command Center will include the monitoring of all youth on Global Positioning System (GPS), a state-of-the-art real time tracking technology. Because the Command Center will need to be staffed on a 24/7 basis, a centrally operated CD/EM system remains more cost efficient than a regionally based system. The computer server and equipment will be housed centrally as well. As regional needs for CD/EM change, the Command Center will take the lead on ensuring that the numbers of EM/GPS units are then distributed accordingly.

INDICATORS: number of youth with GPS, number of youth on GPS who commit a homicide or shooting.

VICTIM SERVICES

The Department of Juvenile Services provides direct assistance to victims of juvenile crime. The Regions provide victim services which serve as a vital link to the juvenile court system and to ensure the consideration of the emotional, physical, and financial needs of the victim.

Often youth are required to directly reimburse the victim for any monetary loss incurred as a result of their delinquent acts. In 1993, the Department implemented a computerized state-wide tracking system to monitor restitution paid by adjudicated youth and expedite disbursement to victims. Each region has a restitution unit responsible for coordinating this service and ensuring that the information in the database is updated and accurate. In 1988, the Maryland General Assembly enacted the Rights of Victim or Witness of Delinquent Act. This Act provides guidelines for agencies within the juvenile justice system on how to treat a victim or witness of a delinquent act.

In fiscal year 2009, the Regions will improve the collection of restitution and forwarding non-compliant clients to the Central Collections unit for follow-up and will improve the process of

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notification of victims who have requested information about changes in status of the juvenile offender. The Department will seek to increase public awareness, strengthen collaborative efforts with sister agencies and stakeholders, develop a curriculum for youth that centers around victimization, expand the use of victim offender mediation, and improve our ability to provide victim notification.

INDICATORS: Total number of restitution cases open, number of new restitution cases ordered, total amount of restitution ordered, total amount of restitution paid to victims.

VIOLENCE PREVENTION INITIATIVE

Public safety is one of the top priorities for Governor Martin O'Malley's administration. To accomplish this, Secretary DeVore has established the reduction of the number of juvenile homicides and non-fatal shootings under DJS supervision as one of the four major goals for the Department. In January 2008, DJS implemented the Violence Prevention Initiative (VPI) in Baltimore City and expanded the initiative statewide in December 2008 to ensure intensified levels of supervision and services for youth who are at highest risk of being victims or perpetrators of crimes of violence.

Under VPI, the supervision of youth is greatly enhanced and provided during nontraditional hours as a means to engage youth and families. This approach allows DJS to intervene early and more often, thereby preventing an escalation of behaviors that could result in violent crime. Services are based on and targeted to address individual needs that correlate with delinquent behavior including youth tolerance towards violence, negative peer associations, lack of supervision, lack of neighborhood safety, and substance abuse, education, and anger management services. This Initiative incorporates a level system and continuum of graduated responses to ensure that immediate and appropriate actions are consistently applied when youth are non-compliant.

The criteria established for the VPI was adapted from Baltimore City Health Department studies, the Operation Safe Kids (OSK) Program, and discussions with the Governor's Office. Identification of VPI youth is based on factors that predict risk associated with increased likelihood of committing or being the victim of violent crime.

The VPI operates on a three-level system. Movement through the levels is progressive and contingent upon ongoing assessments of compliance with conditions of supervision and successful participation in identified services. Youth are reassessed through supervisory case reviews held every 60 days and the re-administration of the risk assessment every 90 days. Youth who are not responsive to services and supervision, receive sanctions that include increased levels of monitoring (*i.e.*, GPS, house arrest etc.). The minimum period for completion of each level is three months.

The VPI is a statewide collaborative effort to reduce juvenile violence and victimization in conjunction with the Governor's Office of Crime Control and Prevention, local law enforcement, local government, health departments, community service providers and the judiciary. DJS

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partners with stakeholders to accomplish the following:

- Program development and planning,
- Identification of youth,
- Supervision and monitoring (including curfew checks),
- Program service provision, and
- Warrant apprehension.

In order to facilitate the process to select youth, a Court Liaison unit has been created to inform the Baltimore City Juvenile Court about the VPI program, and to verify that youth who are being considered for the VPI program meet the eligibility criteria of the program. The Court Liaison unit will also work with the juvenile court to ensure that proper language is used in court orders.

In addition, a dedicated VPI staff person has been assigned to the DJS Assignment Office in Baltimore City. This worker will screen all cases and assess the eligibility criteria of potential program participants. Once an individual has met the above criteria, he/she will be admitted into the VPI.

The enhanced supervision component of the VPI is designed to operate using a level system. The model will allow youth to successfully complete four program levels to achieve rewards and ultimately successful termination of supervision. These components mirror existing supervision models and services utilized by DJS. Detailed explanation of the supervision requirements of each level will follow.

Global Positioning System (GPS) offender tracking provides an added layer of tracking and monitoring. The GPS tracking affords the Department information on an offender's real time location within 100-foot accuracy. GPS offender tracking is monitored by the Community Detention Command Center. In conjunction with the GPS monitoring, a DJS staff member is assigned to the Baltimore City Police Department's (BCPD) Watch Center to monitor and assist with tracking. DJS also will collaborate with local law enforcement statewide to enable rapid response by DJS and law enforcement when offenders violate the program norms and/or enter into exclusionary zones.

Local law enforcement also will assist the VPI by performing curfew checks on program participants, identifying potential participants, providing gang intelligence information, and rapidly apprehending and prioritizing warrants for program violators. In Baltimore City and Prince George's County this partnership is enhanced and maintained through the Baltimore City Police Department's Watch Center. DJS has established a full time position posted at the BCPD Watch Center which allows real time dissemination of information to both local law enforcement and DJS staff.

The Violence Prevention Initiative will also incorporate a court component. The Court will be modeled on therapeutic courts, such as drug court, and will provide a separate docket and enhanced court supervision for the youth assigned to the VPI. The Court reviews individual cases once every month and will enforce a system of graduated consequences and rewards in order to provide youth with an incentive to make positive changes in their behavior. Because the

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Court will be an alternative to commitment, it is anticipated that participants in this component will be higher risk than the previous participants and will allow for an immediate response to issues and concerns.

DJS currently collaborates with the Baltimore City and Prince George's County Health Department's to operate Operation Safe Kids. This collaboration will be further enhanced to include tracking and analyzing of the target population for both supervision and services.

Additional stakeholders necessary for the successful development and implementation of the VPI include Baltimore City Judiciary, Public Defenders, the State Attorney's Office, the Baltimore City Juvenile Justice Center Advisory Board, family members and other community serving agencies. Successful implementation of the VPI will be achieved by the continued active participation and involvement of each organization as the implementation continues.

INDICATORS: number of homicides, number of non-fatal shootings, percent of high-risk youth involved in VPI, number of youth involved in OSK, and number of youth assigned GPS, rate of recidivism for youth in VPI, OSK and GPS.

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DIVISION OF SUPPORT SERVICES

The Division of Support Services provides financial and strategic guidance, research, evaluation, policy and program development, training, quality improvement, program monitoring, procurement, facility maintenance, human resource management, information technology, investigations, youth advocacy and gang intervention programs to assist the Division of Regional Operations in carrying out the Department's mission, goals and objectives. Support Services includes the following offices: Resource Management, Professional Services, Business Services, Quality Assurance and Accountability, and Strategic Analysis. The Division has adopted the following four division goals to ensure the achievement of its goals.

- Leadership
- Transparency
- Accountability
- Action

The Division of Support is committed to providing leadership to the department through training, mentoring and technical assistance, ensuring transparency by providing information and data for departmental operations to all internal and external stakeholders, requiring accountability of staff and contractors by clearly defining policies, procedures and performance goals to all staff, and maintaining action, a continuous cycle of implementation, analysis and improvement. The Division will provide bi-weekly statistical review for each region, provide data and research, publish outcomes and indicators, equitably allocate resources to each region, and develop quality assurance plans, training plans, monitoring plans and programs and contracts.

OFFICE OF RESOURCE MANAGEMENT

The Office of Resource Management provides on-going financial and strategic recommendations to DJS executive management staff regarding the most effective and efficient way to manage and allocate resources in order to achieve the Department's goals and objectives. The office is organized into five units- Audits, Minority Business Enterprise and Small Business Reserve (MBE/SBR), Intergovernmental Relations, Contracts Management, and Budget and Finance (which is comprised of Budget, Accounting, Grants, and Youth Assistance.)

AUDITS

The Audits unit has delegated authority from the Secretary to review DJS business functions, operations activities, programs, grants, services and facilities operated by the State, or administered through private vendor contracts or intergovernmental agreements. This unit conducts internal audits and investigations of all DJS program activities and performance outcomes to ensure that DJS employees and private service providers perform their duties and responsibilities in accordance with professional standards and practices, applicable law, rules of conduct, regulations, policy, procedure and written directives.

The Audits unit is responsible for reviewing the reliability and integrity of financial and operating information; reviewing the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations; reviewing the means of safeguarding assets,

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and as appropriate, verifying the existence of such assets; reviewing operations or programs to determine whether results are consistent with established objectives and goals; reviewing specific operations at the request of senior management; monitoring and evaluating the effectiveness of the organization's risk management system; and monitoring progress and coordination with internal stakeholders to support corrective actions required for compliance with the recommendations of the Department of Legislative Services, Office of Legislative Audits audit findings.

To meet its changing needs, the Department reorganized the Audits unit in January 2008 and established three core functions for the Office which consists of a Financial Auditing Program, an Internal Audit Program, and a Business Analysis Program.

The strategic goals of the Audits unit in Fiscal Year 2009 through 2011 are:

- To audit of Departmental overtime to meet or exceed the targeted 25% reduction as mandated by the Department of Budget and Management beyond August 2007;
- To perfect plans to resolve compliance issues raised by the Office of Legislative Auditors as a result of the most recent three year audit cycle in fiscal year 2007; and
- To further develop the Department-wide proactive internal control plan focused on the detention facilities to ensure effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations.

INDICATORS: number of standard, per-diem, intergovernmental, performance, financial, operational, high risk (on site and off site), and information technology audits conducted and the dollar amount of recovery; number of outstanding office of legislative audit issues resolved; number of business analyses conducted; and the number of Special Audit requests completed.

MINORITY BUSINESS ENTERPRISE AND SMALL BUSINESS RESERVE

The Minority Business Enterprise (MBE) and Small Business Reserve (SBR) unit was established in fiscal year 2008 to maximize the opportunities for minority and small businesses to receive State procurement contracts. The primary purpose of the MBE Program is to establish a process and structure for reviewing contract solicitations, sole source contracts, and renewal options greater than \$200,000 in order to maximize the opportunities for MBE vendors to participate in State procurement of contracts. The MBE Program has the following components: contractual development, contract monitoring, and program marketing, including vendor outreach to obtain additional certified MBE vendors for DJS solicitations.

In the State of Maryland, a minority business is defined as a company that is at least 51% owned, managed, and controlled by one or more individuals who are members of a group that is disadvantaged socially or economically, including: African-Americans, Hispanic Americans, Native Americans, Asian Americans, women, or physically or mentally disabled individuals. The personal net worth, excluding the individual's investment in the applicant firm, must not equal or exceed \$2 million. Non-profit entities are not eligible to be certified as a MBE unless they provide services primarily to the mentally and physically disadvantaged. The certification process is managed by the Maryland Department of Transportation (MDOT) and recertification is required annually. The 2001 General Assembly increased the MBE participation rate from an

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overall goal of 14% to 25%, with sub-goals of awarding 7% of the total contract dollars to African-American owned MBE businesses and 10% of the total contract dollars to women-owned MBE businesses.

The primary goal of the DJS MBE unit is to increase MBE participation to 25% by the end of fiscal year 2010. The unit plans to accomplish this goal by completing the following actions:

- increasing the inventory of certified MBE vendors through outreach, technical assistance and training of DJS staff;
- targeting MBE vendors as prime contractors; improving auditing and accountability by collaborating with the Licensing and Program Monitoring staff to review the vendors' MBE compliance;
- utilizing as a planning and evaluation tool the monthly StateStat Reports and MBE Reports reflecting MBE and SBR award and payment data and analyzing the data at bi-weekly DJS StateStat meetings to determine the MBE participation compliance rate and action steps to improve it;
- improving documentation of payments to MBE/ SBR vendors by developing a system with DJS Offices of Business Services and Resource Management to verify the accuracy of the Financial Management Information systems (FMIS) MBE/SBR reports;
- implementing an MBE participation requirement in Per Diem Contracts by collaborating with the Interagency Rates Committee and MSDE to include a MBE participation requirement in Per Diem contracts; and
- collaborating with the Governor's Office of Minority Affairs to identify and implement best practices for the MBE and SBR Programs.

The primary goal of the SBR program is to increase SBR participation rate to 10% of total dollar value of goods, supplies, maintenance, and other services to small businesses by 2011. When a procurement is designated as a SBR procurement, only companies registered (or eligible to be registered) as a SBR vendor are eligible to be awarded the contract. The strategies identified to increase the MBE compliance rate will also be used to increase that of the SBR Program.

***INDICATORS:** Number of certified MBE vendors, number of Per Diem contracts that include MBE participation requirements, annual rate of MBE participation and annual rate of SBR participation.*

INTERGOVERNMENTAL RELATIONS

The mission of the Intergovernmental Relations unit (IGR) is to establish collaborative partnerships with local and state governmental agencies and stakeholders to enhance the delivery of services to youth under the care of DJS. This includes identifying gaps in local services and developing utilization capacity in collaboration with the Local Management Boards (LMB), Youth Service Bureaus (YSB), Core Service Agencies (CSA) and other specialized program services through interagency efforts. This unit serves as a liaison to local governmental entities, State Advisory Board for Juvenile Services (SAB), Drug Treatment Court Commission of Maryland (DTCC), Governor's Coordinating Offices, and other Executive departments. The IGR is responsible for coordinating and monitoring Intergovernmental Agreements (IGA) and

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Memoranda of Understanding (MOU) to ensure programs and funds are utilized to the maximum extent possible; as well as reporting on programmatic and fiscal compliance of award requirements.

To identify service gaps and increase utilization of services and programs, in fiscal years 2009 through 2011, the unit will coordinate and monitor Intergovernmental Agreements (IGA) and Memorandum of Understandings (MOU) to ensure programs and funds are utilized to the maximum extent possible. The unit also will coordinate and facilitate quarterly meetings with the LMB directors to maintain open line of communication with local entities and to increase their participation with interagency initiatives.

The unit will establish collaborative partnerships with local and state governmental agencies and stakeholders in order to enhance the delivery of services to youth under the care of DJS. To accomplish this, in fiscal year 2009 the unit will update the list of representatives for interagency taskforces, workgroups, and committees to ensure appropriate representation by the Department. In the fiscal years 2010 and 2011, the unit will coordinate the establishment of new programs and initiatives and assess the progress and achievement of program goals. The unit also will continue to coordinate meetings with stakeholders and DJS to support regionalization efforts and ensure programs are sought and funds are utilized.

INDICATORS: Percent increase in IGA or MOU, number of quarterly LMB meetings scheduled, number of LMB directors participating with interagency initiatives, and number of new programs implemented.

CONTRACTS MANAGEMENT

The Contracts Management unit (CMU) is responsible for overseeing all contract functions and processes by developing a contract management plan, leading the Contract Management Council and implementing an automated Contract Management System. The CMU was formed in September 2007 to reform the DJS contracting process by implementing a data-driven, cross-functional, team-based, and cost-effective contract management approach through effective communication, coordination, and utilization of best practices.

In fiscal year 2009, the CMU will implement a contract management plan to support the DJS contract reform initiative. Goals of the contract reform initiative are to coordinate the management of all service contracts, develop a strategic approach towards the acquisition of contracts, utilize metrics for evaluating performance, and establish sanctions and incentives to ensure compliance with contract requirements.

The unit will lead a Contract Management Council to ensure the coordination of interrelated functional area performance in implementing the goals of the contract reform initiative. The Council is comprised of staff from offices of Budget and Finance, Audits, Quality Assurance and Accountability, Business Services and Regional Operations.

In fiscal year 2010, the unit will develop and implement an automated contract management system to manage contracts. Careful assessment of DJS' unique business requirements are being

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reviewed for the development of a system that will support the needs of the Department.

The goals of the Contract Management unit for fiscal years 2009 through 2011 are as follows:

- establish policies and procedures for DJS contracting processes;
- define roles of responsibility for different functional areas in the management of contracts;
- develop a system for evaluating providers' performance;
- develop a system of sanctions and incentives to ensure compliance of contract requirements;
- develop and implement an effective and efficient contract management data system that:
 - a) improves speed and simplifies the flow of contract inventory information;
 - b) reduces duplicative record keeping; and
 - c) generates up to the minute management reports and required documentation.

INDICATORS: number of policies/procedures developed and implemented, number of contracts reviewed, number of contractors meeting performance standards, and number of contractors sanctioned.

ACCOUNTING

The Accounting unit handles all general accounting functions of the Department. These functions include accounts payable, accounts receivable, payroll, leave accounting and general ledger management. The Accounting unit is charged with management of the Department's Restitution Tracking System. Managers within the Accounting unit also provide supporting documentation for preparation of the Department's budget as well as participate in the forecasting of expenditures and revenue attainment.

In fiscal year 2009, the Accounting unit will analyze current utilization of financial resources and develop revisions to business practices in order to ensure successful integration of the regional budget model. The Accounting unit will integrate tracking processes to enable all Regional Directors to develop program plans which are congruent with the regional budget allocation. In fiscal year 2010, the unit will realign business staffing functions to improve timeliness of expenditure transactions, completion of payroll related activity and reporting of data related to all fiscal activity. The unit also will review the accounts receivable processes, including Restitution to determine appropriate segregation of duties while working to regionalize these processes.

INDICATORS: percentage of invoices processed within Comptroller's guidelines, number of new tracking tools developed, number of fiscal reports distributed on time.

BUDGET

The Budget unit is responsible for developing, maintaining and monitoring a fiscal plan to achieve the departmental goals while conforming to the policies and procedures established by the Department of Budget and Management (DBM), Department of Legislative Services (DLS) and other relevant control agencies. Budget development is coordinated through input from executive staff as well as managers throughout the Department. Monitoring of the budget is achieved through the review of procurement transactions, expenditure transactions and

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coordinated projection of all budget activity to comply with DBM requirements.

During the first half of fiscal year 2009, the Budget unit restructured the Department's budget to establish six regions within the Department. This process involved an analysis of existing budgetary coding and recommendations for changes. In fiscal year 2010, the Budget unit will refine and operationalize the activity based budget process. Periodic reviews of budget activity will be established to engage regional directors in the review of Human Resource staffing plans, overtime usage, expenditures transactions and utilization of non traditional funding sources.

INDICATORS: number of regions integrating periodic analysis of staffing plans, percent of business functions dissolved into regions; overtime usage, and expenditures.

GRANTS

The Grants unit was developed to seek grant funding to support the programmatic and strategic needs of the Department. The unit has started to build partnerships and relationships with various businesses, foundations, and community-based organizations that will lead to two way funding streams. In fiscal year 2009, the unit will work with the Governor's Office of Crime Control and Prevention (GOCCP) to access more Juvenile Justice Federal Funds. In the next three years, the Grants unit will initiate a strategic funding plan to support expansion of evidence-based practices and community-based programming. The Grants unit will collaborate with DJS units responsible for developing new initiatives and help to identify funding for their specific program and strategic planning goals.

In fiscal year 2010, the Grants unit will seek to create Regional Grants Managers to coordinate and manage grants in the six new regions. These individuals will act as the liaison between the Grants unit and DJS Regional Operations and will serve as the coordinator for grant management in the respective Regions.

INDICATORS: number of grants received, dollar amount of grants received.

YOUTH ASSISTANCE

The Youth Assistance unit is responsible for maximizing federal financial participation (FFP) of the costs to maintain youth in out-of-home placements through the federal entitlement program, Title IV-E program. The unit also pursues FFP under the Maryland Medicaid Rehabilitative Services Program for the cost of treatment and counseling services provided to youth in group home and treatment foster care placements. The Youth Assistance unit implements the representative payee and child support initiatives to obtain federal benefits and parental support that supplement the cost of maintaining youth in out-of-home placement.

The unit works with courts and DJS Community Program staff to ensure Title IV-E findings are documented in removal orders and to ensure permanency hearings are held for DJS youth. The unit documents the process of determination of need for youth entering Medicaid Rehabilitation programs. The unit reviews medical bills for Medicaid coverage, and works with DHMH, Managed Care Organizations, and providers to resolve coverage issues.

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During the next three years, the Youth Assistance unit will improve the tracking process involved in claiming state and federal participation for eligible youth under the supervision of DJS. This will involve documenting eligibility criteria, securing access to the Department of Labor, Licensing and Regulation (DLLR) Maryland Automated Benefit System, the Department of Health and Mental Hygiene (DHMH) Maryland Medicaid Information System, the Department of Human Resources (DHR) CARES and eventually DHR CHESSIE youth data bases, and subsequently claiming funds for services.

The unit will be working with the Juvenile Courts statewide on accessing Medicaid reimbursement for behavioral health assessments requested by the courts. In addition, the unit is working to improve training for case managers, resource specialists, and juvenile court staff on completing required paperwork to claim funds. The unit plans to improve and develop a process for DJS to secure Medicaid reimbursement for Medicaid billable services for Evidence-Based Programs such as Multisystemic Therapy (MST), Functional Family Therapy (FFT) and Multidimensional Treatment Foster Care (MTFC).

INDICATORS: Annual dollar amount of Title IV-E reimbursement and Medicaid Rehabilitation claim, amount of DJS payment for medical claims covered by Medical Assistance or non-state sources.

OFFICE OF PROFESSIONAL SERVICES

The Office of Professional Services ensures the delivery of quality health, behavioral health and educational services in all DJS operated residential facilities by setting standards, promoting best practices and hiring certified/licensed staff. The Office also ensures the seamless transition of youth from residential placement into the community. The Office focuses on connecting youth with health and behavioral health services in the community and successful re-entry into their home school to improve outcomes for youth. The Office of Program Support is comprised of the following units: Health Services (healthcare and nutritional services), Behavioral Health Services (mental health and substance abuse services), Education Services, Placement Services, and Preventive Services.

The Office of Professional Services was established to integrate behavioral, somatic health and education services to serve youth both in residential facilities and in the community and to ensure that youth placement is based on their level of risk and their needs. Bringing together these services into one office fosters a team approach for building comprehensive, interdisciplinary treatment and transition plans for youth served by DJS. The Office of Professional Services will foster the inclusion of youth, families and community case managers in the development of treatment service plans. For the entire time a youth is receiving services from DJS, the Office provides leadership, technical assistance, oversight and direct services to support a continuum of care that is driven by an integrated assessment, treatment planning, service delivery, and a tracking system which is to be fully implemented by December 2009.

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In fiscal years 2009 through 2011, the Office of Professional Services in collaboration with the Regions will ensure full implementation of the Maryland Comprehensive Assessment and Service Planning (MCASP) process by enhancing the tools utilized by community case managers to assess youth's risk of re-offense and to identify services needed to prevent re-offending. The MCASP is a process that is conducted throughout a youth's stay with DJS and includes an ongoing assessment of risk and services needed to reduce the risk or likelihood that a youth will re-offend. The assessment process will assess the youth's likelihood to re-offend, the risk and protective factors in the youth's life, case management and planning that is focused on reducing risk and increasing protective factors, and monitoring the youth's progress to determine effective interventions. The initial assessment will help the department identify those youth who could be safely diverted from residential placements and benefit from evidence-based community services such as Functional Family Therapy (FFT), and Multisystemic Therapy (MST).

In fiscal year 2011, in collaboration with Regional Operations staff, the Office of Professional Services will ensure full implementation of the assessment and planning process by developing a consulting team assigned to each region that will provide technical assistance consultation and specialized expertise in health, behavioral health and education. This will allow case managers to develop, implement, monitor and update service plans designed to reduce risk factors and improve outcomes.

In fiscal years 2009 through 2011, the Office of Professional Services in collaboration with the Regional Operations staff will oversee the expansion of evidence-based models of program services such as Functional Family Therapy (FFT), Multisystemic Therapy (MST) and Multidimensional Treatment Foster Care (MTFC) to reduce reliance on out-of-home placements and improve youth outcomes.

BEHAVIORAL HEALTH SERVICES

Behavior Health Services (BHS) provides behavioral health assessment and treatment services in facilities, fosters transition of youth to community services, expands the availability of evidence-based practices in the community, and collaborates with Somatic Health, Education and the Regions, to implement multi-disciplinary teams in the regions to provide technical assistance and expertise to regional case managers.

In fiscal year 2008, the Department implemented evidence-based services to serve youth who are:

- Identified by the Courts to be at-risk of out-of-home placement;
- In pending placement status in detention facilities or in the community;
- In a detention facility who are likely to be identified as in need of out-of-home placement; or
- Currently in out-of-home, especially out-of-state, placement.

BHS will work with regional staff and detention facility behavioral health staff to engage families in treatment and transition planning for each youth and in family oriented activities. The expansion of FFT and MST as an alternative to group home placement and as a transition service when youth return from out of home placements will engage more families as integral

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partners in the development and implementation of a youth's treatment. Finally, BHS will seek partnerships with organizations such as the Maryland Coalition of Families for Children's Mental Health to increase family participation in DJS behavioral health treatment, service and placement planning.

DJS is currently funding FFT services in Baltimore City and Charles and St. Mary's Counties and MST in Prince George's County. In addition, the Department has developed a compact with Baltimore County Executive's Office, Local Management Board of Baltimore County, the Department of Budget and Management, and the Governor's Office of Children to provide Multisystemic Therapy for up to 40 juvenile offenders. Private partners in this effort include the Crane Foundation and the Safe and Sound Campaign in Baltimore City who have raised capital to seed this State initiative. This effort should reduce out-of-home expenditures and these savings can be shared with the County to invest in more MST slots.

In fiscal year 2009, BHS will continue to expand MST in Baltimore City and Baltimore County and MST will be added to the Western Region. In FY 2008, Montgomery and Baltimore counties received startup funding to develop MTFC capacity in fiscal year 2009. DJS plans to fund these services beginning in fiscal year 2010. Finally, the Department will explore the feasibility of implementing the Annie E. Casey Foundation Blue Sky Project in Maryland, which is a continuum of all three evidence based services.

BHS continues to collaborate with the Mental Hygiene Administration to make evidence-based practices, such as FFT and MST, reimbursable under Medicaid. At present, the Department of Health and Mental Hygiene has indicated that only some of the services are reimbursable for Medicaid eligible families. DJS will work with DHMH starting in fiscal year 2009 to seek reimbursement for those services.

In fiscal year 2009, the University of Maryland's Innovations Institute received funding from the Governor's Office for Children to support the Children's Cabinet goal to build capacity in the community to implement evidence-based services through technical assistance and training. DJS will work with the Institute and other members of the Children's Cabinet to implement expand evidence-based services.

To maintain full compliance with the mental health provisions of the CRIPA agreement, BHS will work with contracted behavioral health providers, facility staff, and regional staff at Hickey and Cheltenham to develop and implement a cohesive facility/community transition planning process that includes the evaluations and recommendations from mental health and input from families. BHS will work with contracted mental health providers and facility staff to improve suicide watch procedures. The unit will implement the structured mental health assessment tool at Cheltenham, Hickey and BCJJC. Behavioral health services at Hickey, Cheltenham, and Baltimore City Juvenile Justice Center continue to be enhanced with services provided during evenings and weekends and with clinical staff available on-call at all times to handle crises. When DJS opened the Victor Cullen Center, sufficient behavioral health staff were hired. It is the goal of BHS to ensure that all DJS facilities have a sufficient number of behavioral health staff to provide quality behavioral health assessment and treatment services during evening and

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weekend hours, and on-call emergency coverage. BHS will complete behavioral health staffing processes to assess gaps in services and develop appropriate staffing plans.

In fiscal year 2008, BHS began working to ensure that each facility has the appropriate policies and procedures in place to guarantee the safety of youth in mental health crisis and to treat youth identified as having mental health or substance abuse problems. In fiscal year 2009, BHS will work with facility staff to ensure that behavioral health, case management and direct care staff are trained in providing Aggression Replacement Training (ART) and ensure that ART groups become a regular and ongoing part of all detention center programming. This will enhance the availability of structured programming for youth in detention. BHS will also work with facility management to ensure that appropriate staff are trained in the administration and scoring of the MAYSI-2. This will ensure that youth in crisis are identified quickly and that youth needing services are identified early.

In the regional committed treatment facilities, BHS works with facility staff to identify service gaps and challenges such as family involvement, transitioning youth back to the community and structured treatment programming. Beginning in fiscal year 2009, BHS will implement the Seven Challenges program to treat youth with substance abuse disorders.

In fiscal year 2009, in collaboration with the medical director, BHS will enhance protocols for committed treatment and detention center psychiatrists to ensure that the prescribing of psychotropic medications conforms to current best practice knowledge for the treatment of adolescent mental health disorders. In addition, we need to develop procedures that ensure that a youth's medical records and medications follow youth when they leave the facility.

In collaboration with Mental Hygiene Administration and the State Advisory Board on Juvenile Services' behavioral health subcommittee, BHS will develop an improved mechanism for securing mental health evaluations for youth and improve the content of evaluations to aide\ the Courts in placement decisions.

Finally, in fiscal year 2009, BHS will improve data collection related to behavioral health services to track screening, assessment and service delivery implementation and outcomes.

***INDICATORS:** Number of facilities providing ART groups, number of facilities administering and scoring MAYSI-2 in according with DJS policy, number of youth placed in ART, FFT, MST and MTFC, percent of families engaged in treatment and transition planning by facility; number of youth diverted from group home placement.*

SOMATIC HEALTH SERVICES

The vision and mission of the Somatic Health Services unit is to be the national model for the delivery of compassionate, comprehensive, and high quality health care and nutritional services in a juvenile justice setting by protecting, promoting, and advancing the health of all youth in the care of the Maryland Department of Juvenile Services. The somatic health unit oversees the provision of nursing, physician, dental, and nutritional services to DJS youth and develops and implements protocols and procedures in accordance with recommendations from the American

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Academy of Child and Adolescent Psychiatry, American Academy of Pediatrics (AAP), the American College of Obstetricians and Gynecologists, the American Correctional Association, the American Dietetic Association, the Centers for Disease Control and Prevention (CDC), and the National Commission on Correctional Health Care.

In fiscal years 2007 and 2008, the somatic health unit placed great emphasis on continuous quality improvement efforts at all the DJS facilities in conjunction with achieving CRIPA compliance. During this period, regular audits were performed looking at sentinel conditions for both the delivery of quality medical and dental health care in a timely fashion and for proper documentation in medical charts and logs. In response to audit results, revisions in somatic health operations were made which included development of a new DJS History and Physical Examination form, Discharge Summary Form, Master Problem List, Immunization Consent Forms, Immunization Tracking and Referral Form, Asthma Assessment Tool, Anaphylaxis Guidelines, and a Dental Encounter Form. A major focus was and continues to be placed on:

- Delivery of immunizations to DJS youth in compliance with requirements for attendance at Maryland schools and recommendations by the AAP and CDC,
- Chronic disease management with special emphasis on asthma,
- Dental care and management of dental pain,
- Medication administration and nursing assessment of youth injury with special emphasis on documentation by nursing staff, and
- Continued compliance with the Federal Child Nutrition Program.

The somatic health unit now collaborates with the Office of Quality Assurance and Accountability for continuous quality improvement efforts including audits at regular intervals. In fiscal year 2009, the two units will begin to develop and utilize a training curriculum to teach and test nurses upon employment and yearly thereafter on necessary clinical skills and documentation needed at DJS facilities. In addition, DJS Dietitians perform frequent audits to ensure facility compliance with the Federal Child Nutrition Program as well as satisfaction surveys with menu selection and meal preparation. The DJS Dietitians will continue to develop menus that meet national standards for nutrients, promote healthful eating and reduce risk for chronic disease. The dietitians also monitor the residential kitchens for compliance with Hazard Analysis Critical Control Points (HACCP) based standard operating procedures to provide an environment for safe food preparation and in fiscal year 2009 developed a training and in-service procedure for monthly in-services of food service workers at each DJS facility.

In fiscal year 2009, DJS has committed to the continued development of a DJS Dental Program and has collaborated with the DHMH Division of Oral Health and the Prince George's County Health Department towards this goal. DJS youth at admission to detention or in the community have unmet dental needs including absence of any dental care in the past, dental decay, dental abscesses, tooth pain, and severe cosmetic needs due to missing or broken teeth. DJS strives to provide all youth in its care access to dental services since dental problems can have a negative impact on health as well as on social and academic success. DJS was successful in adding legislation that passed in 2008 allowing DJS more flexibility in utilizing dental hygienists at its facilities. Four DJS facilities currently have on-site dental services with care provided through

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dental contractors. The Department is in the process of transitioning from dental contractors to DJS employed dentists at two facilities to assist the DJS Medical Director in formulating a concerted plan to ensure the provision of high quality dental care to DJS youth across the State.

The somatic health unit plans to continue its strong program for screening all youth for gonorrhea, chlamydia, syphilis, and optional HIV testing upon entry to DJS facilities. In fiscal year 2009, the unit is revising its HIV testing and counseling procedures and forms in compliance with legislative changes and recommendations from the CDC. The goal is to increase the number of youth receiving HIV testing and counseling while at a DJS facility. In addition, a memorandum of understanding (MOU) between DJS and the State Lab will begin in fiscal year 2009 and will allow for increased surveillance for Hepatitis C and serology testing for vaccine preventable illnesses such as varicella, Hepatitis B, measles, mumps, and rubella. The MOU, through decreased reliance of DJS on private laboratories, will decrease the costs associated with HIV and syphilis testing.

In fiscal year 2009, this unit will continue to develop the coordinated girls' health program to ensure that all girls in the care of DJS receive comprehensive high quality health care and health education that prepares them for their current and future health needs. The unit will collaborate with all stakeholders including DJS female youth, health care staff, child advocates, education staff, the Gender Responsive Services unit, the University of Maryland School of Medicine Adolescent Medicine Division, and the Johns Hopkins University School of Nursing to develop a program tailored to the girls' needs. Current emphasis for the next fiscal year is the development of increased support to pregnant and parenting youth, family planning education, and well woman care.

In fiscal year 2009, the somatic health unit will continue to offer to DJS employees Hepatitis B and annual influenza vaccination and will begin to offer additional vaccination to staff depending on job duties, age, and exposure to youth. The somatic health unit is in the process of developing an Employee Health Division and Infectious Disease Surveillance Program. A nursing program consultant will be hired at headquarters to lead this effort in 2009. The goals of this Division and Program are to:

- coordinate tuberculosis screening, vaccination, and health promotion of staff,
- coordinate the automated external defibrillation (AED) program,
- ensure that infection control measures including janitorial services and personal hygiene are being followed at the facilities,
- track infectious diseases at DJS facilities, and
- prepare DJS to respond to infectious disease outbreaks ranging from chicken pox to pandemic influenza.

Nutrition and Food Services will assist in promoting staff wellness and in preparing DJS for food service emergencies.

The Somatic Health unit is actively engaged in achieving better outcomes for youth, their families, and communities by improving data collection and analysis. Currently, Somatic Health is tracking data that is manually generated. The only exception to this is at the Cheltenham

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Youth Facility where data is collected electronically using encounter forms developed by the Medical Director and software called Clinical Fusion. Collecting data electronically allows for more sophisticated tracking and analysis of the work being performed and the services provided. In fiscal year 2010, the Somatic Health unit will expand the use of Clinical Fusion and the encounter forms to all the facilities and will begin to electronically track employee health activities such as vaccination rates and tuberculosis testing. Before doing so, the somatic health unit will need to hire and train additional staff for data entry and analysis including a program specialist. The long term plan is to convert the current paper medical charts to electronic medical records when the budget is able to sustain such an endeavor.

In the past year, DJS has completed major renovations to the health centers and infirmaries at the Charles H Hickey, Jr. School and the Cheltenham Youth Facility. In fiscal year 2009, the renovations at the Noyes Children's Center to add an examination room to the existing health center will be completed. In fiscal year 2010, feasibility studies will be done for further renovations to the Noyes Health Center in addition to renovations to the Waxter and the Schaefer House Health Centers and the conversion of the Schaefer House kitchen into a production kitchen to serve the Schaefer House and the Day and Evening Reporting Center.

To accomplish the objectives for the unit, the Somatic Health unit has implemented various changes to align organizational development with strategic planning goals. The Somatic Health unit will continue to have somatic health staff at headquarters to direct somatic health functions and the child nutrition program and to oversee facility staff and the multiple health and food service contracts across the state. In order to support regionalization and to continue to meet the demand for medical and nutritional consultations from headquarters on an increasing number of complex medical cases in the facilities and community, additional health staff will need to be hired. Additional staff will include a regional dietician, regional nurse managers for complex case management, and potentially regional physicians to provide consistency and to reduce reliance on physician contracts. The somatic health unit will continue to recruit DJS employed nurses for the facilities. In order to attract high quality nursing staff and to reduce reliance on nurse agency contracts, DJS must develop strategies to improve nursing salaries and work conditions.

The somatic health unit staff will work with behavioral health, substance abuse, and education staff at DJS to better serve the needs of DJS youth. The unit will collaborate with and increase relationships with Federal, State, county, and other agencies to improve the health care of DJS youth. These agencies include Children's National Medical Center, county and city health departments, DHMH Office of Food Protection, DHMH Oral Health Division, DHMH Division of Sexually Transmitted Diseases, DHMH State Laboratory, the Federal Child Nutrition Program, Johns Hopkins University Schools of Medicine, Nursing, and Public Health, the Maryland AIDS Administration, the MSDE School-based health program, MSDE School and Community Nutrition Branch, the Maryland Assembly on School-Based Health Care, University of Maryland School of Medicine, and the Vaccines for Children Program (VFC). In addition, somatic health staff will continue to serve on the DHMH Healthy Eating Active Lifestyle Coalition, the Maryland State Child Fatality Review Team, the Maryland Fetal Alcohol Spectrum Disorder Coalition, The Montgomery County School Health Council, and the School

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Health Council for the Maryland Chapter of the AAP.

INDICATORS: staffing levels of nurses, physicians and dentists at facilities, number of youth receiving STD and HIV testing and counseling, number of youth receiving family planning services or education, number of youth receiving dental services, compliance with Federal Child Nutrition program, number of facility staff who are screened for TB, number of DJS employees who receive annual influenza vaccination.

EDUCATION

DJS and MSDE have continued an ongoing partnership to ensure the progressive transfer of responsibility for the educational programs in DJS owned and operated facilities to Maryland State Department of Education (MSDE) by 2012 in accordance with state statute. MSDE currently operates the educational programs at the Baltimore City Juvenile Justice Center (BCJJC), J. DeWeese Carter Center (Carter), Lower Eastern Shore Children's Center (LESCC), Charles H. Hickey Jr. School (Hickey) and Victor Cullen Center (Cullen).

The DJS partnership with Garrett College continues to produce very positive results for students while they are at the Youth Centers and following their release to the community. Since its inception in September 2006, Operation AMP (Academics, Mission, and Purpose) has provided the opportunity for 42 youth to complete Garrett College classes. Of 31 participating students who have been discharged from the Youth Centers, 25 (80%) are productively engaged in the community: 15 are attending college, nine are employed and one enlisted in the military. Of the remaining six, three youth have been re-adjudicated and three youth were not able to be contacted.

In fiscal year 2008 DJS began implementing career and college preparation programs in all of its facilities. The career programs include vocational assessment and skill building related to job searches and employability. Students will leave DJS facilities with a portfolio describing and documenting their employment-related competencies and interests. Students entering DJS facilities with a high school diploma/GED or who complete high school while in DJS facilities will receive assistance studying for college entrance tests. Qualifying students will be eligible to enroll in college courses through distance learning or through college partnerships such as Project AMP.

DJS has significantly expanded career preparation at the school at Cheltenham. In addition to career exploration, Cheltenham offers carpentry, computer technology, horticulture, and graphic arts and design courses. The carpentry and computer curricula are nationally recognized, certificated programs aligned with industry standards to facilitate youths' transition to career education and employment opportunities in the community.

DJS successfully relocated the Day and Evening Reporting Center in Baltimore City. The newly renovated facility has two classrooms and a large computer lab. The computer technology is integrated in the academic curriculum and provides the opportunity for credit recovery, GED preparation, literacy instruction and career exploration. The teachers work closely with home

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schools to ensure that students keep up with their work and are prepared for successful return to school.

DJS and MSDE co-sponsored a statewide conference, Best Practices in School Re-entry for Court-Involved Youth, with participation from families, juvenile services, the advocacy community and every Maryland public school system. In fiscal years 2009 through 2011, DJS will build on this successful initiative by convening a workgroup to identify and implement best practices for transition from residential placement to community schools. Communication with the local public schools has also been facilitated by DJS' use of Maryland's new on-line Individual Education Plans (IEP) which fosters immediate identification of student needs and provision of special education services. In addition, DJS and MSDE are working collaboratively to ensure that MSDE staff receives ASSIST training. In fiscal year 2009, the goal is to enter all education data in ASSIST to facilitate the transfer of school records from DJS facilities to youths' next educational placement and to provide case managers with access to current IEP, educational progress reports and Maryland Student Transcripts for use in placement decisions.

DJS also will continue to assist eligible girls with enrollment and participation in online courses while at the facilities. The Department will assist girls in transitioning to community colleges, vocational training programs, and/ or meaningful employment upon release. When applicable, DJS will place eligible youth in internships and job shadowing experiences.

The DJS Educational Services Unit will continue to assist all eligible youth from these facilities with transition services including returning to public school, assisting youth in applying for post-secondary training, and directing them in finding meaningful employment.

INDICATORS: number of youth with improved math and reading skills, number of youth earning high school diploma/GED, number of youth successfully transitioned to local public schools, community-based GED programs and/or employment.

PLACEMENT

The Placement unit oversees the placement of youth statewide, oversees the statewide resource offices, ensures that sufficient per diem resources are available to meet Department placement needs and ensures that federal protections are met for youth and their families when a youth is removed from their home. Placement also will continue to be a centralized function. The Placement Unit performs the following functions:

- Develops policy and procedures for required placement activities with emphasis on staffing decisions, appropriateness of placements and timeliness of resource activities and operates the Title IV-B program;
- Assists in the placement of difficult to place youth;
- Serves as a resource for program information by providing resource offices with information about the programs authorized for use by the Department;
- Documents placement activities and tracks services provided to youth;

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- Participates in regional placement meetings to assist in identifying and removing barriers to placement; and
- Represents the department at the State Coordinating Council, the Multi-Agency Review Team, the State Council on Child Abuse and Neglect; the Per Diem Review Committee, and the Interagency Rates Committee.

In fiscal year 2009, the Placement Unit will revise the Office Manual for Resource Specialists, and revise the Training Curriculum for Resource Specialist for both initial training for new Resource Specialists and continuous training for experienced staff. Through a series of presentations by service providers and Placement unit staff, the Unit plans to increase the program knowledge of DJS Resource Specialists and Case Management Specialists.

During fiscal year 2009, the Placement Unit will implement the Maryland Comprehensive Assessment and Service Planning (MCASP) tool in the case management decision-making process for determining services and out-of-home care at staffings, the meetings at which decisions regarding needed services or placements are discussed and decided.

The Placement Unit will develop its capacity in fiscal years 2009 through 2011 to perform audits for staffings and Title IV-B reviews for all youth who are in out-of-home care for six months and every six months thereafter as long as the youth remains out-of-home. Staffing issues to be reviewed during the audit are the presence of the youths' parents or guardians, the quality of information presented regarding risk and need factors, and the appropriateness of recommended services. Title IV-B reviews issues to be reviewed during the audit are the presence of the youths' parents or guardians, the case plan presentation, the growth in program, and the quality of aftercare plans for youth upon discharge.

During fiscal years 2009 through 2011, the Placement unit plans to automate services and residential placements to provide resource and field staff with a quick find tool to sort and locate programs by type and intensity of services offered. The unit also plans to collaborate with in-state service providers to offer more effective programming for DJS youth using problem solving discussions, exposure to evidenced based program components and shared training to achieve better programming.

***INDICATORS:** number of out of home placements, average length of stay (LOS) pending court hearings, case processing time from arrest to disposition, and number of IV-B reviews completed.*

PREVENTIVE PROGRAMS

DJS will develop a Preventive Programs unit within the next fiscal year by pursuing grant funding and will begin operation of the program in fiscal year 2010. The unit will provide oversight and support of delinquency prevention and diversion programs for youth. Delinquency prevention and diversion programs, such as Drug Court, Youth Service Bureaus, and Wraparound Services, are designed to prevent youth who participate in prevention programming from entering or becoming more deeply involved in the juvenile justice system. Whether participants have prior offenses or not, it is expected that delinquency prevention programs will

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effectively decrease the influence of risk factors and increase the positive self-esteem and self-efficacy of the youth they serve.

The unit will provide technical guidance on prevention programming to Regional Directors, Resource Specialist, Case Managers, Programs Specialist and other DJS staff in meeting the Department's vision, mission, and goals. The Prevention Programs unit also will establish relationships with members of the judiciary, legislature, local jurisdictions and communities as well as other child-serving agencies and stakeholders to build a collaborative system of statewide prevention programs.

INDICATORS: *number of DJS youth participating in prevention and diversion programs and services, reduced recidivism; reduced residential placements, and improved public safety.*

OFFICE OF BUSINESS SERVICES

The Office of Business Services provides ancillary and logistical support for the entire Department and is comprised of the General Services, Capital Planning, Human Resources, Information Technology, and Procurement units. The office coordinates facility maintenance, manages the capital budget, provides human resource management, provides procurement of required commodities and services, and also is responsible for the administration of a fully integrated and automated client-based information system to support service delivery and promote administrative accountability.

GENERAL SERVICES

The General Services unit is responsible for facility maintenance and performs electrical work, plumbing, carpentry, locksmith, and grounds keeping. The unit identifies and completes all necessary repairs at each site, performs annual facility inspections and inspects the work performed by contractors.

In the next three years the General Services unit will ensure the following implementation or installation of MAXIMO CMMS (Computerized Maintenance Management Software) in six (6) facilities.

- Fiscal year 2009 Cheltenham and Hickey/Central Maintenance will be brought on line.
- Fiscal year 2010 LESCC will be brought on-line.
- Fiscal year 2010 WMDCC will be brought on-line.
- Fiscal year 2011 Waxter and Noyes will be brought on-line.

Other projects include the following for fiscal years 2009 through 2011.

- Replace Victor Cullen boiler in fiscal year 2009.
- Renovate and expand the Waxter bathroom in fiscal year 2009.
- Replace the Victor Cullen Center emergency generator in fiscal year 2009.
- Replace the Noyes emergency generator replacement in fiscal year 2009.
- Replace the Noyes air handling unit in fiscal year 2009.
- Complete Cheltenham Medical unit renovations in fiscal year 2009.

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Youth Development and Staff Training plans include the following for fiscal years 2009 through 2011.

- Develop a plan to have staff actively participate in the vocational training of youth.
- Offer youth career and life skills development training to youth, providing youth with on the job training skills which will allow youth to broaden their skill set by applying classroom theory to real world maintenance problem resolution.
- Update all maintenance position descriptions to reflect new staff duties.
- Coordinate with the Professional Development and Training unit to have the training curriculum certified and all maintenance staff MCTC certified.
- Ensure all participating maintenance tradesmen will receive additional compensation accordingly.
- Recruit to immediately fill all vacant maintenance positions.
- Request additional funds for training in the fiscal year 2009 budget to train maintenance staff in new and emerging technologies as well as continuing education credits (CEU) for training on existing maintenance systems.

INDICATORS: *Number of facilities implementing installation of MAXIMO CMMS Number of youth and staff involved in youth career and life skills development, and number of youth with employment in the area in which they received training following release from DJS custody.*

CAPITAL PLANNING

The Capital Planning unit (CPU) prepares the annual budget request for programming, planning, constructing, renovating and equipping state-owned facilities, and manages the Capital Grants and Loan program. The CPU works closely with the DJS General Services unit to design projects and prepare project specifications.

Over the past several years, the CPU has continued to develop the planning documents for the construction and renovation of DJS residential treatment and detention facilities. The Department developed the Department's Facilities Master Plan (FMP) document which serves to define the proposed capital improvement plans over the next 10 fiscal years. The FMP provides a schedule of key recommendations for the upgrade of existing DJS facilities and the construction of new facilities. Though this is a stand alone document, the FMP works in concert with the DJS Gap Analysis to establish and implement the capital plans for the DJS. The Department also has worked for the past several years with DBM to develop its Gap Analysis to define the capacity, operation and program needs for the Department.

As part of the fiscal year 2010 capital budget, the Department is seeking approval and funding of four capital improvement projects. These projects are as follows.

- Construct new 48-Bed Baltimore City Treatment Center for males- fiscal years 2010 (site acquisition), 2012 (planning), fiscal year 2014 and 2015 (construction), fiscal year 2015 (equipment).
- Construct new 48-Bed Cheltenham Youth Facility Treatment Center for males- fiscal years 2009 and 2010 (planning), fiscal year 2011 and 2012 (construction), fiscal year 2013 (equipment).

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- Construct new 48-Bed Charles H. Hickey, Jr. School Detention Center for males- fiscal years 2011 and 2012 (planning), fiscal year 2013 and 2014 (construction), fiscal year 2015 (equipment).
- Construct new 48-Bed Cheltenham Youth Facility Detention Center for males- fiscal years 2009 and 2010 (planning), fiscal year 2012 and 2013 (construction), fiscal year 2014 (equipment).

Through the FMP, the Department has developed additional capital improvement plans, but has not received approval for these plans. Once approval and funding is received, the Department will initiate planning followed by construction or renovation of the residential programs listed below.

- Renovate and expand Alfred D. Noyes Children's Center for males and females.
- Renovate Maryland Youth Residence Center to 30-Bed shelter for males.
- Construct new Eastern Shore Youth Center for males.
- Construct new Thomas J.S. Waxter Detention Center for females.
- Renovate existing Waxter Detention Center into new Thomas J. S. Waxter Treatment Center for females.
- Construct new education building and expand housing to 48-beds at Meadow Mountain Youth Center for males.
- Renovate and construct new education center and housing for 48-bed facility at Backbone Youth Center for males.
- Demolish old Cheltenham Youth Facility buildings.
- Renovate and construct new education center at Savage Mountain Youth Center for males.

For further information, refer to the Department's Gap Analysis and Facilities Master Plan. (Note: At the time of publication, these documents had not been approved by the Department of Budget and Management. Upon approval, these documents will be found on the Department's website under Publications.)

The unit also is responsible for work space lease planning and collaborates with DJS staff managers to identify office space. In fiscal year 2009, the current lease for the DJS Central Operations office will expire. The CPU is analyzing current space requirements and reviewing available locations for Central Operations Offices. The unit will negotiate the lease of DJS Central Operations Offices with the Maryland Department of General Services Real Estate division to ensure a cost efficient and timely renewal of the lease.

INDICATORS: *Adherence to proposed fiscal years 2009 through 2011 Capital Improvement Projects and new lease for DJS Central Office.*

HUMAN RESOURCES

The Human Resource (HR) unit is responsible for human resource activities within DJS including employment, personnel classification, compensation, employer-employee relations, risk management, employee records and reports. This unit also is responsible for the testing of all

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unique classes within DJS and serves as the liaison and coordinating office for DJS' collective bargaining activities. The unit objectives are to maintain a pool of prescreened applicants, to fill vacancies quickly, to ensure completion of PEP evaluations and send monthly compliance reports.

In fiscal years 2009 - 2011, the HR unit goals are to

- reduce time to hire to 1.5 months;
- reduce vacancies to 3%;
- increase PEP compliance to 95%; and
- facilitate regionalization of operations.

To accomplish these goals the HR unit will complete a monthly and quarterly review of data, a bi-weekly review of vacancies, and establish HR functions in each of the Department's six regions.

***INDICATORS:** Rate of hire, vacancy rate, annual PEP compliance rate, rate of violation of standards of conduct by DJS staff, overtime, sick leave, accident leave, FROI, and percent of HR functions devolved to regions.*

INFORMATION TECHNOLOGY

Information Technology (IT) provides technical assistance on all computer and telecommunications related matters. IT handles the on-going operation, support and maintenance of the Department's client database (ASSIST), procurement and maintenance of all DJS personal computers, telecommunication equipment and services, security systems, and associated applications.

DJS IT supports the goal to keep Maryland's children in Maryland through the enhancement of automated systems of treatment assessment, planning and tracking. These systems will improve the ability to properly place youth based upon criminogenic need. (Criminogenic need refers to the traits of an individual youth that, if left unaddressed, will continue to increase the likelihood of re-offending in the future.) DJS' aim is to make screening and assessment tools available to staff to help them make informed decisions at each stage of the juvenile justice process. These tools will be based on a specific purpose and will logically build upon each other. They will reduce redundancy and facilitate availability of treatment information to professionals, internal and external to DJS, on a secure need-to-know basis. Quality data will be available to decision and policy makers allowing further refinement of programs within Maryland that are focused on meeting the treatment needs of Maryland youth under the care and supervision of DJS.

DJS IT supports the use of technology to adequately track treatment planning and outcomes that meet the needs of youth under DJS care and supervision. An assessment of basic needs addresses issues related to the immediate well-being of the youth, such as physical and mental health issues, lack of reliable shelter or abuse and neglect at home. It is important to address a youthful offender's basic needs, both for humanitarian reasons and because unresolved basic needs may impede progress in addressing factors that are more directly related to the youth's delinquent behavior. Properly tracking progress in meeting these needs helps to address

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problems before they become a serious threat. This contributes to a better environment for youth in juvenile residential facilities and in the community. In addition, DJS IT plans to enhance support of telecommunications, two-way radio/video surveillance, fence security and community alert systems to produce a safer and more secure environment for youth and staff in DJS facilities as well as the communities surrounding these facilities.

Outcomes must be tracked before decisions can be made on the value of an initiative or program. DJS IT supports the goal of producing quality data that enhances DJS credibility with youth and families utilizing its programs and in the communities we serve. DJS information systems will be adaptable, reliable, and secure enabling DJS to be more responsive to tracking current outcomes when information is needed further reducing reliance on anecdotal evidence and enhancing data driven decision-making.

Where allowed by law, the DJS IT unit will support violence prevention initiatives through real-time data-sharing between government stakeholders focused on reducing youth homicides and non-fatal shootings. In addition, DJS IT will support automated tracking of violent offenders through use of global position system (GPS) technology and coordinate use of these systems with local and state justice agencies.

Organizational development requires adaptive tracking of business processes throughout DJS. The DJS IT unit will focus on the DJS' need to track its data in different organizational cross-sections such as supervisory unit, budget unit, training unit, etc. Applications will support more refined decision-making, allowing a more immediate focus on specific areas of stakeholder concern.

***INDICATORS:** rate of utilization of GPS system (number of youth with GPS system), rate of utilization of automated systems of treatment assessment and planning (number of youth receiving treatment assessment and planning).*

PROCUREMENT

The Procurement unit obtains commodities (supplies, equipment, furniture, printing, etc.), services, information technology (hardware, software and supplies), and maintenance materials for the Department. All procurements are conducted in accordance with Maryland law and the Code of Maryland Regulations (COMAR) Title 21. Additionally, the Board of Public Works (BPW) advisories, Department of Budget and Management (DBM), Department of General Services (DGS) Directives, and DJS policies, directives, standards, guidelines and procedures are followed to conduct procurements. The following procurement methods are used by DJS: small procurement, emergency procurement, sole source, competitive sealed bidding, competitive sealed proposals, non-competitive negotiated rate, and intergovernmental agreement.

In fiscal years 2009 -2001, the Procurement unit will work with departmental staff to reduce the number of out-of-state Per Diem Contracts by supporting the development of contracts with more in-state providers, meeting with key DJS units to identify out-of-state contracts for termination and developing a plan for encouraging in-state providers to assume services. To improve the conditions of confinement at all DJS facilities, the unit will establish contracts with

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private and intergovernmental providers to supply supporting functions at Cheltenham and Hickey and provide commodities, equipment, or services as requested by key DJS units, superintendents, or other decision makers. The unit will also ensure that best practices and safety requirements are included in all DJS bid documents; Request for Proposals (RFP), Invitation for Bid (IFB), Invitation to Bid (ITB) and Intergovernmental Agreements (IGA).

***INDICATORS:** Number of out-of-state contracts terminated, number of replacement in-state contractors, number of contracts/intergovernmental agreements approved for DJS facilities, number of commodity/equipment/services, and the number of contract specification requirements indicators and deliverables relating to best practices and safety requirements added to contracts and intergovernmental agreements.*

OFFICE OF QUALITY ASSURANCE AND ACCOUNTABILITY

DJS established the Office of Quality Assurance and Accountability (OQAA) in May 2007 to build and strengthen its central focus on data-based measurement, analysis and management in support of positive youth and program outcomes across all major areas of residential and regional operations. The OQAA integrated existing functions in the key areas of program development, evaluation and training with new initiatives for evidence-based practices and quality improvement to foster reform initiatives throughout the Department. The scope, strategies and work products of the OQAA assist DJS to meet public expectations for accountability, transparency and excellence. The OQAA is comprised of the following units: Best Practices, Program Evaluation, Quality Improvement, Inspector General, Workforce and Leadership Development, and Gender Responsive Services units. The Office also will ensure that best practice models and strategies are adequately addressed and incorporated into program development, evaluation and improvement, investigations, and training.

BEST PRACTICES

The Best Practices unit supports statewide expansion of the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI) in fiscal years 2009 through 2011. JDAI is a best practice model that eliminates inappropriate and unnecessary use of detention and protects public safety by minimizing failures for juveniles to appear in court.

DJS has undertaken a key component of JDAI reform through development of a standardized and validated Detention Risk Assessment Instrument (DRAI) allowing for variation in scoring that accommodates regional differences. As a result, the decision to detain a youth will be based on a validated assessment of a youth's risk to the community and risk of failing to appear for future court dates. After complete implementation of the DRAI, the Department will complete a re-validation study by the end of fiscal year 2009 with the assistance of the University of Maryland's Institute for Governmental Service and Research (IGSR).

In fiscal year 2009, the unit also will establish a regional data collection process and establish baseline data for detention population, detention alternative programs, DRAI referrals, DRAI overrides, writs and warrants, length of stay and release, and sanctions.

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The unit will evaluate localized DRAI results, conduct a revalidation of the DRAI and ensure appropriate data collection, reporting and analysis of the DRAI data in fiscal year 2009. In fiscal years 2010 through 2011 the unit will monitor DRAI results, provide continuous training in local implementation sites.

In fiscal year 2009, the Best Practices unit will examine Disproportionate Minority Contact (DMC) rates for regional sites and educate local sites about how to implement JDAI strategies through a racial lens and address DMC issues in the regions. In fiscal years 2010 through 2011 the unit will monitor data for changes in DMC rates, utilize JDAI core strategies for addressing any DMC issues and evaluate DMC improvement strategies.

INDICATORS: number of youth placed in detention alternatives; percentage of detention decisions based on a validated DRAI; DMC rate.

PROGRAM EVALUATION

The Program Evaluation unit is responsible for conducting compliance reviews of and providing technical assistance to DJS licensed private provider programs, in-state residential and non-residential programs, and out-of-state residential programs in which DJS places youth for supervision and treatment.

In fiscal year 2009, the unit will complete a major restructuring of the Department's program evaluation process, incorporating performance-based standards aligned with COMAR, departmental policy and best practices for youth supervision and treatment.

Program Evaluation functions will be significantly re-structured to focus on conducting outcome-based assessments and supporting providers through technical assistance. In collaboration with the Professional Development and Training unit, the Program Evaluation unit will develop and provide an ongoing training curriculum for Program Evaluators in all key areas related to monitoring of private provider programs.

In fiscal year 2009, Program Evaluation will devise and ensure full implementation of a self-assessment instrument for licensed providers and assist the providers in utilizing the instrument as a tool for continuous improvement. Program Evaluation staff will also create a performance-based monitoring instrument for evaluating provider programs, providing technical assistance, integrating best practices and tracking continuous improvement.

In fiscal year 2009, the Program Evaluation unit will work with the Quality Improvement and Best Practices units and with the Regional Operations Division to develop and disseminate performance-based standards for private provider treatment programs.

The unit will expand and enhance effective communication and collaboration between DJS and its contracted service providers to support improved outcomes for youth. In fiscal year 2009, Program Evaluation staff will work with Regional Directors to coordinate quarterly meetings between DJS and its providers in all Regions to jointly discuss and problem-solve key operational and administrative issues. Program Evaluators will be assigned regionally to enhance

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productive working relationships with providers and to increase the frequency and quality of program evaluation visits.

In fiscal years 2009 through 2011, the unit will continue to certify the Youth Service Bureaus in each local Maryland jurisdiction. The Youth Service Bureaus (YSB) provide voluntary, community-based, prevention and early intervention programs for children, youth, and families. YSB were established by statute in the early 1970s (Article 83C § 2-122) and are currently certified biannually by the Department of Juvenile Services and funded annually by the Governor's Office for Children, through their Community Partnership Agreements (CPA) with the local management boards (LMB). The YSB share a mandate to provide specific core services: each Bureau designs and implements programs in response to its community's changing and diverse needs. Youth and their families have access to 19 Youth Service Bureaus across the state. (See Appendix B for locations of YSB.)

The unit will continue to work in partnership with other Maryland child-serving agencies to implement and enhance licensing and monitoring processes. In the next three fiscal years, the unit will collaborate with the DHR Office of Licensing and Monitoring of Group Homes and Child Placement Agencies, and with the Office of Health Care Quality, to conduct joint site visits and to implement training for program providers related to standards for treatment services and life, health and safety requirements. In fiscal year 2009, the unit will collaborate with DHR, MSDE, GOC, and the Maryland Association of Resources for Youth (MARFY) to develop and fully implement a performance-based provider report card. Also in fiscal year 2009, the Program Evaluation unit will incorporate the State's new requirements related to Statements of Need in its licensing procedures.

***INDICATORS:** number of evaluations of private provider programs utilizing performance-based monitoring instrument; monthly reports issued to Executive Staff summarizing results of performance-based program evaluations, including status of required corrective actions; number of new and renewal provider licenses issued; number of quarterly technical assistance meetings for licensed providers; number of licensed providers conducting periodic self-assessments using performance-based standards.*

QUALITY IMPROVEMENT

The Quality Improvement (QI) unit is responsible for development and implementation of a performance-based quality assurance process for state-operated residential detention and treatment facilities. DJS' continuous quality improvement model incorporates self-assessment, external review by multi-disciplinary subject matter expert teams, development of working plans for problem resolution, and technical assistance.

The QI framework for DJS facilities includes bi-weekly self-evaluations conducted by the Superintendent and management team of each residential facility to determine progress toward compliance with best practice policy and procedures and to track key data indicators to facilitate data-based decision making.

In fiscal year 2009, the unit will conduct comprehensive QI reviews in all DJS residential

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facilities twice annually, and more frequent targeted reviews as needed to ensure satisfactory performance based on a set of measurable best practice standards in key operational areas for protection from harm, behavioral health, behavior management, education, fire safety, medical care and staff training. DJS will utilize standards that are aligned with and that will sustain the requirements of the Settlement Agreement between the State of Maryland and the U.S. Department of Justice and with the Code of Maryland Regulations (COMAR), which generally incorporate threshold or minimum levels of practice. Building on these requirements, the unit will design and measure indicators that incorporate DJS policies, applicable standards of professional associations and evidence-based models that reflect contemporary, optimal levels of practice.

In fiscal year 2009, the Quality Improvement unit will work with the Best Practices and Policy and Planning units and with the Regional Operations Division to develop and disseminate standards for DJS treatment programs and to refine and enhance standards for DJS detention programs.

The unit will also develop a policy to define components of the continuous quality improvement framework for the Department's residential programs. The QI framework will include documentation of progress, provision of technical assistance and monitoring of a working plan for improvement to support the capacity of the Department's residential facilities to fully meet best practice standards.

The methodology utilized in QI reviews is designed to be rigorous and to substantiate comprehensive, robust and reliable findings. The QI subject matter teams will help resolve problems identified through self-assessment and external review utilizing Quality Improvement meetings, discussion forums, and structured observation. The QI unit also will identify facilities performing effectively and work with those facilities to disseminate appropriate practices using peer coaching strategies.

The QI Review Team will convene a Quality Improvement Planning meeting with each Facility Superintendent and Regional Director to discuss findings and to prepare a plan that outlines training, procedures, resources and/or technical assistance needed to ensure compliance with policy, procedures and corrective action plans. This written plan will be submitted to the Executive Staff through the Assistant Secretary of Regional Operations.

***INDICATORS:** number of comprehensive and targeted quality improvement reviews conducted in detention and committed facilities; number of QI reports issued to Executive Staff; number of staff trainings, Quality Improvement Planning meetings, peer coaching and other technical assistance activities provided to facilities.*

INSPECTOR GENERAL

As a result of the tragic death of a court-committed youth assigned to the Bowling Brook Preparatory School, the Secretary of DJS abolished the Office of Professional Responsibility and Accountability (OPRA), placed investigative functions under the new Inspector General (IG) and program monitoring under the new Office of Quality Assurance and Accountability. The IG

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now consists of three units working cooperatively in the best interest for youth in the juvenile justice system – Gang Intervention, Investigations, and Child Advocacy. The function of the IG is to investigate DJS and private service provider staff who have violated Departmental policies, including standards of conduct and procedures, applicable laws, and regulations. Its function also is to reduce youth involvement in gangs, investigate youth grievances, and provide background checks on applicants for DJS employment.

The Gang Intervention and Investigation unit (Gang unit) works closely with all DJS facility staff to assist in the implementation of the DJS gang policy to reduce gang related violence in DJS facilities. In the next fiscal year, the Gang unit will develop criteria for validation of gang membership. The unit also will develop a database that will monitor the alerts in the ASSIST database to ensure that staff correctly identify youth who are gang members. The DJS Gang unit will maintain the database which will provide statistical data on current gang related incidents in DJS facilities. The unit will work with youth to provide intervention assistance to reduce youth involvement in gangs. The unit also will work with the Behavioral Health Services unit to identify community-based intervention services for youth. In fiscal year 2009, the Department hired a Director of the Gang Intelligence unit to oversee the expansion of the prevention programming and coordinate efforts between local agencies and community organizations.

In fiscal year 2009 the Gang unit database will continue to be enhanced to capture information that will provide the Department and the DJS Violence Prevention Initiative (VPI) with gang related incident data and gang validation. A Memorandum of Understanding (MOU) will be developed with the Baltimore City Police Gang unit to allow the sharing of DJS youth gang information. The DJS Gang unit will assign one investigator to the VPI to assist with gang validation information, prevention and suppression. The investigators will be assigned to Baltimore, Central and Metro Regions. This will provide gang intelligence, data and support for the statewide expansion of the VPI.

The unit covers 15 facilities and privately operated programs statewide. The unit is actively engaged in developing partnerships with intervention and prevention programs statewide, assisting with policy and procedure development for the identification of potentially dangerous gang members in DJS care and implementing intervention strategies. The unit also is developing and maintaining interagency relationships with all statewide law enforcement agencies, local Departments of Social Services, schools and any other programs with which DJS youth come into contact. This unit is involved in statewide law enforcement Gang unit meetings and conferences.

The Department is participating in a Kaizen group, a Governor's Task Force on curbing Gang Violence. Staff from the unit are active members of the group. The goals of the group are to reduce gang violence in Maryland by enhancing communications between various governmental agencies and non-law enforcement stakeholders; developing a comprehensive and coordinated statewide gang investigation and enforcement plan; enhancing the investigative and educational resources available to law enforcement and correctional investigators in the State; and developing a statewide gang intervention/prevention plan.

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In fiscal years 2010 through 2011, OIG will continue to enhance the gang information database and work with statewide law enforcement agencies. The unit will increase the number of gang investigators and assign these new staff to the Southern, Western and Eastern Regions.

The Investigations unit investigates all emergency incidents, critical incidents and alleged violations of the DJS Standards of Conduct and refers allegations of criminal misconduct to the appropriate authorities. The investigators provide training to facility and residential administrators to improve performance when issues are identified that compromise the health and safety of youth and staff. Investigators work closely with Department of Human Resources (DHR) Child Protective Service investigators and cultivate relationships with the DHR staff and law enforcement agencies to ensure child abuse and other investigations are completed in a timely manner. The unit is continually improving the incident reporting process by implementing recommendations from the Department of Justice (DOJ) CRIPA monitor, DJS Quality Improvement unit and Best Practices unit. The Investigations unit and DJS Information Technology unit developed a database to track incidents of assaults, injuries, escapes, use of seclusion, and restraint of youth and of allegations made by the youth, staff, supervisors or witnesses of any inappropriate or criminal actions by DJS staff. The DJS Incident database tracks the Department's critical incidents and will identify the strengths and weaknesses within the facilities. The unit has implemented an investigation debriefing process with the DJS detention facilities. This process helps the DJS facilities' staff understand the information contained in an OIG investigative report and allows the facility administrator the opportunity to discuss any issues raised.

The Investigations unit staff are assigned regionally to investigate critical incidents at all DJS facilities and programs throughout the state. This includes, as well, critical incidents that occur in group homes, shelters and regional offices.

In fiscal year 2009 the Investigations unit will work with all DJS detention facilities to ensure that all non-critical incidents and minor staff misconduct are addressed. The director of OIG and the Investigations unit supervisor regularly conduct trainings with the DJS facility superintendents to help analyze incident data. These trainings are provided to the facility administrators to assist with identifying issues involving incidents and conducting trend analysis. The OIG investigators will provide support to the DJS Office of Quality Assurance and Accountability during Quality Improvement assessments or CRIPA related issues.

The Child Advocacy unit's main responsibility is to accept and assist youth who want to initiate a grievance or complaint, assemble facts and find resolutions in an orderly manner to ensure a timely response to a youth's grievance. The Child Advocacy unit participates in the Juvenile Detention Alternatives Initiative (JDAI) team, a collaboration of DJS units, to ensure the maintenance of safe and humane conditions of confinement in juvenile facilities. The unit also participates in the Conditions of Confinement Committee, a collaboration of local child-serving Department staff who monitor the progress made in the Detention Alternatives Initiative and the corrective action developed to correct deficiencies found in the facilities. At BCJJC, the Conditions of Confinement Committee is chaired by David Fishkin from the Office of the Public Defender, other members include staff from the DJS Mental Health unit and the contracted

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Mental Health program, the DJS Assistant Secretary for Residential Services, and staff from MSDE, and the State's Attorney Office. Committee members also served as JDAI inspectors. The Child Advocacy unit is continually improving the grievance process and implementing suggestions from CRIPA evaluation, JDAI findings, as well as DJS Administrators.

The Child Advocacy unit, with the assistance of the grievance data base, tracks complaints made by the youth about facility food service, environmental conditions, lack of recreation, physical and sexual child abuse. Each advocate conducts quarterly focus groups with youth in the DJS facilities on living conditions, food service, the grievance process and receipt of medical treatment. The Child Advocacy unit covers 31 residential facilities and programs (shelters and group homes) throughout the state. A monthly report is submitted to facility supervisors or program directors which identifies any issues raised by the youth.

In fiscal year 2009 the Child Advocacy unit will expand the number of youth focus group sessions throughout the six regions. The focus groups will continue to concentrate on living conditions, food services and any complaints raised by the youth and will continue to complete monthly reports. In fiscal years 2010 through 2011 the Child Advocacy unit will continue the youth focus group sessions statewide and provide support to the DJS Office of Quality Assurance and Accountability.

***INDICATORS:** Number background checks completed, average length of time to complete background check, percent of checks completed in a timely manner, number of youth identified as gang member, number of gang related incidents in facilities, number of inappropriate or criminal actions by a Department of Juvenile Service staff, and number of youth incidents aggregated by number of assaults, injuries, escapes, use of seclusion, restraints, youth fatalities, and shootings, number of youth grievances (by type and total) and percent of grievances resolved in a timely manner.*

WORKFORCE AND LEADERSHIP DEVELOPMENT

As a part of its efforts to improve staff competency, the Department is implementing a Workforce and Leadership Development initiative to provide workforce development programming to DJS staff. This initiative will ensure DJS has competent, professional staff working to meet the Department's mission, goals and objectives. The initiative is supported by two units: the Professional Development and Training unit (PDTU) and the Leadership Development Institute (LDI).

The PDTU designs curricula and provides instruction for Entry-Level, In-Service Training programs for the Department's 2,300 employees. The PDTU makes recommendations based on best practices for workforce and organizational development aligned with the goals of the Department's Maryland Model.

The PDTU has primary responsibility for the Department's compliance with Maryland Correctional Training Commission (MCTC) standards for entry and annual in-service training of DJS staff. By MCTC mandate and DJS policy, all DJS employees working with youth in identified position classifications in residential facilities and in the community

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(probation/aftercare, supervision) are required to complete 160 hours of Entry-Level training (ELT) and 40 hours annually of in-service training. DJS Policy requires additional training to ensure DJS employees are proficient in skills related to safety and security of youth in residential facilities, case management, gender-responsive services and evidence-based models programs.

To support the Department's efforts to expand the use of evidence-based practices, the PDTU will increase the number of courses in Aggression Replacement Training (ART), Gender-Responsive training, Trauma Informed Care, FFT, MST, and MTFC.

In fiscal year 2009, PDTU staff will become certified trainers in Response-Abilities Pathways (RAP), a verbal de-escalation and communication model that will be utilized in detention facilities, and Life Space Crisis Intervention (LSCI) a specialized conflict-resolution model that fosters pro-social learning and change for troubled youth. In fiscal year 2009 through 2011, the PDTU will offer RAP and LSCI courses to DJS staff.

During fiscal years 2009 through 2011, the PDTU will expand the in-service training curriculum by incorporating a tiered training model. This model will offer increasingly specialized courses within a career track framework, from beginner through advanced levels, on various key topics related to the Department's reform initiatives. In fiscal year 2009, PDTU will develop and implement the tiered training curriculum and in 2010 will begin ongoing analysis of the training model.

The PDTU is participating in the Juvenile Assessment, Referral, Placement and Treatment Planning (JARPP) research project, collaborating with George Mason University and the University of Maryland and funded by National Institute on Drug Abuse to evaluate and monitor assessment, treatment planning, service referral and field practices. The PDTU will continue to coordinate training that will be provided through the JARPP project to DJS field staff on motivational interviewing and communications skills.

The PDTU will continue to work with external training partners including universities, colleges, and selected community vendors, to enhance training curricula and offer opportunities for employees to receive college credit for in-service training courses offered by the Department. In fiscal year 2009, while maintaining its focus on adult learning, the unit will also expand CPR courses for committed youth as a component of life skills development in residential treatment facilities.

To ensure the quality of the training curriculum during the next three fiscal years, the PDTU will conduct a needs assessment of ELT. In fiscal year 2009, PDTU will complete the review of the existing ELT program to ensure that Departmental goals and initiatives are incorporated. By early 2009, the PDTU will produce a written report of recommendations to improve the training curriculum.

In the next three fiscal years, the PDTU also will work with the Quality Improvement unit to conduct audits of compliance with MCTC and the Department's employee training requirements. The unit also will conduct audits of the training curriculum that is offered in the facilities and

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field offices by observing the content and delivery of training provided in the field. PDTU will provide technical assistance to instructors to ensure compliance with training requirements.

To improve resource management in the next three years, the PDTU will post the ELT schedule on the DJS Intranet and update the in-service training calendar, at least quarterly, based on results of the assessment of training needs. PDTU will confirm ELT registration several weeks in advance by developing and implementing an automated mail merge system in collaboration with Human Resources.

As the Department regionalizes its business functions, the PDTU will provide bi-annual technical assistance forums with training coordinators and adjunct trainers to communicate and discuss policies and standards related to training. The unit will provide quarterly comprehensive reports and monthly follow-up reports to Regional Directors and other regional administrators regarding MCTC compliance for all mandated staff within each region.

In recognition of the essential role of workforce development in building capacity for reform, DJS provides specialized programs to increase the number of its staff prepared to assume leadership roles within the Department. The Leadership Development Institute (LDI) is a leadership preparation and learning program designed to assist individuals in identifying and developing effective skills in influencing others to achieve the agency's goals and objectives. The LDI designs curricula and provides instruction for Specialized and Leadership Development Training programs for departmental staff. The Institute coordinates the training of staff and the subsequent placement of staff in internships for LDI Graduates with senior Departmental personnel. In the next three fiscal years, the Institute will continue to train staff, expand internship opportunities for LDI Graduates, and develop and implement Executive/Administrator and Supervisor training programs.

***INDICATORS:** number of ELT sessions per year; length of time between Entry on Duty date and enrollment in ELT; Executive/Administrator and Supervisor training; percent of staff who improve skills following completion of tiered training sequence as rated by self-report and supervisor report; number of in-service training courses delivered annually; number of provisionally certified staff receiving full MCTC certification during the fiscal year; number and percent of direct care staff trained in best practice programs; number of quality improvement training audits conducted; number of youth completing CPR certification, and the number of DJS staff who complete Leadership Development Institute.*

GENDER RESPONSIVE SERVICES

The Gender Responsive Services unit is responsible for providing gender specific programming across the six domains (physical, sexual, emotional, relational, intellectual and spiritual) to female youth under DJS care. In fiscal year 2007, a comprehensive evaluation of existing gender responsive services conducted by the Department yielded several recommendations for enhancing services to DJS female youth. As a result of this study, the Department plans a comprehensive continuation and expansion of Gender Responsive Services in fiscal years 2009 through 2011. The goals of the unit include the overall reduction in the number of female youth statewide in residential care; the continuation of the implementation of Trauma Informed Care; the creation of Gender Responsive services in every county, and the development of resources

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for evidence-based programs for females. In addition, the Department seeks to develop a plan to build a new home for its residential program for committed female youth. To reinforce the importance of the emphasis on Gender Responsive Services the department intends to create a dedicated, line item budget allocation to sustain these important programs.

***INDICATORS:** number of committed girls, number of girls in residential care, number of girls receiving Trauma Informed Care, number of counties with gender-responsive units, development of new residential program for committed girls, percent of staff working with girls who have completed gender-responsive certification training, recidivism rates for girls in gender responsive programming.*

OFFICE OF STRATEGIC ANALYSIS

The Office of Strategic Analysis provides regular analysis of data and strategic planning to ensure the Department's success in achieving its goals. The Office consists of three units: the StateStat, Research and Evaluation, and the Policy and Planning units. The office regularly reports data and analysis for StateStat, the Governor's Delivery Unit, the monthly departmental indicators and workload reports, the monthly contractual providers' performance report and the annual departmental Managing for Results document. The office also ensures that all major planning, program development, policy, and budgeting decisions are supported by providing the required data. The office regularly publishes the Department's Strategic and Annual plans, and Task Force reports. The Office also will ensure that best practice models and strategies are incorporated into policy development and in the development and management of contracts and provider performance.

STATE STAT

The StateStat unit is responsible for providing data for StateStat, contractual providers' performance report, daily population reports, data reports for Governor's Delivery Unit, and monthly workload reports. The unit ensures that DJS leadership and management staff will always have ready access to accurate critical performance data. The unit leads the analysis and reporting of key data indicators for the Department.

***INDICATORS:** bi-weekly StateStat report, daily population report, monthly workload and contractual provider's performance reports monthly indicators report, and development of performance-based contract monitoring protocol.*

POLICY AND PLANNING

The Policy and Planning unit is responsible for developing departmental policy and departmental strategies to accomplish the goals, objectives and performance of DJS. The unit oversees policy development initiatives and coordinates the development of Agency regulations and standards. The unit develops the Department's Comprehensive Three Year Strategic Plan, its annual updates which are required by Maryland statute, and the Managing for Results (MFR) document which reports performance data for the annual departmental budget. The unit also provides support for ad-hoc planning documents, the Child and Family Services Interagency Joint Strategic Planning process and DJS-related task forces, committees and workgroups.

In fiscal years 2009 through 2011, the unit will review the MFR and update it to ensure that it

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closely aligns with the Department's strategic plans and State Stat. The unit also will update the departmental Strategic Plan in fiscal years 2010 and 2011. In fiscal year 2009, the unit will prepare a report of the final recommendations of the Prevention and Diversion Services Task Force.

INDICATORS: number of policies/procedures developed and implemented and publication of the DJS strategic plan, MFR, and Task Force reports.

RESEARCH AND EVALUATION

The Research and Evaluation unit supports all major planning, program development, policy, and budgeting decisions by providing the required data to DJS leadership and management staff. The unit also supports the Department's data-based regional management projects that are patterned after the StateStat model. The unit provides data for the Department's Gap Analysis, annual statistical reports, quarterly JDAI reports, Pending Placement reports and case reviews. In addition to managing and coordinating the production of data for these reports, the unit regularly responds to numerous ad-hoc requests from all offices within the Department as well as its external stakeholders and public agencies.

A primary function of the unit is to provide ongoing data collection and reporting for the various evaluation and statistical analysis initiatives within the Department. The unit works closely with IT to retrieve data, generate visual displays including graphs and maps, and provide analysis that supports management decisions. The unit supports reform initiatives by collaborating with the JDAI Coordinator and with IT to refine data reports. Research and Evaluation also will provide data for management staff responsible for assessing the implementation of Violence Prevention Initiative and other case management reform initiatives.

In the next fiscal year, the unit will expand the Department's recidivism study focusing on the type and seriousness of offenses that lead to the return of youth to the DJS system. The unit will continue to collaborate with the Department of Public Safety and Corrections to obtain adult recidivism data. The unit will partner with the Program Evaluation and Best Practices units to design a standard evaluation protocol that combines recidivism with analysis of other performance data through monitoring and management of contracts.

The unit will collect information on hard-to-place youth for dissemination to DJS service providers and program development staff by creating a profile for older youth (age 17 and older) and youth placed out-of-state. The unit also will analyze current and historical data on detention, pending and committed placement usage, including analysis of pending placement length of stay, and out-of-state-program utilization and outcomes. The unit will continue to engage in formal research with outside partners such as University of Maryland, Johns Hopkins University and the Baltimore City Health Department to study violence indicators and evaluate the Operation Safe Kid (OSK) program.

INDICATORS: annual recidivism and statistical reports; data for the bi-weekly StateStat reports, monthly and quarterly JDAI reports, monthly key indicators report, and other ad-hoc data requests.

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APPENDICES-

- A. INVENTORY OF RESIDENTIAL PROGRAMS
- B. INVENTORY OF NON-RESIDENTIAL PROGRAMS
- C. AVERAGE DAILY POPULATION CHART

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APPENDIX A – INVENTORY OF STATE-OPERATED PROGRAMS

I. DJS RESIDENTIAL PROGRAMMING

BALTIMORE CITY JUVENILE JUSTICE CENTER

300 North Gay Street
Baltimore, MD 21202

The Baltimore City Juvenile Justice Center (BCJJC) provides centralized intake, assessment, court, detention services and 144 beds for delinquent youth requiring detention. The detention center has educational, medical services, and a full-size gym.

Opened in 2003, the 244,000 square-foot facility includes three circuit courtrooms, hearing rooms for juvenile masters, offices for state's attorneys and public defenders, a booking facility offices for DJS Area I staff and Baltimore City Social Services (DSS) legal services, and houses a combined intergovernmental workforce of 800 employees.

The Department of Juveniles Services' (DJS) Behavioral Health Services Division established a Family Resource Center at the Justice Center which brings together youth families, community-based family and mental health advocacy organizations, and DJS staff.

For additional information, contact Johnitha McNair, BCJJC Director of Detention, 443 263-6353 or mcnairjr@djs.state.md.us

J. DEWEESE CARTER CENTER

P. O. Box 229
Scheeler Road
Chestertown, MD 21620

The J. DeWeese Carter Center, located in Kent County, is a secure detention facility for 15 youth. The Carter Center provides emergency detention facilities to Cecil, Kent, Caroline, Queen Anne's and Talbot Counties on the Eastern Shore of Maryland. Opened in August 1982, the Center was named for the Honorable J. DeWeese Carter (1904-1977), who served on the Maryland Court of Special Appeals in the 1970s.

For information regarding the J. DeWeese Carter Center, contact Derrick Witherspoon, Superintendent, 410 778-6444 or at withersd@djs.state.md.us.

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CHELTENHAM YOUTH FACILITY

P. O. Box 160
11001 Frank Tippet Road
Cheltenham, MD 20623

Located in Prince George's County, Cheltenham provides care and detention for youth awaiting trial or court disposition from Anne Arundel, Prince George's, Calvert, Charles and St. Mary's counties. The Murphy Cottage, which is also located on the grounds, houses the ReDirect program for 15 youth. The Shelter in the old superintendent's house shelters 5 delinquent youth who need court ordered supervision but have not been deemed dangerous to themselves or others.

For information regarding the Cheltenham Youth Facility, contact Quanetta West, Superintendent, 301 396-5000 or westq@djs.state.md.us.

CHARLES H. HICKEY, JR., SCHOOL

2400 Cub Hill Road
Baltimore, MD 21234

Named for a former Baltimore County Sheriff, the Charles H. Hickey, Jr. School currently houses male youth placed by the court and serves as a detention center for youth awaiting trial.

Formerly, the Hickey School served up to 300 delinquent boys and young men, ages 15 to 17, from across Maryland either as a detention center or as a committed facility. In 2005, Governor Ehrlich ordered the committed program closed at the Charles H. Hickey, Jr. School. The detention program, however, continues to operate as a regional center for youth awaiting trial or placement in a treatment program.

For information regarding the Charles H. Hickey, Jr. School, contact Wallis Norman, Facility Administrator, 410 663-7601 or normanw@djs.state.md.us.

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LOWER EASTERN SHORE CHILDREN’S CENTER

405 Naylor Mill Road
Salisbury, MD 21801

The Lower Eastern Shore Children's Center (LESCC) provides secure detention for 24 youths, both boys and girls, from Dorchester, Somerset, Wicomico and Worcester counties. The facility offers educational services and provides drug and alcohol program, anger management/conflict resolution groups, and a Young Fathers program.

For information regarding the Lower Eastern Shore Children’s Center, contact Derrick Witherspoon, Superintendent, at 443 523-1520 or withersd@djs.state.md.us.

MARYLAND YOUTH RESIDENCE CENTER

721 Woodbourne Ave.
Baltimore, MD 21212

The Maryland Youth Residence Center (MYRC) is a shelter care facility for up to twenty-four boys, ages 14 to 18. Boys in need of supervision but not deemed dangerous are housed at the Center while awaiting a court hearing or placement. MYRC provided educational, recreational, psychological and educational counseling, drug addiction counseling and medical services. MYRC also housed up to twelve boys, ages 13 and under, in a Jump Start Program that provided the same services available in the shelter care program. Operations at MYRC were suspended in early fiscal year 2008.

For information regarding the Maryland Youth Residence Center, contact Mark Bishop, Superintendent, at 301-359-9190 or bishopm@djs.state.md.us .

ALFRED D. NOYES CENTER

9925 Blackwell Road
Rockville, MD 20850

The Alfred D. Noyes Children’s Center is a regional detention facility serving youth primarily from Montgomery County and often from Howard, Frederick and Washington Counties. The facility, named after a Juvenile Court Judge for Montgomery County in the 1970s, opened in 1977 and is located adjacent to the Regional Institute for Children and Adolescent in Rockville.

Noyes provides residential care for a capacity of fifty seven (57) adolescents ranging from ages twelve (12) to eighteen (18). Intensive supervision and services are provided by a staff of Resident Advisors, Case Management Specialist, a psychologist, teachers, nurses, and support staff. Upon admission, youth receive a preliminary medical and mental health assessment.

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Within seven days, comprehensive medical, mental health, substance abuse and educational assessments are completed. Youth receive five hours of academic instruction five days a week. Youth also participate in life skills groups, recreational and leisure activities.

For information regarding the Alfred D. Noyes Center, contact John Dowdy, Facility Operations Manager, 410 792-0865 or DowdyJ@djs.state.md.us.

THOMAS J. S. WAXTER CENTER

375 Red Clay Road, SW
Laurel, MD 20724

The Waxter Center, renamed in 1963 to honor Thomas J. S. Waxter, the Director of the State Department of Public Welfare from 1953 until his death in 1962, has a detention program for up to fifty minor girls and secure commitment program for up to ten girls. Waxter primarily serves Anne Arundel, Baltimore, Calvert, Carroll, Charles, Harford, Howard, and St. Mary's Counties and Baltimore City.

For information regarding the Thomas J.S. Waxter Center, contact Mark Hamlett, Superintendent, 410 792-7416 or hamlettm@djs.state.md.us.

VICTOR CULLEN CENTER

600 Cullen Dr.
Sabillasville, MD 21780

In July 2007, the Victor Cullen Center reopened under State administration as a regional committed treatment center. The Victor Cullen Center is a secure commitment facility for delinquent boys in northwest Frederick County. As a regional center, it has the capacity to care for 48 boys between the ages of 15 and 18 in a six- to nine-month treatment program for mental health issues and substance abuse.

For information regarding the Victor Cullen Center, contact Helen Mency, Acting Assistant Superintendent, 301-241-3950 or mencyh@djs.state.md.us.

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APPENDIX A – INVENTORY OF STATE-OPERATED PROGRAMS (cont.)

WESTERN MARYLAND CHILDREN’S CENTER

18420 Roxbury Road
Hagerstown, MD 21740

The Western Maryland Children Center is a 27,800 square foot, 24 bed detention facility on 8.5 acres in Hagerstown, Maryland. The facility opened in September 2003 and employs approximately 60 staff. The Western Maryland Children Center serves youth from Garrett, Allegany, Washington, and Frederick Counties. The Center has a medical suite, an intake area, a school, a full size kitchen and dining area, a maintenance shop, indoor and outdoor recreation areas, and three dormitories.

Western Maryland Children's Center's program is designed to meet the needs of detained youth. The goal of the Center is to complete assessments focusing on the educational, medical, mental health, substance abuse, and case management requirements of each youth. It is the Center's belief that the detention environment should be utilized as more than a temporary holding period so as to maximize the restorative process and truly impact the development of the children.

For information regarding the Western Maryland Children’s Center, contact Edward King, Superintendent at (301)745-6071 or KingE@djs.state.md.us.

WILLIAM DONALD SCHAEFER HOUSE

907-909 Druid Park Lake Drive
Baltimore, MD 21217

Situated across from the reservoir in Druid Hill Park in Baltimore City, the William Donald Schaefer House, which opened in 1992, provides services to young men 14 to 18 years of age and is fully accredited by the Alcohol and Drug Abuse Administration (ADAA). Schaefer House residents are referred by juvenile counselors for substance abuse addiction treatment in a small, nurturing environment for an average stay of 90 days.

To address and treat their substance use and addictions, youth at the Schaefer House receive intensive individualized and group counseling every day, attend alcohol and drug education classes twice a week, participate in Alcoholics Anonymous and Narcotics Anonymous meetings, and attend weekly health education classes given by the program’s registered nurse.

Once a youth has completed his residential treatment at the Schaefer House, he graduates to an intensive aftercare program in his community to maintain the support network necessary for a drug and alcohol free life.

For information regarding the William Donald Schaefer House, contact Martin Callum, Director, 410 333-7152 or callumm@djs.state.md.us.

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APPENDIX A– INVENTORY OF STATE-OPERATED PROGRAMS (cont.)

YOUTH CENTERS

- GREEN RIDGE YOUTH CENTER
PO Box 51
Fifteen Mile Creek Road Flintstone, MD 21530

- SAVAGE MOUNTAIN YOUTH CENTER
164 Freedom Lane
Lonaconing, MD 21539

- MEADOW MOUNTAIN YOUTH CENTER
234 Recovery Road
Grantsville, MD 21535

- BACKBONE MOUNTAIN YOUTH CENTERS
Route 1
124 Camp 4 Road
Swanton, MD 21562

Youth Center Central Office

326 Queen City Drive
Cumberland, MD 21502

The Youth Centers comprise four separate residential facilities and an administrative headquarters located throughout Allegany and Garrett Counties in Western Maryland. Each center serves 36 to 40 court-committed youth between the ages of 14 and 18 years old in a staff secure facility. The Youth Centers serve youth from all regions of the state.

Since 1955, the Youth Centers have provided an environment within which young men have the opportunity to make positive changes in their lives. The therapeutic foundation of the Youth Centers' program continues to be the Positive Peer Culture (PPC) model. The basis of the PPC modality is that youth develop self-worth and responsibility only as they become committed to the positive values of helping others. The Youth Centers also utilize the EQUIP Program (a new, highly effective program that motivates and equips young people to help one another) as a programmatic enhancement. The EQUIP Program extend the PPC model of anti-social behaviors by exploring underlying cognitive distortions or critical thinking errors. EQUIP also adds social skill instruction and role playing in the development of socio-moral decision making skills.

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The Youth Centers are certified Maryland State Department of Education schools and offer youth a wide variety of educational opportunities including planning to return to public school, preparing for the General Education Development (GED) test and the Scholastic Aptitude Test (SAT). Vocational education opportunities are provided within each center and included carpentry, aquaculture, and automotive technology.

The Youth Centers offer all levels of substance abuse intervention to include assessment, early intervention, outpatient treatment, and intensive outpatient treatment. The Youth Centers also provide comprehensive somatic health care and mental health care services through the Allegany County Health Department.

For information regarding the Youth Centers, contact Dale Schroyer, Superintendent, (301) 777-2491 or schroyer@djs.state.md.us.

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APPENDIX A– INVENTORY OF STATE-OPERATED PROGRAMS (cont.)

II. DJS NON-RESIDENTIAL PROGRAMMING

The Department's service programs include:

1. **Spotlight on Schools (SOS)** – SOS is a statewide initiative that places probation officers on-site at over 100 local high schools and middle schools across the State of Maryland. DJS Spotlight officers monitor and respond immediately to attendance issues, referrals for disruptive behavior, suspensions, and drop out issues for youth who are under the jurisdiction of the Department. Prevention and early intervention services are also offered to other students who are either referred by school administrators or who are in crisis. In addition, Spotlight officers provide immediate, on-site intake services for any student who is involved in delinquent activity.
2. **Collaborative Supervision and Focused Enforcement (CSAFE)** – The Maryland CSAFE community initiative is managed by the Governor's Office of Crime Control and Prevention (GOCCP) and is a statewide effort to support comprehensive neighborhood strategies to reduce crime and the fear of crime by providing a wide range of targeted operational and technical assistance. The core elements of this initiative are community mobilization, community policing, and community probation. Essentially, DJS case managers are partnered with federal and state probation agents, state police, and local law enforcement to ensure intensive supervision of known juvenile and adult offenders, intensive police patrols and investigations, and active organization of community.
3. **Intensive Aftercare Program (IAP)** – IAP emphasizes intensive supervision for high-risk youth committed to the Department for out-of-home placement. Aftercare planning and service delivery begins immediately when a youth is court-ordered to a residential facility. A team approach is adopted and wrap-around services are provided by Intensive Aftercare case managers with unique roles and responsibilities. A master's level clinician (Family Interventionist Specialist) provides additional support for youth and their families. Intensive Aftercare teams work non-traditional hours, including evenings and weekends, and work in collaboration with community service providers in providing optimum service. Youth released from a residential facility are supervised through intense monitoring at home, at school, and in the community.

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APPENDIX A – INVENTORY OF STATE-OPERATED PROGRAMS (cont.)

4. **Emergency Night Intake** – Youth may be referred to DJS 24 hours a day. Emergency Night Intake officers evaluate referrals received at night, on weekends and State Holidays. Intake officers evaluate referrals through communication with the youth, the youth's family, the victim and the arresting officer or other person(s) who caused the complaint to be filed. Based on specific criteria, including, but not limited to, seriousness of offense, prior history of complaints, and home and school adjustment, they make one of four possible recommendations: 1) Referral to the State's Attorney's office for a formal court hearing; 2) Informal adjustment by accepting voluntary services for 90 days without court intervention; 3) Case resolved at intake which may include referral to community service; or 4) Disapproval for reasons of legal insufficiency.

5. **Immediate Charging** – State's Attorney Immediate Charging Program funded by DJS expedites case processing. This program serves as an alternative to secure detention by assuring youth are charged with the appropriate offense. Many times the appropriate charge is one of lower severity than what the police initially charge. The reduction of severity of a charge impacts detention and the youth's risk assessment score, often resulting in the youth being eligible for an alternative to detention or release without supervision.

6. **Juvenile Drug Court Programs** – Juvenile drug courts are intensive treatment programs established in collaboration with juvenile courts to provide specialized services for eligible drug-involved youth and their families. Cases are assigned to a juvenile drug court docket based on criteria set by local officials to carry out the goals of the drug court program. Juvenile drug courts provide intensive and continuous judicial supervision over delinquency cases that involve substance-abusing juveniles and supervised delivery of an array of support services necessary to address the problems that contribute to juvenile involvement in the justice system.

7. **Teen Court** - Teen Court emphasizes accountability, youth involvement, and positive peer influence. The premise of Teen Court is for juvenile offenders to have their cases heard in front of their peers who act as jurors, clerks, bailiffs, and attorneys. The impetus of the Teen Court program is to provide offenders with an opportunity to reflect upon their choices and provide them with the resources to enhance their decision making skills. Adult volunteers train youth participants. Offenders are usually between the ages of 11 and 17, are first time offenders, and their current offense is a misdemeanor. Sanctions are determined by the jury and can include community service requirements, such as serving as a Teen Court jury member. If an offender chooses not to complete the sanction, his/her case is remanded to the Department for intake processing.

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8. **Neighborhood Youth Panels** – Neighborhood Youth Panels are a diversion program involving collaboration between DJS and local community groups. A DJS coordinator and volunteer community members conduct informal conferences with the juvenile offender, family members, police officers, and the victim. Typically, youth referred to the program are first time offenders being charged with misdemeanor offenses. Panel members listen to the facts of a case provided by the youth, the parents, and victims to determine an appropriate consequence/remedy/sanction that is in the best interest of the youth, community, and victim. Panel members monitor a youth's compliance. Non-compliance results in the complaint being forwarded to the Department for intake processing.

9. **Truancy Programs** – Truancy programs, a collaborative effort between DJS, the local police Department and the Maryland State Department of Education (MSDE) focus on truant youth. For most cases, youth are referred to this program by Pupil Personnel Workers (PPW). Hearings are conducted by a DJS representative, the parent, child, PPW, police, and MSDE administrators to determine the cause of truancy for a particular youth. The youth is then assigned a mentor who follows the youth for the rest of the school year to encourage school attendance. If the youth's truant behavior continues, the case is forwarded to DJS for intake processing. If it is determined that the parent is negligent, then the case is forwarded to District Court.

10. **Juvenile Offenders In Need of Supervision (JOINS)** – The JOINS program is a collaborative effort between local law enforcement agents and DJS for first time offenders whose current offense is a misdemeanor. Juvenile counselors and police officers intervene to assist youth in abiding curfews, attending school, obtaining employment, paying restitution, and strengthening positive ties to the community and family. Juvenile offenders who fail to make positive adjustments are referred to DJS for intake processing.

Goals:

- Prevent recidivism
- Reduce over representation of minorities in the Juvenile Justice system
- Successful intervention in the cases of juvenile threshold offenders
- Support of families and youth with counseling and appropriate referrals to community resources
- Promotion of atonement and self-esteem through community service and responsibility
- Support of victims through prompt restitution and program support

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11. **Evening Reporting Centers (ERC)** – Evening Reporting Centers are a practical, community-based alternative focusing on minors who would otherwise be detained for probation violations. Evening reporting centers operate from 3 p.m. to 9 p.m. — hours when working parents may not at home and kids are most likely to get into trouble. Offering a range of educational and recreational opportunities, evening reporting centers provide transportation and a meal — both of which are occasions for informal counseling.
12. **Gender Responsive Programming** – Gender responsive programming represents an effort to assist in positive female development. It provides girls with the opportunity to develop life skills and decision-making skills to help them become productive young women. The programming is socially, culturally, and ethnically responsive to the girls being served. All DJS Regions have developed gender responsive programming. Case Managers facilitate groups, activities, and functions designed to enhance or improve the female experience with the juvenile justice system.
13. **Community Conferencing** – Community Conferencing programs are for first-time offenders whose current offense is a misdemeanor. Trained facilitators and members of a youth’s community provide intervention, sanctions, consequences, and counseling. Juvenile offenders who fail to make positive adjustments are referred to DJS for intake processing. Community Conferencing teams consists of local law enforcement agents and community organizations from the community in which a juvenile offender resides.
14. **Community Supervision Programs** – Community Supervision programs are typically designed to provide intensive surveillance and supervision for youth until the termination of the court commitment order or administrative discharge from supervision. In most cases, community supervision is a transition phase for the youth as he or she leaves the highly structured secure facility and returns to the community. Community Supervision agents monitor the youth’s behavior while he or she continues to participate in treatment programs and educational/vocational training according to his or her TSP. The frequency of contacts by the agent with the youth varies over time depending on the needs of each youth. All youth follow written rules of supervision.

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**APPENDIX B– INVENTORY OF DIVERSION & PREVENTION PROGRAMS
(INCLUDING RE-ENTRY PROGRAMS)**

BALTIMORE REGION

Baltimore City

ABA Health Services	Prevention
ABA Music Program	Prevention
Baltimore Families First	Prevention
Baltimore Rising	Prevention
Baltimore Truancy Assessment Center (BCPS and BCPD)	Prevention
Belair-Edison Youth Collaborative Program	Prevention
Big Brother/Big Sister Program	Prevention
Community and Family Resource Center	Prevention
Community Conferencing	Diversion
Community Mediation	Diversion
Dance Girls of Baltimore	Prevention
East Baltimore Christian Athletic Association	Prevention
East Baltimore Youth & Family Services (YSB)	Prevention
Family Functional Therapy	Diversion
Get Out of the Game	Diversion
Hope Family Empowerment Center	Prevention
Intrepid Foundation for Urban Youth Empowerment	Diversion
Job Corp	Prevention
Just For Me Mentoring Program for Girls	Prevention
KUUMBA Tutoring and Mentoring Programs	Prevention
Mack Lewis Boxing Program	Prevention
Mentoring Male Teen in the Hood	Prevention
Multisystemic Therapy	Diversion
National Pike Health Center	Diversion
Northwest Baltimore Youth Services (YSB)	Prevention
Office of Employment Development Youth Opportunity Program	Prevention
On Our Shoulders	Diversion
Pan in the Community Program	Prevention
Phoenix Therapeutic Foundation	Diversion
Precision Youth Program	Prevention
Project Success Youth Place	Prevention
Reaching the Unreachable Outreach Ministries	Diversion
Reclaiming Our Children	Diversion
Reward Health Services	Prevention
Social Responsibility Program	Diversion
Success by Six Partnership	Prevention
Talking Drums Program	Prevention
Teen Court	Diversion
Treatment Resources for Youth	Diversion
Turn-A-Round Program	Prevention
UMAR Boxing	Prevention

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CENTRAL REGION

Baltimore County

Baltimore Co. Police Dept. Counseling unit	Prevention
C.I.N.S. Diversion Program (DJS contract with Police Department)	Diversion
Dundalk Youth Services Center (YSB)	Prevention
First Step (YSB)	Prevention
Gender-responsive programming	Diversion
J.O.I.N.S. (Juveniles In Need Of Supervision)	Diversion
Project Attend	Prevention
Shoplifter Awareness Program	Diversion
Victim Awareness Program	Diversion
Youth Service Bureaus (3 bureaus in the county)	Prevention
Moral Reconciliation Therapy (MRT)	Diversion
Community Mediation	Prevention
Community Conferencing	Prevention
Change Program (DJS contract with Police Department)	Diversion
Lighthouse (YSB)	Prevention
MST Compact Baltimore County	Diversion
Community work Service	Diversion

Carroll County

Adventure Diversion Program (LMB/YSB)	Diversion
Anger Management Group	Diversion
Carroll County Youth Services (YSB)	Prevention
Community Mediation program through Junction, Inc.	Diversion
Community Service-through the Carroll County Circuit Court	Diversion
Counseling	Diversion
Dad’s Works for teen fathers	Prevention
Evaluations	Diversion
Family Interventionist	Diversion
Family Preservation Program (YSB)	Diversion
Female intervention program	Diversion
Institute for Family Centered Services	Diversion
Juvenile Fire setters Program	Diversion
Parent/Teen Mediation (YSB)	Diversion
Parenting Classes	Prevention
Parenting Teens workshop	Prevention
Restitution	Diversion
Shock Trauma Tour	Diversion
Substance Abuse treatment/ Junction Inc.	Prevention
Victim Awareness Education Program	Diversion
Violence prevention program through Youth Service Bureau	Diversion

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Harford County

Adolescent Services	Diversion
Anger Management Class	Diversion
Anger Management Classes (Girls)	Diversion
Bridges to Success	Prevention
Community Work Service Program	Diversion
Family Preservation Program	Diversion
Female Adolescent Group	Diversion
Gender Responsive Program	Diversion
Healthy Decision Making Program	Diversion
Neighborhood Youth Panel	Prevention
Outreach Program	Prevention
Smoking Cessation	Prevention
Victim Awareness Program	Diversion

Howard County

Amen – mentoring program (Pride Youth Services)	Diversion
Anger Management Group	Diversion
Community Service-through the Howard County Sheriff's office	Diversion
Counseling	Diversion
Drug and alcohol counseling, education and treatment	Prevention
Essay Writing / Book reports	Prevention
Evaluations	Diversion
Family Interventionist	Diversion
Family Preservation (IFPS)	Diversion
Hate Bias Panel	Prevention
Juvenile Fire setters Program	Diversion
Letter of apology	Diversion
MADD Victim Impact Panel	Diversion
Mediation / Conflict Resolution Howard County Community College	Prevention
Mobile Crisis Team (CSA and Grass Roots)	Prevention
Parenting Classes	Prevention
Project Attend (local schools, DSS, CSA and SAO)	Diversion
Restitution	Prevention
Shock Trauma Tour	Prevention
Shoplifters (Y.E.S.) Program	Diversion
Substance Abuse treatment/ County Health Department.	Prevention
Victim Awareness Education Program	Diversion
You Are Responsible Program	Diversion
Youth Diversion Program (Howard County Police Department)	Diversion

Youth Service Bureaus: a)Bethesda Youth Services, b) GUIDE Gaithersburg, c) GUIDE Olney, d)GUIDE Up county Services, e) Kensington Wheaton Youth Services, f) Rockville Youth Services, g) Silver Spring YMCA Youth Services. The Montgomery County Collaboration council initiatives include funding for community based prevention programs including school-based health programs, after school activities programs, Child Abuse prevention, Youth Suicide Prevention, and Teen Pregnancy Prevention.

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WESTERN REGION

Allegany County

Community Mediation Maryland	Prevention
Community Service	Diversion
Department of Rehabilitative Services	Reentry
Family Crisis Resource Center	Prevention
Family Junction – Parenting	Prevention
Fire Setter Program – refer to Hagerstown	Prevention
Gender Responsive Programming	Diversion
Institute for Family Centered Services	Diversion
Juvenile Review Board	Diversion
Mental Health Treatment	Prevention
Play Program	Prevention
Sex Offender Group	Diversion
Smoking Cessation Program	Prevention
Spotlight on Schools	Diversion
Substance Abuse Treatment	Prevention
Teen Mothers	Prevention
Victim Awareness	Diversion
Young Fathers Today	Diversion

Frederick County

Anger Management	Diversion
Community service	Diversion
Crime awareness program	Diversion
Family preservation	Diversion
Frederick County Health Department Substance Abuse program	Diversion
Girls group	Diversion
Institute for Family Centered Services	Diversion
Mother-daughter group	Prevention
Multi-family group	Prevention
Multi-Systemic Therapy	Diversion
Parent power	Prevention
Responsible father's group	Prevention
Shoplifter's group – SINK (Shoplifting is not Kool)	Diversion
VAEP	Diversion
Youthful offender program (SAO)	Diversion

Garrett County

After School Program collaboration between Garrett County Health Department and Board of Education	Prevention
Anger Management provided by the Dove Center	Diversion
Anger Management provided by the Western Maryland Mental Health Center	Diversion
Big Brothers / Big Sisters	Prevention
Employment Services Programs provided by WIA Youth Services, DORS, and Western Maryland Consortium	Prevention

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Garrett County (continued)

Faith Based Services provided by Wally Oveido	Prevention
Family Services provided by In-Home Intervention, Burlington Family Services, Families NOW, Family Support Services and Family Crisis Resource Center	Prevention
Fire Setter Program referral to Hagerstown	Prevention
Garrett County Early Care System of Care Program	Prevention
Garrett County Winners Program directed by the Garrett County Sheriff's Office	Prevention
Mental Health Services provided by Garrett County Health Department, Western Maryland Mental Health Centers, Skyei Holistic Services, Garrett County Lighthouse and PRYDE – Café Services	Prevention
Partners After School Program, at Southern Middle School	Prevention
Peer Counseling Program at County High Schools	Prevention
Salem Summer School Program	Prevention
Sex Offender Outpatient Treatment, referral to Cumberland	Diversion
Victim Awareness Education	Diversion
Smoking Cessation Program facilitated by the Garrett County Health Department	Prevention
Substance Services provided by the Garrett County Health Department	Prevention

Washington County

Adolescent Drug Court	Diversion
Alcohol Education Program and Crime Awareness Program	Diversion
Anger Management (Villa Maria)	Diversion
CINS/First Time Offender Diversion Program (through Local Management Board funding)	Diversion
Community Service	Diversion
Crime Awareness Program	Diversion
CSAFE	Diversion
Fire Safety Program	Prevention
Gender Responsive Case Management (Female intervention program)	Diversion
Institute for Family Centered Services	Diversion
Intensive Aftercare Program with Family Interventionist Assigned	Diversion
Interagency Family Preservation Program	Diversion
Outpatient Substance Abuse (ASAM Level I & II)	Diversion
Reflections (outdoor adventure therapy)	Prevention
Restitution	Diversion
Sex Offender Specific Case Management	Diversion
Shoplifter Abatement Program	Diversion
Spotlight on Schools	Diversion
Truancy Abatement Program	Prevention
Victim Awareness Education Program	Diversion

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**APPENDIX B– INVENTORY OF DIVERSION & PREVENTION PROGRAMS
(INCLUDING RE-ENTRY PROGRAMS)**

METRO REGION

Montgomery County

Amen (Pride Youth Services)	Diversion
Anger Management Counseling	Diversion
Bethesda Youth Service Bureau	Diversion
Chesapeake Youth Center Outpatient Sex Offender Treatment	Diversion
CHOICE Intensive Supervision Program	Diversion
Community Conferencing (Conflict Resolution Center of Montgomery County)	Diversion
Crisis Center	Prevention
Crossroads Youth Opportunity Center	Prevention
C-SAFE	Diversion
Drug and Alcohol Education Seminars through Montgomery County outpatient substance abuse programs (Suburban and KHI)	Prevention
Guide Gaithersburg Youth Service Bureau (YSB)	Diversion
Guide Olney Youth Services Center (YSB)	Diversion
Guide Up County Youth Services Center	Diversion
Identity- Mentoring and Counseling Services	Prevention
Intensive Family Preservation Services – Community-based services for children with intensive needs	Diversion
Kensington Wheaton Youth Services Center	Diversion
Local Access Mechanism – Montgomery County Department of Health and Human Services	Diversion
Montgomery County Gang Outreach unit	Prevention
Operation Extinguish – Fire Setters program	Diversion
Operation Runaway- Potomac Ridge Behavioral Health System	Prevention
Police Diversion – Montgomery County Family Crimes division pre-intake screening	Diversion
Police Family Crimes Police Diversion program	Diversion
Rockville Youth and Family Services (YSB)	Prevention
Safety and Survival Inc. - Education classes on juvenile delinquency issues	Diversion
SASCA- Montgomery County behavioral health/substance abuse assessments and referral	Diversion
Silver Spring YMCA Youth Services Center	Prevention
Spotlight on Schools	Diversion
Teen Court	Diversion
Tobacco Education Program	Diversion
United Sisters Girl’s Group of Montgomery County	Diversion
Victim Awareness Education Program	Diversion
Voices to Empower program	Diversion
YMCA Youth and Family Services (YSB)	Prevention

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Prince George’s County

Anger Management	Prevention
Bowie Youth and Family Services (YSB)	Prevention
CSAFE	Prevention
College Park Youth and family Services	Prevention
District Heights Family and Youth Service Center (YSB)	Prevention
EM (Electronic Monitoring)/ CD (Community Detention)	Diversion
ERC (Evening Reporting Center)	Diversion
FFT Prince Georges County	Diversion
IAP (Intensive Aftercare Program)	Reentry
IFCS (Institute for Family Centered Services)	Diversion
Intensive Intervention Counseling	Diversion
Just for Girls Group	Prevention
Just for Guys Group	Prevention
Just for Parents Group	Prevention
Greenbelt Cares Youth and Family Services (YSB)	Prevention
CINS Diversion Project	Diversion
Laurel-Beltsville Oasis Youth Services Bureau (YSB)	Prevention
Multi-Systemic Therapy	Prevention
Neighborhood Youth Panel	Prevention
Prince George’s County Juvenile Drug Court	Diversion
Prince George’s County Teen Court	Diversion
Safe Passages Day Treatment Program	Reentry
Spotlight on School (SOS)	Prevention
Step Down Aftercare	Reentry
Victim Awareness Education Program	Diversion

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EASTERN REGION

Caroline County

Community Detention/Electronic Monitoring	Diversion
Community Service Initiative	Diversion
CSAFE Community Programs	Prevention
Drug Court	Diversion
Family Navigator	Prevention
Family Preservation	Diversion
Kent Youth Outreach	Prevention
Life-long Learning After-school program	Prevention
Nurturing Programs	Prevention
Planned Parenthood	Prevention
Teen Court	Diversion

Cecil County

Boys and Girls Clubs	Prevention
Bridges	Diversion
Bridges Detour	Prevention
Community Detention/Electronic Monitoring	Diversion
Community Service Initiative	Diversion
Family Preservation	Diversion
Hooked on Fishing Not Drugs	Prevention
Kent Youth Outreach	Prevention
Middle School After-school Programs	Prevention
Neighborhood Youth Panel	Diversion
Perryville Outreach Program	Diversion
Shock Trauma Tour	Diversion
Victim Awareness Education Program	Diversion

Dorchester County

After School Programming through Parks and Recreation	Prevention
Choices Family Counseling	Prevention
Community Detention/Electronic Monitoring	Diversion
Community Service Initiative	Diversion
CSAFE	Diversion
Delmarva Family Resources	Diversion
Dorchester County Youth Services (YSB)	Diversion
Drug Court	Diversion
Elementary Behavioral Health	Prevention
Health Department Addictions Services	Prevention
Intensive Family Preservation	Diversion
Mid-shore Mediation	Diversion
Moral Reconciliation Therapy	Prevention
Substance Abuse Services (Dorchester County Health Department)	Prevention
Systems Navigation Program	Reentry

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Dorchester County (continued)

Teen Court	Diversion
Teen Pregnancy Program (Young Fathers)	Diversion
Truancy Court	Prevention

Kent County

Community Detention/Electronic Monitoring	Diversion
Community Service Initiative	Diversion
Family Preservation	Diversion
Kent Youth Outreach	Diversion
School based Mental Health programs (LMB grant)	Prevention
Teen Court (through State’s Attorneys Office)	Diversion
Truancy Intervention program (LMB grant)	Prevention

Queen Anne's County

Community Detention/Electronic Monitoring	Diversion
Community Services Initiative	Diversion
Intensive Family Preservation	Diversion
Kent Youth Outreach	Diversion
Teen Court (through the State's Attorney's Office)	Diversion

Somerset County

Bridges to Success (CINS Diversion Program)	Prevention
Community Detention/Electronic Monitoring	Diversion
Community Services Initiative	Diversion
Family Preservation	Diversion
Project Nehemiah Coalition (Substance abuse prevention and reduction)	Prevention
Truancy Court	Prevention

Talbot County

Community Detention/Electronic Monitoring	Diversion
Community Service Initiative	Diversion
Family Arbitration	Diversion
Guiding Good Choices parenting program	Prevention
Intensive Family Preservation	Diversion
Kent Youth Outreach	Diversion
Mid-Shore Community Mediation Center	Diversion
Talbot County Addictions Program	Prevention
Talbot County Teen Court	Diversion
Talbot Mentors (Drug Court Collaboration)	Diversion
Target 2013 (Drug Free Schools)	Prevention
Voluntary Family Services (Family Preservation)	Diversion

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Wicomico County

Anger Management Program (Life Crisis)	Diversion
Community Center	Prevention
Community Detention/Electronic Monitoring	Diversion
Community Services Initiative	Diversion
CSAFE	Diversion
Down Under Boxing Gym	Prevention
Drug Court (Pre-adjudicated Youth)	Diversion
Family Preservation	Diversion
GEMS (Abstinence Program for Girls)	Prevention
GIFT (Gentleman in Full Transition - DJS Cognitive Group)	Prevention
Job Start Shore Up	Diversion
JUMP (Family Worship Center)	Prevention
LIFT (Ladies in Full Transition- DJS Cognitive Group)	Prevention
Maple Shade’s Crisis Beds	Diversion
Moral Reconciliation Therapy	Prevention
New Transitions (Wraparound Services, Family Assessments)	Diversion
Safe Schools/Health Schools	Diversion
Salvation Army (Community Service, Recreational Programming)	Prevention
Shoplifters Abatement	Diversion
Victim Awareness Education Program	Diversion
Wicomico Exile (State's Attorney's Office facilitates)	Diversion

Worcester County

Alternative Directions Program (through local Health Department/DHMH.)	Diversion
Anger Management (Worcester County Health Department)	Diversion
Community Detention/Electronic Monitoring	Diversion
Community Services Initiative	Diversion
Family Preservation	Diversion
SAGES (Girl’s Program at Worcester Youth and Family Counseling)	Diversion
Victim Awareness Education	Diversion
Brief Re-active Therapy	Diversion
Victim Awareness Education	Diversion

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SOUTHERN REGION

Anne Arundel County

AA Co. Dept. of Health	Prevention
Annapolis Youth Services Bureau (YSB)	Prevention
Anger Management	Diversion
Anne Arundel County Teen Court	Diversion
CHOICE	Diversion
Community Based Sex Offender Group Counseling	Diversion
CSAFE	Diversion
EM (Electronic Monitoring)/CD (Community Detention)	Diversion
Family Intervention Services (FIS)	Diversion
Family Preservation	Diversion
FFT Anne Arundel County	Diversion
Institute for Family Centered Services (IFCS)	Diversion
Intensive Intervention Counseling	Diversion
Just for Girls Group	Diversion
Juvenile Fire Setter Intervention Program	Diversion
Juvenile Intervention Family Independence Program (JIFI) in Anne Arundel County	Diversion
Neighborhood Youth Panel	Diversion
Project Attend – Truancy	Prevention
Robert A. Pascal Youth and Family Services YSB)	Prevention
Spotlight on School (SOS)	Diversion
Treatment Court	Diversion
Victim Awareness Education Program	Diversion
Youth Empowerment Services	Prevention
Youth Services Bureaus (Annapolis & Pascal)	Prevention
*Functional Family Therapy (FFT)	Diversion

Calvert County

Anger Management	Diversion
Boys and Girls Cubs of Southern Maryland	Prevention
Calvert County Family Coordination Center	Diversion
Calvert County Health Department (counseling and mentoring services)	Diversion
Calvert County Juvenile Drug Court (JDC)	Diversion
Family Intervention Specialist	Diversion
FFT	Diversion
Community Based Sex Offender Group Counseling	Diversion
Institute for Family Centered Services (IFCS)	Diversion
Inter-Agency Family Preservation (IAFP)	Diversion
Southern MD Community Network Crisis House	Diversion

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Calvert County (continued)

Southern MD Community Network Targeted Case Management, IHIP, PRP Programs	Diversion
Spotlight on Schools	Diversion
Tri-County Youth Services Bureau Youth Development Intervention Specialist (CINS)	Prevention
Victim Awareness	Diversion
Young Women’s Empowerment Group	Diversion

Charles County

Anger Management	Diversion
Charles County Drug Court	Diversion
Charles County Teen Court	Diversion
CINS program (Tri-County Youth Services Bureau)	Diversion
Community-based Sex Offender Treatment	Diversion
C-SAFE	Prevention
Electronic Monitoring	Diversion
Family Intervention Specialist	Diversion
Functional Family Therapy	Diversion
IFCS (Institute for Family Centered Services)	Diversion
Spotlight on Schools	Prevention
Tri-County Youth Services Bureau (YSB)	Prevention
Victim Awareness	Diversion

St. Mary’s County

Case Management Entity of St. Mary’s	Diversion
CINS program (Tri-County Youth Services Bureau)	Prevention
Community Based Sex Offender Group Counseling	Diversion
C-SAFE	Prevention
Family Intervention Specialist	Diversion
Functional Family Therapy	Prevention
Gender-responsive Programming (Girls Group)	Diversion
IFCS (Institute for Family Centered Services)	Prevention
Spotlight on Schools	Prevention
St. Mary’s County Drug Court	Diversion
St. Mary’s County Teen Court	Diversion
The Strengthening Families Program (SFP) of St. Mary’s	Prevention
Violence Prevention, Character Education, and Victim Awareness	Diversion
Wraparound St. Mary’s	Diversion

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APPENDIX C - AVERAGE DAILY POPULATION BY PROGRAM TYPE, INCLUDING CD/EM

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
TOTAL RESIDENTIAL	1,747	1,728	1,646	1,625
SECURE RESIDENTIAL	482	527	510	502
Secure Detention	253	290	303	297
Hickey	38	39	39	39
Cheltenham	37	46	52	52
Carter	14	16	18	18
Noyes	31	37	41	35
Waxter	21	24	23	23
BCJJC (opened 10/03)	85	91	95	95
W.MD CC (opened 9/03)	15	20	20	20
LESCC (opened 11/03)	12	17	15	15
Committed - Pending Placement	130	167	149	147
Hickey	28	37	32	32
Carter	5	4	5	5
Cheltenham	31	46	47	45
Noyes	23	21	8	8
BCJJC	16	33	33	33
Waxter	14	12	9	9
W.MD CC (opened 9/03)	6	8	6	6
LESCC (opened 11/03)	7	6	9	9
Committed - Secure	99	70	58	58
Hickey Secure Programs	57	32	0	0
New Directions - Sex Offender	22	25	25	25
Waxter	20	7	9	9
Enhanced Academy (Per Diem)	0	6	24	24
NON-SECURE/STAFF SECURE	1,265	1,201	1,136	1,123
Shelter Care	74	80	63	69
Cheltenham Shelter - Murphy unit	14	13	4	6
MYRC Shelter	28	20	13	17
Per Diem-Private Provider Shelter Care (Incl. Family)	32	47	46	46
General Committed - Non-secure/Staff Secure	312	272	314	308
Hickey Impact	61	9	0	0
Youth Centers	112	114	118	118
O'Farrell	37	37	41	41
Intermediate Academy (Per Diem)	102	110	118	118
MYRC – Impact	0	0	4	0
Cheltenham – Impact	0	2	7	7
Per Diem – Impact	0	0	26	24
Foster Care	50	78	75	75
Per Diem Foster Care	15	7	5	5
Per Diem Therapeutic Foster Care	35	71	70	70
Group Homes	430	380	292	284
Per Diem/Contract Group Homes	371	345	262	258
Per Diem Therapeutic Group Homes (Incl. Mt. Clare)	59	35	30	26
Substance Abuse Treatment	123	155	168	163
W.D Schaefer House	18	18	15	15
Meadow Mountain Youth Center	40	39	40	40
Per Diem Substance Abuse Programs	65	98	113	108
Per-Diem Residential Treatment Centers	276	236	224	224
DETENTION/PENDING PLACEMENT ALTERNATIVES (NON-RESIDENTIAL)	549	556	560	560
Community Detention/Electronic Monitoring (CD/EM)	538	539	542	542
Evening/Day Reporting Centers	11	17	18	18
TOTAL ALL PROGRAMS	2,296	2,284	2,206	2,185